

MHLONTLO LOCAL MUNICIPALITY



EMPLOYEE REWARDS AND RECOGNITION POLICY

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TABLE OF ACRONYMS

ACRONYM	EXPLANATION
MLM	Mhlontlo Local Municipality
HIV	Humane Immune Virus
AIDS	Acquired Immune Deficiency Syndrome
SALGBC	South African Local Government Bargaining Council
IDP	Integrated Development Plan
SDBIP	Service Delivery Budget Implementation Plan
EXT	Extension

1. POLICY STATEMENT

The rewards and recognition of employees plays an important role in the retention of employees. It is the day-to-day interactions that make employees feel that their contributions are appreciated and that they are recognised for own inputs, unique qualities, outstanding achievements and performance of high quality. This employee rewards and recognition policy provides tools and techniques for rewarding and recognising employees of the MLM for giving their utmost best through individual and team performance, their commitment and compliance to the municipality's mission and vision, values, goals, policies and procedures. The support, participation and oversight between the Council, top management and employees will drive the effectiveness and success of the policy implementation.

2. PURPOSE

This policy is aimed at providing specific framework and guidelines to Council and management in respect of the process to undertake in nominating and awarding employees eligible for rewards and or recognition. Furthermore, the policy seeks to outline tools and techniques to be used for rewarding and recognising selected employees.

3. SCOPE

This policy is applicable to all the MLM employees except the contingency workforce i.e. casual workers, temporary workers, contractors and sub-contractors and volunteers.

4. PRINCIPLES

- 4.1 The innermost important goal of this policy is the achievement of increased and enhanced productivity and service delivery from employees.
- 4.2 The effective implementation of this policy must yield improved attitudes, loyalty and commitment, positive feedback, efficiency and empowerment to management.
- 4.3 The effective implementation once again must ensure recognition needs, positive re-enforcement benefits, sense of belonging, and open communication of appreciation and timeliness of recognition for employees.
- 4.4 This policy shall not be implemented in isolation with other policies nationally, locally and internally.
- 4.5 The Council and management shall commit and allocate specific budget for the purposes of effectively implementing this policy.
- 4.6 The amount budgeted and allocated for this purpose shall be reviewed by Council and management annually looking at the affordability of the municipality and the demand for rewards and recognition.
- 4.7 The rewards and incentives for rewarding and recognising an employee shall be received and accepted as they are, there will be no room for substitution or negotiation.
- 4.8 Each reward or recognition will be unique and treated differently according to its merits and the criteria for awarding and recognising will be different.
- 4.9 Management shall make means to evaluate all the types of rewards and recognitions in respect of relevance, value, priority that matter the most, quality, personal dimension, importance and alignment with institutional goals.
- 4.10 The reward and or recognition will be openly communicated to the recipients in terms of the criteria used, the purpose and the relevance or alignment with municipal goals.

5. COMPLIMENTARY POLICIES

- 5.1 Employee Retention policy
- 5.2 Employee Induction and Orientation policy
- 5.3 Employee Recruitment, Selection, Appointment, Promotion, Transfers policy
- 5.4 Employee Assistance Programmes policy
- 5.5 Employee Wellness policy
- 5.6 HIV/AIDS policy
- 5.7 Employee Occupational Health and Safety policy
- 5.8 Employee Relocation policy
- 5.9 Employee Remuneration policy
- 5.10 Employee Placement policy

6. TYPES OF AWARDS AND RECOGNITIONS

The types of rewards and awards given to employees shall be for various purposes and will be offered to the employees that are selected based on criteria used on an annual basis, quarterly and monthly. The following are a list of rewards and awards:

- 6.1 Mayoral award
- 6.2 Supervisor's/Manager's appreciation award
- 6.3 Employee health and Safety achievement award
- 6.4 Long-service Bonus award
- 6.5 Exemplary attendance award
- 6.6 Service delivery award
- 6.7 Creativity in new and innovative methods and procedures
- 6.8 Excellent client liaison services
- 6.9 Superior performance
- 6.10 Employee of the week, month, quarter and year
- 6.11 Positive attitude
- 6.12 Supportive and motivating
- 6.13 High level of skill
- 6.14 Team Players

PROVISIONS AND GUIDELINES

6.1. Mayoral Award

The Mayoral award is given to an employee who has had significant overall impact to the entire municipality in terms of character, peer-leadership, skills, performance, creativity, self-initiative, innovation, improvement, dedication, commitment, loyalty and diligence. The Mayor, the Municipal Manager and the departmental heads will sit, discuss and determine if the nomination meets the spirit and intent of the following:

- a) Improving quality, timeliness, volume, and scope of services provided in carrying out the objectives of the Department and the Municipality.
- b) Improving the cost effectiveness of work performed and the procurement, conservation and effective allocation (budgeting) of resources.
- c) Improving employee productivity and service delivery, competence, morale and efficiency.
- d) Improving public, legislative, and other key relations (e.g., with industry groups, community groups, commissions, media representatives and other critical stakeholders) to maximize program support, credibility, and perceived responsiveness.
- e) Innovation in structuring one's own work and the work of others in ways that maximize productivity enhances service delivery and efficiency in the accomplishment of the municipal mission and goals.
- f) Interacting with others in ways that gain their understanding, support, and effective action in the achievement of organizational objectives.

6.2. Supervisor's/Manager's Appreciation Award

Subject to the availability of budget/funds, employees who have completed six months and more of service with the MLM shall be identified in terms of the criteria below and be awarded a gift voucher to a shop of their choice. Such shops may range from grocery stores, clothing stores, furniture shops, petrol station, retail and or wholesale stores including other stores. Only employees with annual performance assessments score results are ranging from 115 to 135 will be eligible for this award.

Nominations must describe what makes the employee uniquely qualified for the award and provide examples. Employees eligible for this award model any or all of the following on a consistent basis:

- a) Can-do attitude.
- b) Highly accountable to their work, their integrity, and to the rules and code of conduct of the MLM.
- c) Displays compassion for their colleagues.
- d) Commitment to the organization is incomparable.
- e) Highly professional in their approach toward colleagues and their work.
- f) Work habits are excellent and well-organized.
- g) Enhances cooperation, morale, and teamwork.
- h) Displays responsiveness, courtesy, diplomacy, and flexibility.

6.3. Employee health and Safety Achievement Award

This award is given to the employee who have sincerely and practically shown consistency in the application of safety practices in own area of work and in the department. Employees eligible for this award model any or all of the following on a consistent basis:

- a) Shows caution and willingness to alert others voluntarily of health and safety precautions
- b) Own work station reflects well-structured ergonomics i.e. furniture, facilities, equipment in line with health and safety rules
- c) Clean record against claiming for injuries on duty for at least three consecutive years
- d) Always willing to share voluntary advices to health and safety representatives and available to assist where necessary

6.4. Long-Service Bonus Award

This is a monetary recognition award for employees who have continuous service with the municipality and will be identified and awarded in accordance with the section (17) of the SALGBC Consolidated Collective Agreement.

6.5. Exemplary Attendance Award

This award is given to employees who have shown consistency in work attendance and coming on time to work. The award can be given to a number of employees who are identified at a time. This award will be given to deserving employees during an annual closing ceremony. Employees eligible for this award model any or all of the following on a consistent basis:

- a) Consistency in punctuality
- b) Taking leave due to unforeseen obligations
- c) Shows utmost respect of time and attendance
- d) Comes in early and depart late due to work related assignments
- e) Encourages colleagues to respect time and attendance

6.6. Service Delivery Award

This award is given to an employee who has shown outstanding performance results and whose innovative ideas have contributed immensely in the municipality's turnaround and achievement of IDP/SDBIP objectives. Employees eligible for this award model any or all of the following on a consistent basis:

- a) Show proven creativity and self-initiative
- b) Consistent outstanding performance
- c) Act and reflects the qualities of a change agent
- d) Instrumental in instilling work ethics in a section/department/municipality
- e) Displays professionalism and ethical conduct in dealing with daily duties
- f) Brings about consistent change and improvement internally and externally

6.7. Creativity in new and innovative methods and procedures

This award is given to an employee who through own initiative has made great contribution to the municipality/department/section/division. The contribution should be of value and to be of assistance to the municipality in a long-term. Employees eligible for this award model any or all of the following on a consistent basis:

- a) Displays qualities of a think-tank i.e. has intelligent, valuable and doable ideas
- b) Resourceful and has self-initiative
- c) Diligent and willing to go an extra-mile to achieve the unthinkable
- d) A born researcher and skilful change agent

6.8. Excellent Client Liaison services

This award is given to an employee who has shown consistency in effectively and efficiently handling the external and internal client or customer enquiries and queries. Employees eligible for this award model any or all of the following on a consistent basis:

- a) Respectful and cheerful
- b) Consistently diligent and shows enthusiasm when dealing with clients universally

- c) Personal tact and drive to willingly provide unquestionable and acceptable assistance to clients
- d) Professionalism and ethical conduct

6.9. Superior performance

This award is given to employees who have consistently shown excellent performance results out of four quarters during performance evaluation. The performance results for this award will range from 120 to 140 consistently throughout the quarters. Employees eligible for this award model any or all of the following on a consistent basis:

- a) Diligence and professionalism
- b) Efficiency and effectiveness in handling own work
- c) Great performance achiever
- d) Professionalism and ethical conduct

6.10. Employee of the week, month, quarter and year

This award is intended to provide Management with a tool to encourage employees to work on what is most important in the most efficient manner. This award shall also be used as a means to measure and decide on the Departmental nominations for the Executive Mayor's Award at the end of each year. The Municipal Manager, Section 56 Managers and the Deputy and Assistant Directors are excluded for this award. The decision to grant this award will rest with the Departmental Head. Employees eligible for this award will portray any or all of the following on a consistent basis:

- a) Potential to ask questions, investigate, research, analyse, give attention, compare, and attention to detail and insist on providing quality work.
- b) Capacity to set and achieve high standards of excellence as well as the on-going improvement in excellence, as the outcome of uncompromising determination and self-discipline.
- c) Capacity to understand, grasp and reflect with foresight and intuitively know things.
- d) Potential, capacity to evaluate and judge situations, alternative strategies, actions and outcomes against rational and logical assumptions.
- e) Potential/capacity to collect, process, analyses and integrates information and facts.
- f) Capacity to focus on and achieve standards of service that complies with the highest expectations of clients.
- g) Capacity to show readiness and ability to make decisions, render judgment, take action and apply corrective measures whenever the situation demands it.
- h) Potential to reason in spatial/latitudinal/three-dimensional terms, e.g. see relationship between parts, concepts, complete picture, envisage the whole or end result.
- i) Punctuality, good time management, effective team management, professionalism and effective application of Batho-Pele Principles.

6.11. Positive Attitude

This award is given to employees who have shown positive attitude towards work, colleagues, clients and communities. Employees eligible for this award will portray any or all of the following on a consistent basis:

- a) Enthusiastic towards people and work
- b) Strong work ethics with professionalism, diligence and caring about own work and other people's work
- c) Initiative, recognising and doing what needs to be done prior being asked to do it
- d) Reliability all supervisors and other employees can easily depend on you
- e) Great communication skills, good writing, speaking and presentation skills

6.12. Supportive and Motivating

This award is given to supervisors and or line managers who have shown consistent support and skills to motivate employees during working hours. This award can be given quarterly to deserving employees. Employees eligible for this award will portray any or all of the following on a consistent basis:

- a) Creative in making workplace environment a place to be for employees
- b) Setting clear goals for employee performance
- c) Encouraging good performance through positive re-enforcement
- d) Maintaining open communication with all employees
- e) Exercising good leadership and supervisory skills

6.13. High Level of skill

This award is given to employees who have shown consistent effectiveness in dealing with their work. These could be ordinary employees, supervisors or line managers. Employees eligible for this award will portray any or all of the following on a consistent basis:

- a) Good planning, initiation and organization
- b) Effective negotiator
- c) Good communicator and presenter
- d) Effective management of risks and making decisions
- e) Influential and good team player
- f) Change agent and excellent performance

6.14. Team Player

This award is given to employees who have shown consistently how a true team player is. These could be ordinary employees, supervisors or line managers. Employees eligible for this award will portray any or all of the following on a consistent basis:

- a) Self-alignment with organizational goals
- b) Accepting own responsibilities and accountabilities
- c) Takes ownership of performance gaps and seeks to improve on those
- d) Provide support to others without asking questions
- e) Recognises roles and responsibilities of others and applauds good efforts sincerely

7. RECOGNITION AND AWARD CRITERIA

- 7.1 The awards panel will consider all award nominations.
- 7.2 Having considered all the nominations, the Panel will select for an award per award type and eligibility those that they believe demonstrate an outstanding contribution to the municipality/department/section core purpose and values as detailed in each of the above recognition award categories.
- 7.3 Departmental Heads would be guided by the number of monthly nominations per individual in order to motivate for the end of the year Mayoral Awards.
- 7.4 The nominee will be notified in writing and invited to attend a ceremony at which the award will be presented.
- 7.5 It is acknowledged that by virtue of the nomination the nominee has been deemed exceptional by the nominator. However, the adjudication process is in place to ensure that only those nominations that can

independently demonstrate that an outstanding contribution has been made will go on to receive an award.

- 7.6 The decision of the panel is final in deciding which nominations will receive an award.
- 7.7 All nominations should be made in writing using the award nomination form which will be made available to Departments and on the internet/intranet.
- 7.8 Assistance to complete the nomination form can be requested from the Human Resource department.

8. RECOGNITION AND AWARD APPEALS

- 8.1 A dissatisfied employee will write an appeal regarding the process of nominations within 5 working days to the Departmental Head,
- 8.2 The Departmental Head will within 10 working days give feedback to an appealing employee, if the feedback is not satisfactory, then
- 8.3 The employee will submit the appeal to the Awards Appeals Panel consisting of the Municipal Manager, Departmental Heads and required representation within 21 days,
- 8.4 The Awards Appeals Panel will within 21 days give an appealing employee an opportunity to present the dissatisfaction, then
- 8.5 The Panel will make a final decision and this decision is binding to all Parties.

9. REVIEWAL

This policy shall be reviewed on an annual basis depending on the change in legislation and / or business dynamics of the environment within which Mhlontlo municipality operates.

10. COMMENCEMENT

- 10.1. This policy will come into effect on the date of adoption by the Council.

11. INTERPRETATION OF THIS POLICY

- 11.1. All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
- 11.2. Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 11.3. The Office of the Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
- 11.4. If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council or Arbitration

12. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY

- 12.1. This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis after consultation between Management and Trade Unions.

- 12.2. Notwithstanding clause No. 20.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

13. AMENDMENT AND/OR ABOLITION OF THIS POLICY

- 13.1. This policy may be amended or repealed by the Council after consultation between Management and Trade Unions.

14. COMPLIANCE AND ENFORCEMENT

- 14.1. Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.
- 14.2. It will be the responsibility of all Directors, Deputy Directors, Supervisors, Executive Committee and Council to enforce compliance with this policy.

12. APPROVAL

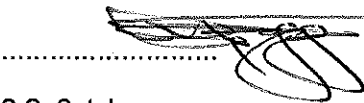
This policy is approved by council of Mhlontlo local municipality with a council resolution and signature as follows:

Signed on behalf of Council by:



N. Dwyili

Hon. Mayor



S.G. Sotshongaye

Municipal Manager