



TRANSFER POLICY

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1. INTRODUCTION AND DEFINITIONS

1.1 Introduction

The Garden Route District Municipality recognizes that staff motivation, productivity and retention are dependent upon people jobs that are well suited to their interest and therefore develop the policy on employee transfer in order to manage the transfer of staff from one position to the other. Transfers are generally effected to build up a more satisfactory work team and to achieve productivity and to increase the effectiveness of the organization.

1.2 Definitions

Transfer is a horizontal or lateral movement of an employee from one job, section, department, shift or one position to another at the same or another place where the salary level, status and responsibility are the same. It can also be vertical or a complete diversification of duties and functions within the municipality. Transfer may be initiated by the employer or the employee.

Operational transfer is a transfer that is initiated by the employer and is aimed at meeting the requirements of the organization.

Versatility transfer is a transfer (also called) rotation is aimed at developing the skills of employees by moving them from one position to the other.

Remedial transfer

This is a transfer that is meant to rectify mistakes that were made during the selection and placement of employees and also aims to implement verdicts taken after an employee was found guilty of misconduct.

Cross transfer is a transfer that is initiated by two employees who are at the same level and who are in possession of relevant qualifications for the crossing positions.

2. PURPOSE AND SCOPE

- To increase versatility and competence of key positions
- To increase the effectiveness of the organization
- To correct incompatibilities in employee relations
- To correct erroneous placement
- To deal with fluctuations in work requirements
- To increase transparency at work
- To implement career-path for a specific staff member
- To groom a staff member for a higher position

The policy is applicable to all employees with the exception of the Municipal Manager, Directors and all employees on a fixed term contract.

3. REFERENCE DOCUMENTS

- 3.1 Labour Relations Act (Act 66 of 1995, as amended)
- 3.2 Basic Conditions of Employment Act (Act 75 of 1997, as amended)
- 3.3 Municipal Systems Act (Act 32 of 2000, as amended)
- 3.4 Municipal Finance Management Act (Act 56 of 2003, as amended)

4. PRINCIPLES

To provide a guideline to deal with transfers in a consistent way

5. CONTENT OF THE POLICY

5.1. TYPES OF TRANSFERS

The following types of transfers will be applicable:-

(a) Operational transfer

This transfer is initiated by the employer and is aimed at meeting the requirements of the organization. The employees who are not fully utilized but efficient, may be absorbed in other place where there is a need for more resources in order to stabilize employment

(b) Versatility transfer

This transfer (also called) rotation is aimed at developing the skills of employees by moving them from one position to the other. This result in the organization having a pool of skilled employees.

(c) Remedial transfer

This is a transfer that is meant to rectify mistakes that were made during the selection and placement of employees. It also serve to implement verdict that was taken after an employee was charged for a misconduct after disciplinary measures were taken against such an employee.

(d) Cross Transfer

This is a transfer that takes place where two staff members of equal rank and position employed at different departments agree to swap their respective employment placement stations.

5.2. CIRCUMSTANCES THAT LED TO TRANSFER OF EMPLOYEES

The following are the reasons that will dictate the transfer of staff from one job, section, department and or position to the other:-

(a) To address operational requirements in order to meet the strategic objectives of the municipality

(b) To implement the disciplinary outcomes that may require the transfer of an employee as a verdict

(c) To address misplacement of employees resulting from mismatch of skills and qualifications

- (d) To capacitate employees' skills through the job rotation program in order to have a pool of skilled workers
- (e) To avoid monotony in the work of an employee that may influence unethical behaviour
- (f) To avoid excess dependency on particular employee, otherwise may affect the purpose of the hierarchy and lose control over subordinates
- (g) To create transparency among the employees and their work
- (h) To limit taking advantage and sole control over the position or section

5.3. PROCEDURES FOR TRANSFERING AN EMPLOYEE

5.3.1. TRANSFER FOR OPERATIONAL REQUIREMENTS (Production transfer)

- (a) The employer may embark on an employee transfer on the basis of addressing its operational requirements in order to achieve its strategic objectives
- (b) Transfer shall not put the transferee in question in a worse situation nor be used as a means to upgrade certain employees
- (c) The Head of Department may write to the Executive Manager: Corporate Services motivating that the employee concerned is not fully utilized.
- (d) The Executive Manager: Corporate Services shall in consultation with the other directorates identify a department where the employee could be utilized.
- (e) On approval by the Municipal Manager, the employee will be transferred to the identified department/division or position where he will be fully utilized.

5.3.2. TRANSFER FOR JOB ROTATION PURPOSES (Versatility transfer)

- (a) Job rotation provides for permanent staff to work in different areas of the division/department in order to gain valuable insight in the diverse work of the division/department.
- (b) Staff in the same department and on the same rank may desire to be transferred horizontally to another section. In this case managers and the respective staff members and in consultation with the Human Resources must agree, all be by consensus, to such an internal cross transfer arrangements.
- (c) The Head of department shall approve the transfer of employees on a rotational program.
- (d) The transfer of employees from one position to the other within a division/department shall not affect their post levels as it aims at capacitating the employees with all the skills required for the department/division.
- (e) Transfer in respect of versatile transfer shall be for a period of six months renewable to the maximum of twelve months.

(f) The divisional manager or supervisor shall mentor the transferred employee of the new role he/she has to play.

(g) A report shall be sent to the Head of of that Participating department.

(h) After the agreed period of job rotation has lapsed, the affected employees shall return to their normal duties.

5.3.3. TRANSFER FOR CORRECTION OF SELECTION AND PLACEMENT ERRORS (Remedial transfer)

(a) This transfer is meant to correct the errors in the selection and placement of employees.

(b) The Head of a department will write to the Executive Manager: Corporate Services and request for the investigation of the skills and competencies against those that are required of the job after an indication of poor performance by the employee.

(c) The Executive Manager: Corporate Services will verify the employee's skills, competencies and qualifications required against those that the employee possess and recommend transfer of the positions on the basis of mismatched skills.

(d) If evidence reflect a disparity, the affected employee will be transferred to the position that suits his/her qualification.

(e) At the same time, an employee possessing skills that are not relevant to the position he/she occupies, may agree with another employee who possesses the skills required for his/her current positions for a transfer.

5.3.4 TRANSFER FOR IMPLEMENTING DISCIPLINARY VERDICTS (Remedial transfer)

(a) An employee may be transferred from his/her initial position as a result of the outcome of the disciplinary verdict.

(b) After the processes of the disciplinary hearing, the Executive Manager: Corporate Services will implement the verdict.

(c) A letter will be written to the affected employee mentioning the verdict taken as well as the department and position which he is to occupy.

(d) A memo will also be written to the department which the employee is vacating and also to the new department which he being transferred to.

5.3.5 SWAPING OF POSITIONS (Cross transfer)

(a) A Cross transfer takes place where two staff members of equal rank and position employed at different departments agree to swap their respective employment placement stations.

(b) This type of transfer does not in any way tamper with the terms and conditions of employment of the staff members and their salaries.

(c) The two staff members desiring to enter into a cross transfer must first agree to enter into this agreement in writing. Once agreed they must then submit their joint written application for a cross transfer to their respective immediate supervisors. The latter will then submit the applications to their Sectional Heads for the necessary approval.

(d) In submitting the written applications for the cross transfer to the Sectional Heads for the necessary approval, the supervisors must include their respective comments with regard to the following:-

(i) That the two staff members are on the same rank and they possess the same skills.

(ii) They must also indicate that the requested cross transfer is in the best interest of both the staff members concerned and if not, reasons must be provided.

(iii) They must also indicate the appropriate period that will be required for handing over and recommend the actual date of the transfer.

(iv) The two Sectional Heads will then submit the application together with their comments and recommendations to the Head of departments as the case may be, and the latter will then in an appropriate manner submit the application for final approval by the Municipal Manager.

5.3.6 Transfer principles

- The employee, supervisor, and departmental head to which transfer is envisaged shall consent to the transfer in writing and forward that to the Municipal Manager through Manager Human Resources.
- Relevant departmental heads and Manager Human Resources shall work out all costs of transfer for the Municipality and the employee, as part of the request forwarded to the Municipal Manager.
- Municipal Manager shall consider all expenses associated with the transfer envisaged and approve or decline the request on his / her sole discretion.
- If approved, Manager Human Resources informs relevant departmental heads through memo and by attaching a Letter of Transfer for the employee transferred. The transfer letter shall state all conditions of the transfer, including expenses that the Municipality will cover.

6. IMPLEMENTATION DATE

This Policy will be implemented upon approval by Council.