

# INDUCTION POLICY



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DATE: 29 July 2013

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## PURPOSE

The purpose of Induction Policy is to make any new employee feel comfortable and become as productive as possible in the shortest possible period.

## COURSE OBJECTIVE

To familiarise the new employees with the Spheres of Government in South Africa, the Council's structure and committee systems, the staff organisational structure including reporting relationships, the Municipality's Integrated Development Plan, policy/ programs of the Council and the Council's Performance Management System. Objectives of Induction Policy are to familiarize the new incumbent with the institution and working environment.

## DEFINITION OF TERMS

"Orientation" means to familiarize new employees and new councilors with the surroundings

"Induction" means to welcome and outline the organizational structures and systems to the new incumbent, including clarification of job description and performance reviewal.

"Head of the Department (HOD)" means managers of different departments accounting to the Municipal Manager.

"Integrated Development Plan (IDP)" means Integrated Development Plan.

## LEGAL MANDATE

1. Constitution of RSA Act 108 of 1996
2. Public Services Act
3. Labour Relations Act

## ROLES AND RESPONSIBILITIES

Corporate Service Manager is accountable for the orientation and induction of the new incumbent he/she may delegate someone to that. Corporate Services Manager must make sure that the Heads of various Departments do induct new employees in their respective Departments.

### 1. INTRODUCTION

When a new staff member commences work in a municipality, it is important that he/she becomes productive as early as possible. All staff members commence duties and undergo a learning period wherein they familiarize themselves with the work environment, the staff members with whom they interact and the tasks and duties which make up their job content.

In this Section, we will deal with a staff orientation procedure, which human resources practitioners should use when orientating new staff members on their first day at work. We will also discuss induction training, which in the municipal environment means introducing the new employee to municipal systems (including how "Local Government" fits into the overall sphere of government) and how one should proceed in familiarizing the employee with his new duties.

### STAFF ORIENTATION ON THE FIRST DAY OF WORK

New staff members are always apprehensive about meeting their new "bosses" and colleagues. They will also have fears on whether or not they will "fit in" in their new department and in the municipality as a whole. Furthermore, they will also be concerned about meeting the competence expectations of their seniors i.e. whether they will do their jobs capably or not.

The task of the departmental head, assisted where necessary by the human resources staff, will be to attempt to allay these fears and concerns and make the new employee a productive staff member as quickly as possible.

There is nothing worse for a new employee than to simply be told where his/her desk (or workbench or worksite) is and to be told to commence working, on his / her first day of work.

The following steps should be followed when orientating an employee on the first day of work:

#### **Step 1**

The human resources official who was part of the interviewing process when the staff member was appointed, should ask the new staff member to report to the Human Resources Department at the beginning of his/her first day of work. The human resources official will then take the new staff member to the Head of Department in which the employee will be working.

(If the new employee is the Head of Department, he/she must be taken to the Municipal Manager on his/her first day).

#### **Step 2**

The Head of Department should then welcome the new employee, try to make him/her feel at ease and briefly describe some of the achievements and goals of the department and what its main functions are.

#### **Step 3**

The Head of Department should then arrange for the employee's immediate senior to introduce him/her to all the employees in the department (both junior and senior) as well as to those staff members with whom he/she will be required to interact in other departments.

#### **Step 4**

The employee's immediate senior will show the new staff member his/her working environment (e.g. office/workshop etc).

#### **Step 5**

The employee's immediate senior will ensure that the staff member has the necessary stationery (or tools/implements/picks/shovels etc). He/She will ensure that the employee is given any uniform or protective clothing and anything else he/she needs in order to do his job.

#### **Step 6**

The employee must then be briefed on any safety procedures that have to be complied with in his/her working environment. This would include any fire drill procedures as well as the safety requirements in terms of the Occupational Health and Safety Act.

#### **Step 7**

It is important that Corporate Services Manager electronically inform all staff members about the new employees.

#### **Step 8**

The new employee must then be informed of his/her working hours, any flexi time arrangements, tea breaks (if any) and how any tea club works. He/She must also be shown where the cloakrooms are.

#### **Step 9**

The employee must be told who he/she should contact if he/she has any problems and must be given the opportunity to ask any questions which he/she may have.

#### **Step 10**

It is preferable that the new employee then attends an induction training course, prior to him/her commencing his/her duties. If no such course is being held on that day, the employee must attend an induction training course as soon as possible after commencing work.

#### **Step 11**

It is essential that someone assist the new employee for the first few hours of his/her duties, simply to "show him/her the ropes" and in order that he/she may familiarise him/herself with the job. Thereafter, less and less time must be spent on mentoring the employee, depending on the complexity of the job. The employee must understand that if he/she is unsure of what to do, he/she always has someone available to assist him/her. All employees take one to three months to totally familiarise themselves with

any job, depending on the complexity of the duties, and managers must understand this and be patient with new employees.

## THE INDUCTION TRAINING COURSE

In the municipal environment, an induction training course should cover the Spheres of Government in South Africa, the Council's structure and committee systems, the staff organisational structure including reporting relationships and any policies or programs affecting municipal operations. New employees should also be shown what a Municipal Integrated Development Plan is and how the Council's Performance Management System works.

The induction training course should also include details of how staff salaries are determined, how a Bargaining Council operates, as well as details on the various fringe benefits and Conditions of Service applicable to that municipality. *The course should also include information on how any probationary period works, details on union membership and agency shop agreements, how the Staff Disciplinary and Grievance Code operates as well as the Code of Conduct for employees.*

In brief, the induction course should not take longer than 30 – 60 minutes to present and should preferably be divided into two parts:

- a description of how a Municipality operates and how a Council fits into the overall Sphere of Government in South Africa. A suggested induction training course providing this information is set out as Annexure A.
- Municipal salaries, fringe benefits, conditions of service etc in the Municipality. A suggested training course providing this information is set out in Annexure B.

INDUCTION TRAINING COURSE PART 1

NYANDENI LOCAL MUNICIPALITY

Target Population	All new Council employees
Duration	30 minutes
Media	Projector and handouts

COURSE OUTLINE

1. Spheres of Government in South Africa
2. Council structure
3. Staff organisation structure and reporting relationships
4. The Municipality's Integrated Development Plan ( IDP )
5. Policies/programs impacting on departmental operations
6. Council's Performance Management System

1. SPHERES OF GOVERNMENT IN SOUTH AFRICA

The Constitution of the country states that the government is divided into three spheres, namely:

- the National Government
- the Provincial Government
- the Local Government

Municipalities make up one sphere of Government which is the Local Government. The Local Government is in direct contact with the people and is in a better position to understand their needs. It is responsible for rendering some basic and fundamental services e.g. refuse removal, cemeteries etc, directly to the citizens within its area of jurisdiction. The Constitution requires that community representatives called Councillors be elected every five years.

2. COUNCIL STRUCTURE

The jurisdiction area of the Municipality covers the following areas:

Libode and Ngqeleni Administrative Areas

The population figure is presently 314 856

The Council is lead by the Mayor, Cllr Thokozile Sokhanyile. The term of office is generally five years. The total number of Councillors is 52 and the Council meets at least once per quarter.

To facilitate co-operation between the Council and the administration and effectiveness in service delivery, a sub-structure called the Executive Committee exists within the Council. It comprises of 10 Councillors nine (9) of which are Chairpersons of the following Standing Committees:

- Planning and Development
- Community Services
- Infrastructure Development
- Budget and Treasury
- Corporate Services
- SPU
- LED
- Disaster
- Public Safety

The Mayor chairs of the Executive Committee. Its term of office is also generally five years and it holds its meetings normally on a monthly basis.

### **3. STAFF ORGANISATIONAL STRUCTURE**

The Municipal Manager is the head of the entire administration. There are six departments in total namely:

- Planning and Development
- Community Services
- Technical Services
- Budget and Treasury
- Corporate Services
- Office of the Municipal Manager

The responsible and accountable official in each department is a Head of Department. The total number of Council employees at the moment is approximately 220 employees.

**NOTE: ALSO ATTACH A STAFF ORGANOGRAM**

### **REPORTING RELATIONSHIPS**

The Council is accountable and reports to the citizens of the municipality. The Municipal Manager reports to the Council.

The Heads of Departments report to the Municipal Manager. Briefing sessions are held weekly between the Municipal Manager and the Heads of Departments. The information cascades down when each Head of Department holds a meeting with the Heads of sections in his/her department. Each Head of sections also holds a meeting with the supervisors reporting to him/her who will, in turn, communicate with the workforce.

#### 4. THE MUNICIPALITY'S INTEGRATED DEVELOPMENT PLAN

The Municipality's IDP sets out the Council's vision for long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.

In the IDP, the municipality sets out the Council's development priorities and objectives, including the financial plan and a budget projection.

(NOTE: The key components of the municipality's current IDP should be included in the induction training course).

#### 5. POLICY/PROGRAMS IMPACTING ON DEPARTMENTAL OPERATIONS

- **Human Resources Development Policy** - This policy outlines a structured approach for the Municipality to develop its Human Resources in line with the Skills Development Act.
- **Internal Bursary Policy** – This policy is to provide for establishment of the bursary scheme and the provision of various forms of financial assistance to staff, the processing of applications as well as criteria to be used in selecting applications for bursary.
- **Occupational Health and Safety Policy** – This policy provides guidelines for the implementation and compliance with the Occupational Health and Safety and Compensation for Injuries on Duty Acts
- **Disciplinary Policy** – This policy is designed to achieve the aim of sound labour relations in an open and fair environment. This policy is to give effect to the Disciplinary and Grievance Procedure Collective Agreements
- **HIV/AIDS Policy** – This policy ensures that the Municipality is fully aware of the fact that in the absence of clearly policy guidelines and the lack of information on HIV/AIDS status, may lead to unfair discrimination of employees living with HIV/AIDS by fellow employees and may create the environment which is not conducive to long term survival of employees living with HIV/AIDS.
- **Personnel Regulations Policy** – This policy summarises clearly the basic conditions of employment of Nyandeni Local Municipality, informs staff members about their working environment which should be conducive for optimal productivity. Leave policy has also been incorporated into this Policy
- **Placement policy**-This policy kicks in when there is a need to re-structure and re-organise existing organization. All placements shall take place in accordance with principles obtained in this policy.
- **Recruitment, Selection and Employment Policy** – This policy is to provide clear guidelines and procedures for recruitment, selection and appointments of staff and to ensure that there is a tight alignment of the recruitment processes