

BERGRIVIER MUNICIPALITY



SCARCE SKILLS

DATE APPROVED : BK2933 – 22 OKTOBER 2009
COMMITTEE : MAYORAL COMMITTEE

- 4.2 SAKE VOORTSPRUITEND UIT DIE VORIGE NOTULE / ITEMS ARISING FROM PREVIOUS MINUTES (3/3/1/3)
- 4.2.1 SAKE VOORTSPRUITEND UIT NOTULE VAN VERGADERING GEHOUD OP DINSDAG 15 SEPTEMBER 2009 (3/3/1/3)
- Geen
5. LYS VAN ONAFGEHANDELDE ITEMS / LIST OF OUTSTANDING ITEMS (3/3/1/3)
- Geen / None
6. VERKLARINGS / MEDEDELINGS DEUR VOORSITTER / DECLARATIONS / ANNOUNCEMENTS BY THE CHAIRPERSON (3/3/1/6)
- Geen / None
7. ONDERHOUDE MET AFVAARDIGINGS / INTERVIEWS WITH DELEGATIONS (3/3/1/5)
- Geen / None
8. DRINGENDE SAKE / VERSLAE VANAF DIE MUNISIPALE BESTUURDER URGENT ITEMS / REPORTS FROM THE MUNICIPAL MANAGER (9/1/2)
- 8.1 BERGRIVIER MUNICIPALITY: DRAFT POLICY – SCARCE SKILLS (4/4/B)
- BK 2933** **RESOLVED**
- That the Mayoral Committee adopt the Bergrivier Municipality: Scarce Skills Policy.
- 8.2 DRAFT PLACEMENT POLICY (4/3/B)
- BK 2934** **RESOLVED**
- That the Mayoral Committee adopt the Placement Policy for the Bergrivier Municipality.
- 8.3 WYSIGING VAN MINIMUM DIENSTE OOREENKOMS (2/B)
- BK 2935** **BESLUIT**
- Dat die gewysigde Minimum Dienste Ooreenkoms goedgekeur word.
- 8.4 OPLEIDINGS- EN ONTWIKKELINGSBELEID (4/4/B)
- BK 2936** **BESLUIT**
- Dat die Opleidings- en Ontwikkelingsbeleid vir Bergrivier Munisipaliteit goedgekeur word.

BK 2933 (22.10.09)

BERGRIVIER MUNICIPALITY

POLICY : SCARCE SKILLS

1. LEGAL FRAMEWORK

The Systems Act
The Skills Development Act
The Skills Development Levies Act
Labour Relations Act
The Employment Equity Act
Municipal Finance Management Act

2. POLICY OBJECTIVES

The scarce skills policy aims at:

- 2.1 Identifying scarce skills posts after proper evaluation and consideration within local government and in particular within the Bergrivier Municipality;
- 2.2 The attraction of individuals with such scarce skills by Bergrivier Municipality; and
- 2.3 To retain the existing categories of employees with the scarce skills after appointment by Bergrivier Municipality by inter alia implementing a reward strategy and/or training where such skills are needed in order to retain their services.

3. FUNDAMENTAL PRINCIPLES

The scarce skills policy is based on the following Fundamental principles:

- 3.1 It is the responsibility of the employer to determine the strategic and operational needs of the organisation.
- 3.2 The employer is experiencing difficulty in attracting and retaining critical expertise in certain fields/jobs in the limitations set by the collective agreements on wages, salaries, job evaluation and the categorization of municipalities.
- 3.3 The scarce skills policy and its implementation should be fundamentally aimed at identifying those critical skills shortages, attracting individuals who have the skills required and retaining those individuals once appointed.
- 3.4 It is the responsibility of the employer to provide development/training and retain employees, especially those employees who have skills that are limited and in high demand.

- 3.5 To enable the employer to adhere to the requirements of the Employment Equity Act and Skills Development Act to ensure representation of previously disadvantaged groups in all occupational categories, it is necessary to take unusual steps to identify, develop and retain individuals that will relieve the critical skills shortages in the long run and will ensure appropriate representation within all occupational categories and levels in these fields. Internal employees who possess the potential to be trained or developed to meet the required needs for scarce skills has to be identified and developed.
- 3.6 Measures that deal with the attraction and retention of scarce skills must aim to address the problem in the short term and in the long term.
- 3.7 The scarce skills policy needs to be reviewed on an annual basis, as required to ensure that the identification, attraction and retention of individuals with the skills that are in need are updated and therefore relevant at all times.
- 3.8 A prerequisite for the retention of scarce skills is that the necessary support in terms of backup training, personnel and systems enable them to perform their duties adequately.
- 3.9 Other reasons for struggling to attract or retain employees with scarce skills, such as availability of suitable housing and schools, cost of living, geographic location, etc. must also be determined and considered.
- 3.10 Rewards/remuneration/allowances should preferably be determined on a uniform basis in terms of the Bargaining Council, Provincial or District context.

4. DEFINITIONS

"External Candidate" refers to an individual who is not permanently employed by the municipality or who has not successfully completed an internship program at Bergrivier Municipality.

"Internal candidate/employee" means an employee who is permanently employed or who has successfully completed an internship programme with Bergrivier Municipality.

"Job Evaluation" means the process through which jobs within local government are evaluated through the collective agreement of 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/or 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.

"Recognition of prior learning" means a way of recognising what individuals already know and can do and include learning from work and life experience.

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

"Scarce skills" means those skills that were identified as critical and of which a shortage is experienced and which is required for key projects and/or positions.

"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 Municipal Systems Act (Act 32 of 2000) as amended.

"Suitable qualified person" means a person qualified as a result of any one of, 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. IDENTIFYING SCARCE SKILLS

5.1 The municipality is struggling to fill certain positions in its organisational structure due to scarce skills.

5.2 Directors shall in consultation with Human Resources and the Local Labour Forum identify occupational groups affected by a scarce skills challenge using the following criteria:

5.2.1 Skills identified in the *National Master Scarce Skills List for South Africa* as published annually by the Department of Labour.

5.2.2 Turnover rate of employees in a particular occupation. The turnover rate must be significantly above the average turnover experienced by the municipality;

- 5.2.3 Ability of the units and/or incumbents to meet the demands of the tasks or the technical requirements defined by the tasks.
- 5.2.4 The duration of the required input that cannot be achieved from inside the unit or by the incumbents.
- 5.2.5 High vacancy rate.
- 5.2.6 Vacancies should prove difficult to fill.
- 5.2.7 The demand for a particular skill/s outweighs the supply.
- 5.2.8 The skills should require an advanced knowledge in a field/science or learning by a prolonged course of study and/or specialized instruction and/or years of services or experience.
- 5.2.9 Reasons/factors given by employees with these skills for leaving the service of the municipality after appointment. Exit interviews upon all resignations must be conducted in order to determine this.

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

6.1 Short term solutions for attracting and retaining individuals with scarce skills

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

6.1.1 Occupations, designations, individual cases identified in terms of clause 5 above may be rewarded at a different rate/salary to attract and retain their skills and the reward can be in one of the following ways:

6.1.1.1 A scarce skills allowance to be paid to the individual as set out in clause 7 below;

Or

6.1.1.2 Increase in guaranteed pay subject to the maximum of the pay range;

Or

6.1.1.3 Bench-marking as in the area of the West Coast District Municipality.

6.2 Longer term solutions for attracting and retaining individuals with scarce skills

The municipality is experiencing difficulty in attracting and retaining the services of individuals from designated groups due to the high demand for these individuals and/or the prolonged course of study/years of service required for a specific designation/occupation.

6.2.1 Learners who have the intention of studying the fields identified to be in high demand or which requires a prolonged course of study should be identified at High schools at an early stage to ensure that their subject choices support the study fields.

6.2.1.1 Such identified learners should be offered bursaries to enable them to study 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.

6.2.1.2 A Bursary fund should be put in place to which a designated amount is allocated by the municipality and to which members of the public and organisations can contribute and for which funds can be raised. The fund should be designated for the training of learners or individuals who intend studying in the fields identified as scarce. The fund should be administered by trustees in a Trust or section 21 company. Councillors and or Directors of the municipality should act as some of the trustees/directors of the board of the fund.

6.2.1.3 Learners who leave the employment of the municipality before they have worked back the years they received a bursary, should be obliged to pay an amount proportional to the bursary they received and the years work into the bursary fund referred to in 6.2.3 above designated for the training of learners in the fields identified as scarce.

6.2.2 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 Bergrivier Municipality in terms of its obligations under the Skills Development Levies Act.

- 6.2.2.1 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.
- 6.2.2.2 Individuals who form part of an internship should be accommodated by providing time off to obtain the necessary qualifications in the field identified.
- 6.2.2.3 Individuals who formed part of an internship program at Bergrivier Municipality should be given preferential treatment when they apply for jobs after finishing their internship.
- 6.2.3 Internal employees who have demonstrated a desire to qualify themselves in a field where a scarce skill exists should be identified.
 - 6.2.3.1 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.
 - 6.2.3.2 Funds for these bursaries can be obtained from the same fund referred to in 6.2.1.2 above.
 - 6.2.3.3 Employees who leave the employment of the municipality before they have worked back the years they received a bursary, should be obliged to pay an amount proportional to the bursary they received and the years worked into the bursary fund referred to in 6.2.3.2 above designated for the training of learners/individuals in the field identified as scarce.
 - 6.2.3.4 Employees who are studying part time have to be accommodated to enable them to attend classes and exams where necessary during work hours.
- 6.2.4 The municipality must put measures in place to ensure a transfer of skills by employees with scarce skills takes place during their employment with the municipality by putting a mentoring program in place.
- 6.2.5 The municipality must put measures in place to ensure that a sustainable pool of individuals is established for future use. Proposals and submissions in this regard must be obtained from the Directors who have identified the scarce skills within their directorates.

6.2.6 Policies for Bursaries for Internship must support the Scarce Skills Policy of the Municipality

7. PAYMENT OF A SCARCE SKILLS ALLOWANCE

7.1 Factors that influence the scarce skills allowance

The payment of a scarce skills allowance should enable the municipality to attract and retain scarce skills within its budgetary constraints.

7.1.1 Managers requesting a scarce skills allowance to be paid for a specific post should submit a motivation to Human Resources. Human Resources will make a recommendation to the Municipal Manager for approval.

7.1.2 A scarce skills allowance is non-pensionable and will be implemented on a market-related percentage of the annual basic salary of the employee.

7.1.3 The sliding scale for the payment of a scarce skills allowance should be linked to the identification of the scarcity of or demand for the skill and may be adjusted in accordance with the findings in the process indicated in clause 5 above.

7.1.4 Allowances should allow for both the possession of skills and extent of the utilization of those skills in the general performance of duties.

7.1.5 All normal recruitment processes in accordance with the municipality's policy must have been exhausted before a motivation is submitted for the payment of a scarce skills allowance.

7.2 Payment of a higher salary within the range

The municipality is bound by collective agreements relating to job evaluation and salary scales which provide for the appointment of external candidates on the starting notch/salary of a specific post. The municipality can offer an individual a commencing salary within the range of the scale, as per the municipality's employment policy.

When external candidates are appointed they may be offered a commencing salary between the minimum and high point pay range based on the candidates' experience, knowledge, competence and scarcity of the skill he/she possesses.

7.3 Review of scarce skills allowance

The scarce skills allowance should be re-evaluated on a 2-yearly basis to allow for the relevant adjustments, based on changing trends and to confirm whether the occupations remain scarce.

- 7.3.1 The review of the scarce skills allowance should be linked to the review process for the identification of scarce skills referred to in clause 5 above.
- 7.3.2 Should a skill no longer be identified as scarce the allowance should no longer be applicable for any new appointments.
- 7.3.3 The performance of an employee who receives a scarce skills allowance should be evaluated and should his/her performance not be satisfactory, the scale of the allowance should be adjusted accordingly and in some instances should be taken away completely. Measures regarding poor performance should be instituted against the said individual prior to any change in the allowance for poor performance.