



## **EFFECTIVE STAFF-UTILISATION POLICY**

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Council Resolution

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## 1. **PURPOSE**

The purpose of this policy is to set guidelines for the effective utilisation of the current workforce of the Garden Route District Municipality to ensure that the municipality achieve its strategic objectives as set out in the Integrated Development Plan.

## 2. **DEFINITIONS**

### **Effective utilisation of employees in the workplace**

Effective utilisation in the workplace is the moving of an employee from one job or role to another within the municipality

### **Suitable Alternative Roles**

Employment that reflects the employee's current and/or recent skill set and/or experience, or that with a reasonable amount of re-training the employee could undertake the role or is at a pay band like the employee's current band. Location and contracted hours of work will also be taken into consideration.

### **Employer**

*"Means Garden Route District Municipality"*

### **Senior Managers**

Senior managers include Section 56 and 57 appointees.

### **Vacancy Review Process**

Weekly progress report on vacancies (HR) submitted to Mancom

### **Funded vacancies**

Budgeted Positions on approved organogram by Council

### **Unfunded vacancies**

Not budgeted positions on approved organogram

### **Effective utilisation electronic System**

System designed and developed to manage effective utilisation processes

### **Not fully utilised**

Meaning an employee who is not utilised for 8 hours a day/40 hour a week

### **Retrenchment**

Retrenchment is **a form of dismissal due to no fault of the employee**; it is a process whereby the employer reviews its business needs in order to increase profits or limit losses, which leads to reducing its employees.

### **Redundancy**

The term “redundancy”, in the context of employment law, refers to **a scenario wherein an employer reduces their workforce in the event that certain job/jobs are no longer needed**

### **Human Resource Database**

Human resource databases refer to **data related to employees which is stored in one place**. Data stored in the HR database includes employees' details like personal information, training, salary details, reimbursement, worksheet, time chart etc.

### **Designated HR electronic system**

This means a HR electronic system designated for the management of an effective staff utilisation process

### **Vacancy Review Process (VRP)**

Identification of potentially suitable vacancies for re-utilisation prior to advertising performed by the Human Resource section

### **Staff utilisation Skills Profile Template**

This form refers to an electronic version of the template where both employees and management can access the template for completion

## **3. SCOPE OF POLICY**

This policy applies to all employees of Garden Route District Municipality.

There may be a number of situations where effective utilisation of employees may be necessary:

- This policy excludes Section 56 and 57 Senior Managers.
- Where employees are not fully utilised in their current positions as required (8 hours a day, 40 hours a week based on employee contract and working hours of GRDM)
- To minimise the employee related costs of the municipality
- Where individuals are identified as “not fully utilised” by themselves/supervisors/Head of Department

- Where the job that an individual is currently doing is no longer required potentially resulting in a redundancy/retranchment situation
- Where an individual's employment is at risk due to, she/he is having a disability and reasonable adjustments cannot be made sufficient to enable the employee to continue in their present post, thereby resulting in their continued employment being at risk
- Where individuals/supervisors/Head of Departments identify opportunities where employees can advance themselves in their career pathing and self- development
- Where employees acquired new skills, knowledge, and experience in other disciplines within the municipality and vacancies does exist that align with their current acquired skills and knowledge sets.
- Where employees with multiple skills sets/scarce skills can be utilised across Departmental lines to ensure effective service delivery for the municipality
- There may be other exceptional circumstances where an employee may be, by agreement, designated as "not fully utilised" by the municipality, or as a result of technological advances, changed operational requirements, changes in strategic direction of the municipality, projects lifespan that comes to an end and any other unexpected processes.
- There might be instances where no positions currently exist on the approved organogram in a specific Department/Section of the municipality but additional workload, changes in strategic and operational requirements, new projects and other reasons warrant the movement of staff not fully utilised elsewhere.

#### **4. INTRODUCTION**

Garden Route District Municipality is committed to protecting the security of employment for its employees, as far as possible.

In order to meet a number of organisational needs, it is essential that a clearly understood practical effective staff utilisation policy is in place which enables employees to be placed or transferred to suitable posts within the municipality where possible.

Where future employment is at risk, the municipality will, in consultation with the employee and appropriate employee representatives, consider effective staff utilisation as a means to avoid redundancy.

The municipality is committed to equality and diversity in operating the effective staff utilisation policy. It is essential that staff utilisation is managed consistently and fairly.

The effective staff utilisation policy shall be monitored and reviewed on an annual basis, to ensure that it meets the needs of the municipality and to ensure compliance with relevant legislation.

This policy must be alignment with the new Staff regulations issued in September 2021 and also other relevant HR Policies.

## **5. EFFECTIVE STAFF UTILISATION PROCEDURE**

### **5.1 Effective Staff Utilisation Committee**

- An effective staff utilisation committee will steer the process consisting of HR, relevant HOD's and Union representatives.

### **5.2 Staff utilisation Status**

- Executive Managers can nominate potential “employees” in consultation with Supervisors, line managers and the relevant employee to be placed on a HR Database for effective staff utilisation.
- Employees can also indicate their willingness to be utilised elsewhere in the municipality based on new and additional skills acquired and or vacancies in the municipality to be entered into the HR Database for utilisation subject to Supervisors/HOD's recommendations.
- A list of all applicants for effective utilisation will be held by designated HR employees on a designated HR electronic system. HR will also co-ordinate information on funded vacancies through the Vacancy Review Process (VRP). This supports the identification of potentially suitable vacancies for re-utilisation prior to advertising.
- The list of applicants for effective utilisation will be shared confidentially amongst appropriate and designated HR staff including the HR Manager, Recruitment and Selection Practitioner and other for the purposes of supporting the staff utilisation process only.

- An employee who is designated as an applicant for staff utilisation will remain on the list of staff utilisations until such time as he/she is placed in a suitable alternative position in the municipality or his/her employment terminates or he/she ceases to be at risk of termination of employment.
- Where a suitable alternative employment is being sought for an employee due to a disability the correct legislative procedures will be followed as to the type of vacancies that would be potentially suitable.
- A decision will be made on a case-by-case basis by Municipal Manager and Senior Management in consultation with HR, the employee and Union representatives as to the duration for which the employee can retain staff utilisation status.

### 5.3 Effective staff utilisation Skills Profile Process

- All staff wanting to apply for staff utilisation will be required to submit an electronic request on the system designated for that. The reason for that is to capture information on skills, experience, and knowledge and to identify any preferred role options. This information will be used as part of the assessment and identification of vacancies that may constitute potential suitable alternative employment opportunities.
- The municipality is committed to providing reasonable training, support and guidance to maximise the potential for successful utilisation. Equally, employees will be expected to undertake any necessary training identified to facilitate the staff utilisation process, or to enable them to successfully undertake suitable alternative employment opportunities.
- Additional support and guidance should be provided for employees who are placed in alternative positions via the staff utilisation process.

### 5.4 Roles & Responsibilities

Once an employee has been designated as an applicant for effective staff utilisation, the following procedure to be followed:

#### 5.4.1 Employees subject to staff utilisation

- Completing the Staff utilisation Skills Profile Template electronically
- Frequently and regularly reviewing details of current vacancies
- Putting themselves forward for suitable vacancies
- Considering reasonable changes in working arrangements, pay and responsibilities
- Preparing for interviews and selection processes
- Not unreasonably turning down an offer of suitable alternative employment.

#### 5.4.2 Line Managers

- Providing support to employees that were placed in alternative positions
- Seeking appropriate opportunities to assimilate employees subject to placement to alternative posts within the department.
- Holding regular formal review meetings with the affected employees

#### 5.4.3 Manager Recruitment and Selection Practitioner

- Accepting a corporate responsibility for municipality employees by responding positively to requests to consider employees subject to staff utilisation.
- Assessing redeployees against the essential/minimum selection criteria for the post as detailed in the employment specification in conjunction with Human Resources.
- Interviewing affected employees, in conjunction with a member of HR Section



- Providing feedback when the employee does not meet the essential criteria for their role.
- Providing support during a trial period and determining suitability at the end of trial period.
- Providing monitoring information to Human Resources to support any reviews of the Effective Staff Utilisation Policy.

#### 5.4.4 Human Resources employees

- Actively co-ordinating and supporting the staff utilisation processes of affected employees
- Facilitate meetings between affected employees and line managers to establish a full skills profile and any training needs.
- In conjunction with the line manager/recruiting manager and employee, assessing whether a vacancy constitutes potential suitable alternative employment.
- Maintaining regular contact with affected employees (and their representatives) to provide guidance.
- Liaison with Recruitment and Selection Practitioner of potentially suitable vacancies.
- Liaison with Occupational Health and Safety Services (and others as appropriate) in relation to cases to seek advice on reasonable adjustments and suitability of redeployment opportunity as required.
- Maintaining a list of affected employees for placement.
- Providing information in relation to employees for the Vacancy Review Panel (VRP) and liaison with VRP as required.
- Checking of affected employees against vacancies, prior to advertising to check potential suitability.
- Notification of vacancies to employees following VRP approval.
- Provision of information, advice and guidance on revision of the Effective Staff Utilisation Policy and Procedure.

#### 5.4.5 Occupational Health and Safety

- Providing advice to line managers and HR colleagues where an individual has a disability which renders them unable to continue with their existing position.
- Providing advice to line managers and HR colleagues in relation to an individual's capability to undertake suitable alternative employment.
- Providing advice and support to help identify the types of roles that may be suitable for the redeployee.

### **6. IDENTIFYING ALTERNATIVE OPPORTUNITIES FOR STAFF PLACEMENT**

- It is the responsibility of both the municipality and the employee to search for suitable alternative employment. All employees can access details of current advertised vacancies on the municipality's website, internal mail or HR offices.
- Should an employee identify a vacancy which he/she is interested in, either before or after advertisement, he/she should bring this to the attention of Human Resources.
- Affected employees will be given, wherever possible, prior consideration for vacancies that may be potentially suitable alternative employment opportunities. Prior consideration involves considering the employee against the employee specification for the vacant post, where possible, in advance of any other applicants.
- Identification of suitable alternative employment is likely to include consideration of the following issues:
  - Responsibilities and the nature of the job
  - Status of the job
  - Grade/Salary
  - Qualifications and Skills
  - Hours of work
  - Location

The suitability of the vacancy needs to be considered in accordance with the following criteria:

- The vacancy must be occurring at the appropriate time.
- Designated positions will normally be of the same grade, or at one grade lower, than the employee's existing grade.
- where an affected employee is interested in a vacancy at a higher grade which would provide a promotion opportunity, the redeployee may submit an application form following the advertisement of the vacancy on general release. In such circumstances, where the application meets all the essential/minimum criteria as outlines in the employee specification, the employee must be short-listed for interview.

## **7. EMPLOYMENT INTERVIEW/SELECTION PROCESS**

- Once a potential match has been established the employee will be offered an interview prior to the post being advertised (where possible), or alternatively prior to other applicants being considered through the usual selection process, thereby giving the redeployee prior consideration.
- The selection panel will be constituted in accordance with the Municipality's Recruitment and Selection policy and procedures.
- In order to prevent any undue delay in the recruitment process, it is anticipated that this interview will take place as soon as possible and within a reasonable timescale. Any further advertising should be delayed pending the outcome of the interview, as long as the interview can take place within a reasonable period of time.
- The Recruitment and Selection process is applied but with particular emphasis on transferable skills, rather than looking for a 'perfect fit' with the employee specification.
- For a candidate to be appointed they must be able to meet the essential requirements of the job either immediately, or within a

reasonable timescale. As part of the interview the selection panel should consider whether the application of training or further development and induction would enable the redeployee to enhance their existing skills in order to meet the selection criteria outlined in the employee specification. This should be taken account of as part of the decision. It must be recognised however that in some cases the timeframe involved to acquire any additional skills may be relatively short.

- Recruitment and Selection Practitioner in conjunction with Human Resources Manager must record the reasons in writing and provide feedback to the employee.
- If the person proves suitable at interview then they should be offered the post. In some instances it may be deemed appropriate to agree a trial period before final suitability is (or is not) confirmed.
- Where more than one employee, eligible for the position are identified as potentially suitable for an arising vacancy, all eligible employees on the list shall be considered and the appointment should be based on matching the best candidate available to the post.

## **8. TRIAL/PROBATION PERIOD**

- Trial/probation period must align with the approved probation guidelines of six (6) months.
- At the close of the probation period, both the line manager and the employee will review the trial period and assess the suitability of the move. If it is determined that it was not a success (by either party).

## **9. REFUSAL OF SUITABLE ALTERNATIVE EMPLOYMENT**

In cases of potential redundancy the municipality has an obligation to offer suitable alternative employment if it is available. An employee who unreasonably refuses an offer of suitable alternative employment, or

declines to attend an interview for a position that may present such an opportunity, will risk losing any entitlement to severance or redundancy payment. If the reasons for declining are acceptable to the municipality, the latter will not apply.

#### **10. REDEPLOYMENT TO A LOWER GRADED POST – PAY PROTECTION**

Pay protection arising for placement purposes is only applicable if all of the following conditions apply:

- When alternative placement in a position arising as a result of a potential redundancy
- For employees who have a minimum period of 5 years continuous service within the municipality.
- To a maximum of one grade difference and
- To a maximum period of 2 years.

#### **11. IMPLEMENTATION AND MONITORING**

An implementation plan to be developed after approval of policy by Council that will include monitoring and evaluation by Human Resources

#### **12. POLICY REVIEW**

Annual review of the policy is recommended.