

SWELLENDAM MUNICIPALITY



INDUCTION POLICY

Approved by Council as per Item A98

Date: 17 June 2022

TABLE OF CONTENT		PAGE NO
1.	Purpose	1
2.	Objectives	1
3.	Scope	1
4.	Definitions	1
5.	Principles	1
6.	Procedures	1, 2
7.	Legislative framework	2
8.	Implementation, monitoring and evaluation	2
9.	Record keeping	4
10.	Dispute resolution	4
11.	Policy review	4
12.	Approval	4

1. PURPOSE

- 1.1 The purpose of this policy is to provide a framework to enable and facilitate the integration of new employees into the municipality.

2. OBJECTIVES

- 2.1 Objectives of the induction programme include: -
- 2.1.1 Acquainting new employees with the organisational objectives, mandate and work processes and procedures;
 - 2.1.2 Establishing relationships with co-workers including managers and co-workers;
 - 2.1.3 Creating a sense of belonging among employees by showing them how their job fits into the overall organization;
 - 2.1.4 Providing the employee with an indication of the preferred means by which organisational goals should be attained;
 - 2.1.5 Highlight and introduce performance standards, expectations and required behaviour patterns for effective job performance;
 - 2.1.6 Establish a solid foundation for the staff member to embrace the challenges of the post and to build commitment to the municipality; and
 - 2.1.7 Open effective communication channels.

3. SCOPE

This policy applies to all new employees at the municipality.

4. DEFINITIONS

- 4.1 The following meanings are ascribed to the following terms used in this policy:
- 4.1.1 **"Employee Induction"** means to introduce or initiate an employee into the municipal system
 - 4.1.2 **"Employee Orientation"** means to make the employee familiar with or adjusted to specific organizational circumstances, policies and procedures.

5. PRINCIPLES

- 5.1 This policy will be guided by the following principles:
- 5.1.1 The need to facilitate swift integration of the new recruits into the municipality;
 - 5.1.2 The need to facilitate the employee's readiness for work by exposing him/her to the pertinent job requirements of the department/section or unit.

6. PROCEDURES

To achieve successful induction, a systematic plan should be followed. In terms of The Municipal Staff Regulations, the following procedure is required:

Step 1: Pre-arrival preparation and advise reception and the team:

- (6.1) Prepare an information pack for the new staff member prior to arrival containing at least the following information:
 - (6.1.1) Welcome letter from the municipal manager and departmental head;

- (6.1.2) Offer letter and details of package;
- (6.1.3) Overview of benefits;
- (6.1.4) Code of conduct;
- (6.1.5) Job description;
- (6.1.6) Start date, where and whom to report to;
- (6.1.7) Recruitment specialist contact name.
- (6.2) two days prior to starting date, the supervisor should give the new staff member a courtesy call.
- (6.3) Prior to the arrival of the new staff member (i.e., a day or two before the new staff member commences employment), the supervisor should inform reception and the relevant team that the new staff member will be joining and provide information regarding the staff member's arrival in order to ensure a welcoming first day. The supervisor should ensure that reception knows that the new staff member will be arriving, and can direct the staff member to his or her new work station.

Step 2: Prepare work station: Ensure that the work area or desk is free and clean and provide some stationery. If the staff member requires a personal computer, arrange one and facilitate password access. Also organise parking and appropriate access cards, if necessary.

Step 3: First- and second-day orientation: This should be arranged and managed by Human Resources and the relevant supervisor. The orientation should entail at least the following:

- (6.4) Provide a workplace tour: Provide a guided tour of the municipality's work areas with which the staff member will have most contact, as well as staff and office facilities. Introduce the staff member to colleagues.
- (6.5) Support provided for general administration (personnel file created, payroll record created, benefits explained and finalised, uniform and work tools assigned, computer and e-mail address set up, telephone activated, keys and access cards provided, stationery and business cards issued, parking assigned).
- (6.6) The staff member must receive the employment contract as well as copies of the municipality's policies and be requested to sign the employment contract and a copy of it which he or she may keep.
- (6.7) Arrangements should be made for the staff member to meet supervisor for detailed discussion of—
 - (6.7.1) expectations (for example, KPAs);
 - (6.7.2) work timetable and tasks for the following two weeks;
 - (6.7.3) accountability framework (meetings and reporting lines).
 - (6.7.4) information on the department that he or she will be joining. This will include the organisational structure of the department, the role of the and how it fits into the larger organisational structure, as well as its strategic drivers. The supervisor must also discuss the new staff member's role and how it fits into the municipality, provide him or her with specific tasks for the weeks ahead, identify any courses or events that the new staff member should attend and make department the required bookings.

3/...

Step 4: Schedule and run an induction programme: The induction programme should at least be a one-day session at the end of the month in which the employee commences employment to—

- (6.8.1) understand the municipality and its integrated development plan;
 - (6.8.2) understand the structures of the municipality;
 - (6.8.3) understand the vision and strategy of the municipality;
 - (6.8.4) acquire insight into and understand the municipality's culture – "the way we do things" –and the municipality's values through messages from senior managers;
 - (6.8.5) obtain an overview of policies and the staff member's rights and obligations;
 - (6.8.6) meet peers from other departments; and
 - (6.8.7) discuss performance and reward management and how it affects the staff member.
- 6.9 For staff members who are at middle management levels in the municipality, the municipality should customise the orientation to include—
- (6.9.1) meeting with the senior manager to agree on a written performance agreement with clear and realistic goals so that he or she has an early sense of what is expected of him or her and to negotiate realistic timeframes for the new staff member to assume responsibility;
 - (6.9.2) providing guidance on managing relationships and coming to grips with the challenges and requirements of the new environment; and
 - (6.9.3) additional content into a one-day on-boarding and induction workshop that encompasses—
 - (6.9.3.1) an overview of legislation;
 - (6.9.3.2) financial management, risk management, and corporate governance;
 - (6.9.3.3) managing and leading people;
 - (6.9.3.4) the municipality's middle manager competencies; and
 - (6.9.3.5) leadership behaviours.

7. LEGISLATIVE FRAMEWORK

- 7.1 Labour Relations Act (No. 66 of 1995) as amended
- 7.2 Municipal Staff Regulations Government Gazette 20 September 2021
- 7.3 Employment Equity Act (No. 55 of 1998) as amended
- 7.4 Skills Development Act (1997) as amended
- 7.5 Basic Conditions of Employment Act (No. 75 of 1997) as amended
- 7.6 Promotion of Equality and Prevention of Unfair Discrimination Act (No. 4 of 2000) as amended
- 7.7 Occupational Health and Safety Act (No. 85 of 1993) as amended
- 7.8 Compensation for Occupational Injuries and Diseases Act (No. 130 of 1993) as amended
- 7.9 The Main Collective Agreement
- 7.10 CRF; LA Retirement and MWRF pension fund rules.

8. IMPLEMENTATION, MONITORING AND EVALUATION

The policy will be implemented and become effective once approved by Council. Human Resources practitioners will continuously monitor the implementation of this policy.

4.

9. RECORD KEEPING

All documentation and correspondences emanating from or related to this policy will be kept in the personnel file of the employee in the safe located at the Human Resources office for future usage, update and reference.

10. DISPUTE RESOLUTION

SALGBC dispute resolution processes shall be followed in the event of any grievances and disputes arising out of the implementation of this policy.

11. POLICY REVIEW

The policy shall be reviewed on an annual basis or if deemed necessary.

12. APPROVAL

Council resolution _____ dated _____

ANNEXURES:

Annexure A: MANAGERS'S INDUCTION CHECKLIST

MANAGERS/SUPERVISOR'S CHECKLIST FOR INDUCTING NEW EMPLOYEES				
NR	ACTION	DATE COMPLETED	MANAGER/ SUPERVISOR SIGNATURE	NEW EMPLOYEE SIGNATURE
1	Arrange the office/workstation/furniture;			
2	Arrange the protective clothing/shoes/PPE & Twin Rix injections for those employees applicable;			
3	Point out office, seating and or working environment;			
4	Introduce the employee to office colleagues and the team members (make sure that employees know about the new employee before he/she actually starts working);			
5	Introduce to employee to his/her line manager;			
6	Hand the new employee all job specific documentation, e.g., job description, procedures and policies applicable to scope of work;			
7	Explain divisional/sectional organogram, interfacing and management structure;			
8	Explain the way things are done (lunch times, tea breaks, parking, access cards, etc.			
9	Explain job duties: highlight responsibilities, standards of performance, determine criteria for deadlines;			
10	Give a brief overview of the performance management system and ensure that new employee receives formal performance management training.			

Annexure B: EMPLOYEE INDUCTION CHECK LIST

Use these guidelines to conduct a simple yet effective employee induction, ensuring that all important employment practices are communicated to employees. It is also a good workplace practice to regularly re-orientate employees every year or when changing employment practices.

Keep this Induction Checklist on an employee's files for later use, for example, to demonstrate to the CCMA or Labour Court that employment practices have been communicated to a particular employee.

Block A	
PERSONAL INFORMATION	
NAME	ID No: _____
JOB TITLE	DEPARTMENT
ENGAGEMENT DATE	WORK UNIT
SUPERVISOR'S NAME	TELEPHONE NUMBERS (W) _____ (C) _____
REVIEW DATE	EMPLOYEE TELEPHONE NUMBER (L) _____ (C) _____

Induction Activities:

- Know what services we provide;
- Understand your terms and conditions of employment;
- Understand the benefits of the health care scheme of which you are a member;
- Understand the benefits of the retirement fund to which you are a member;
- Fully understand all the policies and procedures governing your employment and discuss any queries with your manager;
- Know all the safety procedures relevant to your job;
- Know what to do in case of an emergency and where the escape routes and assembly points are; and
- Know the name of the Safety representative responsible for your area of work.

Orientation Activities:

- ❖ Discuss your job with your manager (Key Performance Indicators, Standards of Performance and safety procedures)
- ❖ Ask your manager to complete a monthly performance report and to complete and submit a Probation Review Form and submit it to Human Resources for further processing;
- ❖ Ensure that you-
 - Understand the core purpose of your job, key performance indicators and standards of performance;
 - Fully understand the critical safety procedures relevant to your job as contained in the written safe work procedures or as explained by your manager (where applicable).

INDUCTION CHECKLIST:

Block B

[illegible]

	- Work Arrangements Policy - EPWP Policy - POPI Act + Access to Information - Gift Policy - Fleet Management Policy - Travel and Subsistence Policy - TASK Policy - Acting Allowance Policy - Special Leave - Study Aid Policy - Employee Wellness - Social Media Policy - Overtime Policy - Private Work - Retirement Policy - HIV Policy - Medical Incapacitated - ICT Network Access and Monitoring Policy - Induction Policy - Probation Period Policy - Exit Policy			
5.	Training: • Explain any on the job training that the employee will receive; Identify other necessary training needed.	Supervisor/Manager with Human Resources		
First day at workstation		Responsible person	Supervisor or Manager signature	New Employee signature
6.	Pre-arrange or arrange on first day of work the new employee's protective clothing, shoes and PPE;	Supervisor or Manager		
7.	Meet and welcome the employee			
8.	Tour of institute, explain parking and building			
9.	Introduction to staff			
10.	Show bathroom, toilet and kitchen facilities			
11.	Location of office, stationary, copy/fax machine, meeting rooms, municipal stores applicable, etc			
12.	Confidentiality			
13.	Telephone answering, message taking system, compliant procedures taken, postal systems (internal & external), co-workers			
14.	Health and safety <i>(Can be done on first day or first week of employment)</i>	Safety officer to be arranged by Supervisor or Manager		
After a month				
The Job				

15.	Job Description and work duties	Supervisor or Manager		
16.	Expectations and priorities			
17.	Model of supervision and departmental staff			
18.	Standards of performance			
19.	Training and development			
The Organisation				
20.	Overview of the municipality (Mission, Vision, purpose and values)	Manager		
21.	Procedure – disciplinary, grievances and complaints. Departmental	Supervisor or Manager		
22.	Business focus, service standards, business strategy, etc.			
After six months				
23.	Review Induction programme	Manager, Employee and Human Resources		
24.	Ensure employee has: ▪ A good understanding of the municipality and it's role; ▪ Has an awareness of the municipality policies; ▪ Received adequate support during the induction period; ▪ Discuss future training needs.			

NB!!! Original of this document to be returned by Supervisor as well as the Probation Review Form to HR after six (6) months to be placed on Employee Personnel File.

COPY TO EMPLOYEE:

I, the undersigned, hereby confirm that the above-mentioned policies and procedures have been communicated to me.

EMPLOYEE SIGNATURE

DATE

I, the undersigned, hereby confirm that the above-mentioned policies and procedures have been communicated to the above-mentioned employee.

SUPERVISOR'S SIGNATURE

DATE

COMPLETED AND SIGNED ORIGINAL COPY RECEIVED BACK TO HR:

NAME OF HR OFFICIAL

SIGNATURE OF HR OFFICIAL

DATE RECEIVED

Information guideline to be used by department applicable to new employee in the form of a director, manager or supervisor and Human Resources / Payroll

DEPARTMENT STRUCTURE AND FUNCTIONS

• Overview of Department • Department Orientation • Customer Orientation • Organizational Chart • Function of work unit • Work duties of others in the work unit • Review of specific departmental procedures • Mission statement and operational objectives • Job duties and responsibilities • Performance standard for the job • Probation period • Where to get department help and information • _____ • _____ • _____	Notes:
PHYSICAL SURROUNDING AND EQUIPMENT	
• Work area • How to use the telephone • Location of supplies • Care of equipment • Parking • Keys and key control • Housekeeping and safety • Afterhours access • Staff ID card • Fire extinguishers & exits • Evacuation procedure and meeting points • Smoking rules • Review of specific policies pertinent to department • _____ • _____ • _____	Notes:
PAY FOR TIME WORKED	

• Salary Requirements • Pay Dates • Salary notches/ Bonus/ Acting Allowances • Check distribution • Problem with pay check, see supervisor • Changes in personal / income tax status (name address) • _____ • _____ • _____	Notes:
---	---------------

HOURS OF WORK	
• Work week and hours of work • Meal breaks - when and how long • Work schedule changes • Break periods - when and how long • Punctuality • Attendance • Required overtime, Sunday Work, night work or work on Public Holidays, Stand-by work • _____ • _____ • _____	Notes:

LEAVE AND ABSENCES	
• Holidays (Annual leave) • Vacation Leave Request • Vacation Leave Accrual • Use of leave and approval after six (6) months of service • Sick Leave Request • Medical release may be required • Sick Leave Accrual Rate • Sick Leave w/o Pay • Family Responsibility Leave • Department procedures on leave reporting	Notes:

