

COLLECTIVE AGREEMENT

STAFFING POLICY OF THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

ENTERED INTO BY AND BETWEEN

THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY ("CoT")

Herein represented by Mr K Tumagole, Acting Executive Director duly authorised thereto

And

THE INDEPENDENT MUNICIPAL AND ALLIED TRADE UNION ("IMATU") (Tshwane Metropolitan Region)

Herein represented by Mr J Wrogemann duly authorised thereto

And

THE SOUTH AFRICAN MUNICIPAL WORKERS UNION ("SAMWU") (Greater Tshwane Branch)

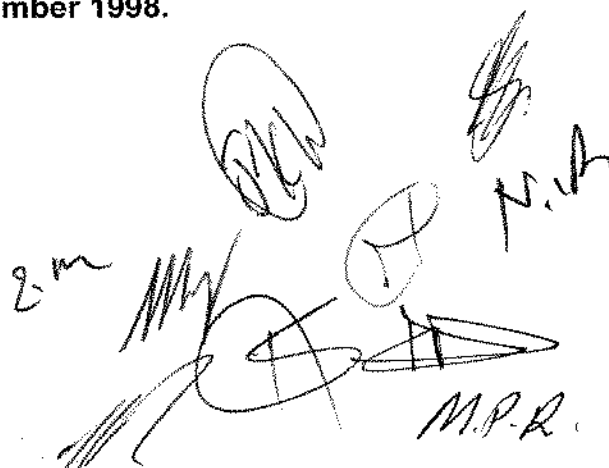
Herein represented by Mr M Mthembu duly authorised thereto

WHEREAS these parties constitute the Tshwane Division of the South African Local Government Bargaining Council (SALGBC) and

Whereas the parties have been mandated to regulate working conditions in terms of the Basic Conditions of Employment Act (1997) ("BCEA") by there representative mandating structures;

Now therefore the parties to the Tshwane Division of the SALGBC agree as follows:

That this agreement substitute the one nodal entered into by the parties to the SALGBC on 11 November 1998.



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STATEMENT OF INTENT

- * Employment practices are jointly monitored by the City of Tshwane Metropolitan Municipality (CoT) and the recognised trade unions.
- * Consistent practices are applied and monitored to ensure compliance with the staffing principles and the code of good practice, the Constitution of the RSA, relevant legislation, the CoT's conditions of service and related Council resolutions.
- * The staffing principles and the code of good practice are, as far as is practically possible, applicable to all permanent, contract and any other category of employees and prospective employees, unless specifically excluded by means of legislation or resolution.
- * Anyone applying for a position in the CoT is entitled to be treated in a fair, objective and transparent manner in the evaluation of their application.
- * Candidates are entitled to receive feedback on their performance during the selection or the interview process.
- * The Staffing Policy must be read in conjunction with the collective agreements and any other relevant policies, and national legislation that promote representivity.

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1. STAFFING PRINCIPLES

- 1.1 Employees are to be recruited, selected, appointed, transferred, seconded, redeployed and promoted on the basis of fairness and non-discrimination in line with the Employment Equity Act, 1998 (Act 55 of 1998) and the Employment Equity Policy of the City of Tshwane Metropolitan Municipality (CoT), as well as any other applicable legislation and CoT policies and applicable collective agreements.
- 1.2 The composition of the workforce is to be such that it is able to serve all members of the community and employees of the COT in an effective and equitable manner, taking the demographics of the City into account.
- 1.3 The person specification, which contains the minimum requirements for success in the position and can be verified by the official job description/duty sheet, job specification and health and safety requirements, as well as the grading scheme (as amended by the Council from time to time), is to form the basis for evaluation and interviewing. The person specification for the job must be revised if necessary and approved by the departmental head after the advertisement process has commenced.
- 1.4 Care must be taken that only the requirements essential for success in a position are contained in the person specification and that they are not altered at any stage during the selection process, leading to discrimination against a candidate or candidates.
- 1.5 Care must be taken that equal and similar selection processes apply to all candidates and that no exception is made that is to the advantage or disadvantage of any candidate.
- 1.6 Information obtained from a candidate's personal file or reference that may cause the candidate to be unsuccessful in the application must be discussed with the candidate during a formal panel interview before taking any decision on the matter.
- 1.7 All information obtained during the selection process, including the interview, is confidential and must be treated according to ethical principles. No information obtained during the selection process may be given to anyone outside the approved selection/interview panel, without the prior knowledge and consent of the Manager: Staffing Services and Management, or the Executive Director: Strategic Human Resources, or their nominees.

2. GUIDING PRINCIPLES

The following principles underpin the policy and procedure regarding the recruitment and selection of staff:

- 2.1 The objective of recruiting and selecting candidates is to invite individuals to apply, and to appoint the applicant, who is suitable for a position, subject to collective agreement, Employment Equity Policy and any applicable legislation.

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2.2 The CoT is an equal opportunity employer that aims to eliminate all forms of unfair discrimination in the recruitment and selection of staff.

2.3 All prospective employees are allowed a fair opportunity to apply and progress through the selection process.

3. DEFINITIONS

In this Staffing Policy –

3.1 "Affirmative action" means measures designed to ensure that suitably qualified people from designated groups have equal opportunities and are equitably represented in all occupational categories and levels of the workforce of the CoT.

3.2 "Applicant" means anyone who applies for an officially advertised vacant position on the service establishment of the CoT.

3.3 "Appointee" means a candidate who has accepted a written offer of employment.

3.4 "Appointment" means the final step in the recruitment process where a successful applicant/candidate who has been selected through a process of shortlisting and interviewing with a view to possible employment, accepts an offered position.

3.5 "Candidate" means an applicant who has been selected through a process of shortlisting to be interviewed with a view to possible employment.

3.6 "City Manager" means a person appointed as an accounting officer of the COT in terms of section 82 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

3.7 "Collective agreement" means a written agreement concerning terms and conditions of employment or any other matter of mutual interest, concluded by one or more registered and recognised trade union(s) on the one hand and on the other

- South African Local Government Association as the registered employer's organisation; and or CoT.

3.8 "Contract Employee" means an employee appointed to a post on the staff established of the CoT, whether for a fixed period, a specific task or an ad hoc (casual) basis.

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- 3.9 "CoT" means the City of Tshwane Metropolitan Municipality, a duly statutorily constituted metropolitan municipality in terms of the Local Government Municipality Structure Act 117 of 1998, being a category. A Municipality as determined by the applicable Demarcation Board in terms of in terms of section 4 of the Local Government Municipal Structures Act, with a mayoral executive system combined with ward participatory system as described in section 2(g) of Gauteng types of Municipality Act 3 of 2000, with area of jurisdiction and boundaries as are referred to in section 5 (1) of the Provincial Gazette Extraordinary of 1 October 2000, Notice 6670 of 2000, pursuant to the Municipal Structures Act.
- 3.10 "Department" means the Department of the City of Tshwane Metropolitan Municipality consisted of Divisions.
- 3.11 "Designated groups" means blacks (Africans, coloureds and Indians), women and disabled people.
- 3.12 "Discrimination" means any form of unfair treatment, impairment, limitation of opportunities or unfair differentiation.
- 3.13 "Employee" shall include a permanent employee or a contractual employee as defined but excludes an independent contractor or its employees.
- 3.14 "Employer" means the City of Tshwane Metropolitan Municipality (CoT).
- 3.15 "Employment Equity Act" means the Employment Equity Act, 1998 (Act 55 of 1998).
- 3.16 "Employment policy or practice" includes recruitment procedures, advertising and selection criteria, the appointment process, job classification and grading, remuneration, employment benefits, and terms and conditions of employment, the working environment and facilities, training and development, performance evaluation, promotion, transfer and demotion, disciplinary measures and dismissal.
- 3.17 "Fair discrimination" means consistent and just differentiation between employees (applicants where applicable) for employment, e.g. to
- (a) take affirmative action measures consistent with the purpose of the Employment Equity Act, 1998 (Act 55 of 1998) and
 - (b) distinguish, exclude or prefer any person on the basis of an inherent requirement of a job.

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- 3.18 "Grading scheme" means the official document containing some positions, job level, salary scale, acknowledgement of experience, progression requirements and minimum appointment requirements.
(Regarding minimum appointment requirements, the following category needs to be defined: "tertiary qualification" means at least a three-year post-matric qualification, such as a university degree or a national diploma. A one-year post-graduate degree/National Higher Diploma and B.Tech Diploma are also tertiary qualifications.)
- 3.19 "Head of the CoT" means the City Manager.
- 3.20 "Head of Department/Departmental Head" means the Head of the Department or/either the former Strategic Executive Officer; Chief Financial Officer; Chief Operating Officer; Executive Head of the Tshwane Metropolitan Police, the Chief of Staff or the Head of Legal and Secretarial Services, or Strategic Executive Director.
- 3.21 "Head of Division/Divisional Head" means the Divisional Head or Head of a specific organisational Division or the former General Manager or the Executive Director.
- 3.22 "Head of Section/Sectional Head" means the Manager and/or Director.
- 3.23 "Inherent requirement" means the possession of an essential and particular personal characteristic or special skill or competency – some inherent/particular attributes that are required to efficaciously carry out the duties attached to a particular position, which characteristic/skill/competency is objectively justifiable.
- 3.24 "Job category" means the combination of homogeneous posts, as indicated in the organisational structure.
- 3.25 "Job description" means a clear, descriptive delineation of the work to be performed by a particular individual.
- 3.26 "Job level" means the number of job levels in the organisation, as indicated from the approved organisational structure.
- 3.27 "Labour legislation" includes collective agreements in terms of the Labour Relations Act, 1995 (Act 66 of 1995) read with Section 1 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

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- 3.28 "Part-time student" means a person/employee studying part-time for a fixed period at a higher educational institution.
- 3.29 "People with disabilities" means people who have a long-term or recurring physical impairment which substantially limits some of their prospects of entry into or advancement in employment.
- 3.30 "Person specification" means a profile (as recommended by the head of the department/division/section and approved by the Human Resources Division) specifying the minimum requirements for success in a position, and forming the basis for evaluating and interviewing a candidate, and which entails
- key performance areas;
 - main output of the job;
 - physical/psychological requirements;
 - educational qualifications;
 - knowledge and experience;
 - aptitudes/abilities/personal qualities (e.g. the potential incumbent's record of service and performance) must attest to reliability, good human relations, independence in carrying out organised duties, a positive attitude, good communication skills (verbal and written) and trainability; and
 - other factors.
- 3.31 "Placement" means placing the right person in the right position with the aim of using all available manpower/human resources so that the minimum requirements are met in all jobs in the organisation.
- 3.32 "Promotion" means the placement or appointment of an employee in other post in the CoT's service by the CoT where the maximum of the salary scale of such other post is higher than that pertaining to the post occupied by the employee prior to such placement
- 3.33 "Recruitment" means the process by which applicants are invited to apply for a particular position.
- 3.34 "Reasonable accommodation" means any modification or adjustment to a job or to the working environment to enable a person from a designated group to have access to or participate or advance in employment.
- 3.35 "Redeployment" means the redistribution of human resources in order to use it optimally and effectively to meet the needs of the CoT.
- 3.36 "Secondment" means the use of an employee in a similar or equal position for a certain period, provided that the job level and job category are the same.

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- 3.37 "Security competence" means a person's ability to act in such a manner that he/she does not cause classified information or material to fall into unauthorised hands, thereby harming or endangering the security or interest of the CoT.
- 3.38 "Security screening/vetting" means the systematic process of investigation to determine a person's security competence.
- 3.39 "Selection" means the process by which applicants are evaluated against job and person specifications in accordance with the inherent requirements of the post.
- 3.40 "Selection tools or instruments" mean a technique or aid used to evaluate the extent to which individual applicants match the requirements of the person specification.
- 3.41 "Shortlisting" means the process during which all applications received in time for a specific advertised position are evaluated by Strategic Human Resources and the Departmental Division/Section against the minimum job requirements of the position as reflected in the advertisement and the grading scheme.
- 3.42 "Staff establishment" means the official register of all officially approved positions as depicted on the ratified organisational structure and prescribed by section 66(1)(a) and (d) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).
- 3.43 "Student" means a person studying full-time/part-time at an educational institution for a fixed period.
- 3.44 "Suitability" means the capacity to do the job, based on qualifications, knowledge, and experience, potential and/or demonstrated ability, provided that the emphasis is on meeting the minimum/inherent requirements for the job.
- 3.45 "Suitably qualified candidate" means a person contemplated in section 20 (3) and (4) of the Employment Equity Act, 1998 (Act 55 of 1998).
- 3.46 "Temporary employee" means any person who, for reward, provides services to a client/other persons and who renders services to, or performs work for the client and who is remunerated by a temporary employment service.
- 3.47 "Tertiary qualification" means at least a three-year post-matric qualification, such as a university degree or a national diploma. A one-year post-graduate

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degree/National Higher Diploma and B.Tech Diploma are also tertiary qualifications.)

- 3.48 "Trade union" means the South African Municipal Workers Union and the Independent Municipal and Allied Trade Union duly registered trade unions as contemplated in the Labour relations Act, 1995 (Act 66 of 1995).
- 3.49 "Transfer" means the placement of an employee in other post in the CoT service by the CoT, in terms of the yet to be negotiated Transfer Policy.
- 3.50 "Voluntary worker/volunteer" is a person who willingly renders aid and performs a service of his/her own free will, or does helpful work without receiving remuneration.
- 3.51 "Working day" means any day on which an employee is normally required to work according to the service requirements applicable to the employee's post and as agreed to in the SALGBC.
- 3.52 "Workplace" refers to the place(s) where the employees of the CoT work.

4. STAFFING PROCESS

4.1 Recruitment

- 4.1.1 Potential incumbents are recruited through advertising that complies with the principle of fairness and representativeness.
- 4.1.2 A vacancy on the staff establishment may be advertised both internally and externally after consultation with the relevant Departmental/Divisional Head, and once proper authorisation from the Executive Director: Strategic Human Resources or his/her nominee has been obtained.
- 4.1.3 The advertisement must
- state the designation and the salary scale of the vacant post;
 - clearly state the inherent minimum job and qualification requirements, as well as the job content;
 - state the name(s) and telephone number(s) of the contact person(s);
 - state the closing date and time for the applications;
 - state that no late applications will be accepted;
 - be compiled in accordance with the CoT's language policy as approved from time to time;
 - be brought to the notice of employees before the closing date.

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- run long enough (minimum three (3) and maximum five (5) working days) to give all interested parties an opportunity to respond and submit their applications;
- have a reference number (SAP);
- state that the person must bring original certificates with him/her to the interview;
- state that if the candidate does not receive any notification from the CoT within 21 days after the closing date, he/she must accept that his/her application has been unsuccessful;
- state that no application will be considered during shortlisting if certified copies of qualifications are not attached;
- state that correspondence will be limited to shortlisted candidates or candidates who were interviewed and state that preference in shortlisting will be given to candidates for whom it will be a promotion;
- to promote representivity in the City of Tshwane through the filling of these positions. Candidates whose transfer/promotion/appointment will promote representivity will therefore receive preference.

- 4.1.4 If requests/motivations for similar posts/designations from various Departments/Divisions/Sections are received simultaneously by the Staffing and Management Services Section, only one advertisement (Job Forum) will be drafted and advertised for cost-saving purposes.
- 4.1.5 No recruitment actions may lead to direct or indirect discriminatory practices or unfair differentiation in any way unless it is in accordance with the principle of fair discrimination and broad parameters of applicable legislation in general and the intention of the Employment Equity Act, 1998 (Act 55 of 1998) in particular.
- 4.1.6 External recruitment may take place through the printed media (i.e. national or local newspapers), the Internet (web site) and/or any other suitable means that complies with the principle of fairness and representivity. For an external advertisement, a formal request approved by the Divisional Head or his/her nominee of the relevant Department must be submitted.
- 4.1.7 Approval must be obtained from the Executive Director: Strategic Human Resources or his/her nominee before an advertisement is placed in a newspaper.
- 4.1.8 Interviews must be conducted within three (3) months after the closing date of the advertisement. The shelving of applications is not permitted and failure

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to comply may result in the re-advertisement of the position after three (3) months being denied.

- 4.1.9 A late application for a position will not be accepted and considered.
- 4.1.10 No external applicant will be considered for any internally advertised positions.
- 4.1.11 The CoT may, after obtaining approval from the Executive Director: Strategic Human Resources or his/her nominee use the services of recruitment/ temporary employment services
- for specialised positions;
 - if special skills are required;
 - if insufficient applications were received during the normal advertising period of a post;
 - for the urgent temporary replacement of an employee (e.g. someone on maternity leave); and
 - if a post was advertised twice and no suitable candidate could be found after interviews were conducted.
- 4.1.12 If a position was advertised internally, and it is found that the internal resources are exhausted or that a minimum of one (1) candidate meet the requirements, the position may be re-advertised, both internally and externally. In this case the internal and external candidates have an equal chance of being appointed. (Read with 4.1.6 and 4.1.13.)
- 4.1.13 If a position was advertised internally and it is found that the applicants do not comply with the appointment requirements or representivity requirements for that position, it will be re-advertised both internally and externally. (Read with 4.1.6 and 4.1.12.)
- 4.1.14 The Strategic Human Resources Division (Staffing Services and Management Section) is responsible for the internal and external advertising of posts. The relevant Department can provide reasons for external advertisement' but the Executive Director: Strategic Human Resources or his/her nominee decides if a post will be advertised externally.

4.2 Receipt of applications

- 4.2.1 Applications for an advertised position are received by the Strategic Human Resources Division up to the specified closing date and time for applications'

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unless specifically stated otherwise.

- 4.2.2 Posted applications must reach the Strategic Human Resources Division in time to be received by the specified closing date and time.
- 4.2.3 Electronic mail or faxed applications will be accepted only in cases where the advertisement clearly stated that it would be.
- 4.2.4 It is not the responsibility of the CoT to contact applicants to clarify incomplete, unclear or illegible information on the CV.
- 4.2.5 All applications and CV's must be sent to the Strategic Human Resources Division.

4.3 Processing of applications

- 4.3.1 In order to deal with the issue of any claim that an application for a specific position advertised was indeed received in time, the Strategic Human Resources Division may date-stamp CV's and also keep record of all applications received prior to the closing date and time. The Strategic Human Resources Division must send a copy of the record, together with the applications received, to the relevant Department. In exceptional cases, where more than 200 applications are received for one particular position, the CV's will neither be recorded nor stamped, but all the applicants submitted will still be considered during the shortlisting session.
- 4.3.2 If requests/motivations for similar posts/designations from various Departments/Divisions/Sections are received simultaneously by the Staffing and Management Services Section, only one advertisement (Job Forum) will be drafted and advertised for cost-saving purposes. The databank could also be utilised for recruitment purposes.

4.4 Relevant documentation

- 4.4.1 Applicants must attach certified copies, not originals, of relevant documents to their CV's. Applications without certified copies of the relevant documentation, such as proof of identity and qualifications, may not be considered during the shortlisting session.
- 4.4.2 If the certified copies of the relevant documents are not of a satisfactory quality, the applicants invited for interviews may be asked to bring along the original documents to the interview. (Read with 4.1.3, bullet 10.)

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5. SELECTION

5.1 General

5.1.1 Selection is conducted in accordance with this Staffing Policy, as amended from time to time and applicable at the time of selection, as well as with all applicable Bargaining Council resolutions, collective agreements and national legislation.

5.1.2 The Executive Director: Strategic Human Resources or his/her nominee is responsible for ensuring that each selection process is managed in accordance with the Staffing Policy and that Departmental/Divisional/Sectional heads are advised accordingly.

5.1.3 Subject to the availability of funds and the merit of a case based on predetermined criteria, travel and subsistence payments may be payable in terms of clause 15.1.3 to candidates attending interviews and/or any other phases of the selection process. These payments must be approved by the Executive Director: Strategic Human Resources or his/her nominee before making the arrangements with the candidate.

5.1.4 To ensure that the selection process is conducted fairly, the participation of the trade unions in the selection process is limited to that of observers.

5.2 Selection criteria

5.2.1 Selection criteria must be based on the key performance areas and inherent requirements of the position and must be applied consistently.

5.2.2 Previous arrest, detention, conviction or dismissal may not constitute a reason for immediate refusal of an application, unless the reason for the conviction or the dismissal makes the applicant unsuitable for the position in terms of its inherent job requirements and applicable legislation, such as the SA Police Service Act, 1995 (Act 68 of 1995), and the Regulations for Municipal Police Services (R.710.1999).

5.2.3 Employment barriers such as qualifications, experience or skills that are more extensive than necessary and not job-related, may not be included in the job requirements to advantage certain applicants or groups of applicants, and/or to disadvantage others.

5.2.4 A candidate is considered suitably qualified for appointment based on one or a combination of the following aspects

- formal qualifications
- recognition of prior learning

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- relevant experience
- the ability to perform the job
- the capacity to acquire, within a reasonable time, the ability to perform the tasks
- applicable legislation and legal aspects.

The Departmental Head or his/her nominee, and the Executive Director: Strategic Human Resources or his/her nominee will assess the applicability of the candidate's formal qualifications in terms of the job specification.

- 5.2.5 The criteria mentioned above, together with all other applicable requirements intrinsic to the position (including medical and physical requirements), must be taken into consideration to determine whether a candidate has the ability to perform successfully in the position..
- 5.2.6 A reasonable period to acquire the qualification to perform the tasks, as described in clause 5.2.4, is determined by the CoT and may vary depending on the position or the category of positions.
- 5.2.7 Selection is conducted by means of a phased process of progressive elimination that is concluded when the Executive Director: Strategic Human Resources or his/her nominee, in consultation with the relevant Departmental Head or his/her nominee, identifies and recommends the successful candidate(s) for appointment.
- 5.2.8 At the end of the selection process, the candidate(s) selected by the interview panel in accordance with the Staffing Policy as amended from time to time and any applicable Bargaining Council resolutions and legislation, is/are recommended for appointment.

5.3 Shortlisting

- 5.3.1 The Department in which the advertised vacancy exists, together with the Strategic Human Resources Division, are responsible for the shortlisting of candidates.
- 5.3.2 The relevant Department and the Strategic Human Resources Division (Staffing Services and Management Section) evaluate all applications received for a specific position against the actual job requirements of the position as reflected in the person specification, such as qualifications, experience and skills.

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5.3.11 The assessment criteria to be applied during the interviews must be determined during the shortlisting session and must comply with the selection criteria set out above (criteria must be noted in the person specification). The interview panel will draft questions and model answers just before interviews start (i.e. the morning of the interviews).

5.3.12 The support services section of the relevant Department must make all the arrangements for the interviews, such as inviting the candidates and arranging an interview venue.

5.4 Assessment/evaluation

5.4.1 Evaluation, reference checks and structured interviews take place to establish candidates' suitability for positions in terms of the person specification criteria, which must have direct relevance to the positions for which the candidates are evaluated.

5.4.2 The psychological and physical testing and assessment of employees or candidates are prohibited unless the evaluations or assessments being used

- have been proved scientifically valid and reliable;
- can be applied fairly to all employees or candidates; and
- are not biased against any employee or group.

5.4.3 Selection tools or instruments include

- structured personal interviews/structured questionnaires;
- reference checks (when requested either by Strategic Human Resources or the relevant Department);
- curriculum vitae;
- psychometric tests (e.g. potential index battery);
- physical ability tests (e.g. typing tests, driving skills tests); and
- medical examinations.

The above-mentioned tools or instruments may be used only if they are applicable to the inherent job/legal requirements and subject to approval by the Executive Director: Strategic Human Resources or his/her nominee.

5.4.4 Psychometric assessment/testing, where applicable, is one of the steps in the selection process that supplements the information gained in other stages of the selection process to determine the suitability of an applicant for a specific position.

5.4.5 The Executive Director: Strategic Human Resources or his/her nominee advises the Departmental or Divisional Head or his/her nominee on the selection process and procedure to be followed before any assessment, evaluation or interviewing is conducted and finalised.

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- 5.4.6 The CoT has the authority/prerogative to verify the qualifications of applicants or employees without their consent. Before the appointments of applicants are confirmed, their qualifications may be checked and/or verified by competent institutions, if so requested by the Executive Director: Strategic Human Resources or the relevant Departmental Head or his/her nominee, on account of the inherent requirements of the job.

5.5 Panel interviews

- 5.5.1 Panel interviews, the final phase in the selection process, are conducted to select the successful candidate(s) for appointment.

5.5.2 Preparation for panel interviews:

- 5.5.2.1 Five (5) working days prior to the interviews, the recognised trade unions are invited to attend, but if they are absent the interviews are to continue. The notification time could be less, on agreement, but the notification must be in writing.

- 5.5.2.2 A structured questionnaire for each panel interview will be drafted by the interview panel before the interviews start. All questionnaires are in English, which is in accordance with the CoT's language policy as approved from time to time. The questions must have model answers as to what is expected from the candidates. (Read with 5.3.11.)

- 5.5.2.3 Candidates will be invited to the interviews by the support services of the relevant department. Candidates must receive five (5) working days' notice of interviews and must be informed of what will be required of them (such as original documents/qualifications), the type of interview to be conducted and the travel arrangements that apply (if candidates have to travel far, e.g. from Durban or Cape Town). The notification time could be less if agreed with the trade union concern, but must be in writing.

- 5.5.3 The composition of the panel conducting the final interviews must be reasonably representative of all the relevant stakeholders, and provision must be made for a chairperson. The relevant Department is allowed to send two (2) representatives to the panel interviews. Interviews may not be conducted if an official from the Strategic Human Resources Division is not present.

The following officials may be included on the interview panel (depending on the level and type of position, as well as applicable collective agreements):

- 5.5.3.1 Positions above that of Manager: to be determined by the Office of the City Manager.

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5.5.3.2 Positions below that of Divisional Head:

- The Departmental Head or his/her nominee (*Chairperson*)
- The Executive Director: Strategic Human Resources or his/her nominee (*scorer*)
- Two (2) officials from the relevant Department (*scorers or point allocators*) e.g. the Departmental Head or most senior official, and another official from the Department
- Support Services personnel from the relevant Department (*report writing and/or may score as the second Departmental Official.*)
- Employment Equity Manager (*scorer*)
- Two (2) representatives from recognised trade unions (*observers*)

5.5.4 Interviews are held at a suitable venue.

5.5.4.1 All the candidates interviewed for the same position must be asked identical questions to ensure equitable evaluation. At most ten (10) questions may be asked, consisting of four or five (4/5) technical questions and six or five (6/5) general questions (i.e. management skill, conflict handling or management, and personality attributes).

5.5.4.2 The interviewing panel for a specific position must not be altered in the course of the series of interviews. Panel members who arrive late will not be allowed to score. Panel members, who do not attend the interviews from the start, will not be allowed to participate in the final decision. Panel members are not allowed to leave the interview venue during a candidate's interview. If interviews are conducted over more than one day, only panel members attending all the interviews will be allowed to participate in the final decision and only their scores will be considered when determining the successful candidate(s).

5.5.4.3 Interviews may not be disrupted in any way, nor be interrupted for the delivery of messages or answering of telephone calls.

5.5.4.4 The panel members are only allowed to discuss individual candidates after all the candidates were interviewed and all the scores were calculated. Scores are not the final determinant in appointing a person. Employment equity must also be considered.

5.5.4.5 During panel interviews, the Support Services personnel of the relevant Department will scrutinise the original documents (certificates) of candidates and, if necessary, make copies. If a candidate does not bring along the original documents, the panel will proceed with the interview but will request the candidate to present the originals within seven (7) working days of the interview. If a candidate fails to deliver the original documents within this period, the panel may reconvene and take a final decision whether to reject

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that candidate and appoint the next suitable candidate, or to re-advertise the post.

- 5.5.4.6 The members of the interviewing panel must hand over the records/documents of the individual assessment of the interviewed candidate to the Strategic Human Resources official immediately after the last candidate has been interviewed. All panel members must sign the Panel Interviews Decision form and this form will also serve as a declaration of confidentiality by them.
- 5.5.4.7 The remuneration of the successful candidate(s) is neither determined nor negotiated during the interview.
- 5.5.4.8 Any employee/interviewer who completes the Panel Interviews Decision form and divulges the outcome of the interviews before approval by the Executive Director: Strategic Human Resources or the City Manager will face a disciplinary hearing for misconduct.
- 5.5.4.9 Representatives of the relevant union(s) are allowed to observe in the interviews, but are not allowed to take part in selecting the successful candidate(s) or to force the panel to appoint a specific candidate.
- 5.5.4.10 Appropriate feedback regarding tests or other forms of assessment are made available to the interviewing panel at the end of the interview.



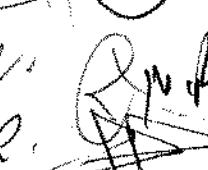
5.6 Decision-making process during panel interview

- 5.6.1 The members of the panel as indicated in clause 5.5.3, excluding the trade union members, take part in the decision-making stage and are responsible for making a recommendation.
- 5.6.2 General consensus must be reached before the interview panel can make a recommendation. Any member of the interview panel who arrived late and was not present at the start of the interview, or has not been present at all the interviews, will not be allowed to have a say in the decision of the panel.
- 5.6.3 If there is a tie between two (2) candidates, the interviewing panel must reach consensus and take the employment equity profile of that particular post into account.
- 5.6.4 The interview panel must make a decision in determining the successful candidate(s) and may also identify a suitable back-up candidate(s) for the position(s).

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5.7 Panel Decision

- 5.7.1 The Executive Director: Strategic Human Resources or his/her nominee must record (on the Panel Interview Decision form) the interview panel's decision on whether or not a candidate is recommended for appointment and the reasons for this decision. The Strategic Human Resources official collects all the interview documents and ensures that all decisions have been recorded.
- 5.7.2 The Support Services personnel from the relevant department, on instruction by the Strategic Human Resources Division, informs the interviewed candidates of the panel's recommendations once the Executive Director: Strategic Human Resources or his/her nominee, or the City Manager or his/her nominee, as the case may be, has approved the letter of recommendation.
- 5.7.3 An offer of employment confirms that the candidate was successful. This is only sent out after all the relevant qualifications referred to in his/her CV have been submitted to enable the Strategic Human Resources Division (Strategic Human Resources Administration Section) to determine an appropriate salary.
- 5.7.4 Any misrepresentation in the qualifications or CV of the successful candidate and/or back-up candidate(s) or their failure to present proof of qualifications, will disqualify such candidate(s) for appointment. If it is an internal candidate, he/she may be disciplined for misconduct. In such a case the panel can decide what step to take next or can repeat the recruitment process.
- 5.7.5 After having been authorised by the Strategic Human Resources Division and after they have received approval from the Executive Director: Strategic Human Resources or his/her nominee, the Support Services personnel of the relevant Department/Division must simultaneously notify all interviewed candidates (successful and unsuccessful) in writing of the outcome of the interviews.
- 5.7.6 Candidates may request feedback (in writing) from the Executive Director: Strategic Human Resources or his/her nominee on the selection process and the results. The Executive Director: Strategic Human Resources or his/her nominee, in consultation with the relevant Departmental/Divisional Head or his/her nominee(s), may give feedback to the candidates on their performance during the selection process.
- 5.7.7 All information obtained before; during and after the selection process must be kept confidential by the members of the interviewing panel. If it can be determined/proved beyond reasonable doubt that a panel member has been responsible for leaking information, such person will be excluded from all future interviewing processes and will be disciplined appropriately. Each

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member of the interview panel will be expected to sign the Panel Interview Decision form, which is a confidential document.

- 5.7.8 If a recognised trade union is dissatisfied with the selection process it must raise its objections before the interview panel adjourns. Objections must be submitted in writing to the Executive Director: Strategic Human Resources or his/her nominee within two (2) working days of the conclusion of the interviews. If no such objection is received, the recommendation of the panel may be binding if the Executive Director: Strategic Human Resources or his/her nominee is satisfied that the appointment complies with the relevant CoT policies and legislation.
- 5.7.9 Internal candidates may follow the CoT grievance procedure to appeal against any alleged unfairness in the selection process after having submitted his/her objection in writing and it has been responded to by Strategic Human Resource.
- 5.7.10 Reference check:
- 5.7.11 The screening of applicants may include contacting their previous employer(s) and references, and/or establishing the credibility of their qualifications, on condition that the applicants are informed of the intention to do so. Referents may only be contacted to determine applicants' suitability for the position. No unfair or discriminatory questions may be asked.
- 5.7.12 A structured questionnaire to check a reference is drawn up and a representative of the Strategic Human Resources Division (Staffing Services and Management Section) must do the reference check in the presence of a representative of the relevant Department.
- 5.7.13 Only referents who are listed as references may be contacted – the previous employer may only be contacted with the prior notification and consent of the candidate. Reference checks will be done only when requested by the Executive Director: Strategic Human Resources or his/her nominee or the Departmental Head or his/her nominee.

6. MEDICAL EXAMINATIONS

Medical evaluation and testing of an employee will only be conducted when

- legislation permits or requires the testing;
- it is justifiable in view of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of a job; and
- required by the Occupational Health and Safety Section.

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7. SECURITY SCREENING OR VETTING

- 7.1 The security screening of applicants must be carried out before appointment at the discretion of the Executive Director: Strategic Human Resources or his/her nominee and at the request of the relevant Departmental Head or his/her nominee or in accordance with legislation. Previous detention, arrest, conviction or dismissal may not constitute a reason for the immediate refusal of an application, except when the reason for the conviction or the dismissal makes the applicant unsuitable for the position in terms of its inherent job requirements and applicable legislation, such as the SA Police Service Act, 1995 (Act 68 of 1995), and the Regulations for Municipal Police Services.

8. APPOINTMENT

8.1 General

- 8.1.1 No person may be appointed in the CoT unless the recruitment process prescribed in this document has been followed, and the process and the appointment have been fair, transparent and reasonable.
- 8.1.2 Although clause 11 of this policy document makes provision for foreign recruitment, preference is given to the employment of South African citizens.
- 8.1.3 Former employees whose services were terminated due to permanent medical incapacity to perform specific duties or any work, may not be appointed permanently/contractually/by personnel agencies to perform similar duties in the CoT.
- 8.1.4 Former employees who retired or received severance packages cannot be appointed permanently/contractually in the CoT without the approval of the Council.
- 8.1.5 Employees who left the CoT's service voluntarily must follow the normal procedures in applying for positions, and will be regarded as ordinary external applicants.
- 8.1.6 Appointment requirements can only be waived in accordance with agreed criteria and/or when allowed by national legislation, and the waiver is subject to approval by the City Manager or his/her nominee.
- 8.1.7 The appointment may be cancelled summarily if any information furnished on the CV is false or if the documents required for the application are not submitted within seven (7) working days of the interview (see 5.5.4.5 also).
- 8.1.8 No one over the retirement age is appointed in posts or vacancies whether as contract, permanent or part-time employees.

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8.1.9 The contract appointment will be approved and handled according to the delegations of the CoT.

8.2 Approval of appointments

8.2.1 The appointment of employees will be approved and handled according to the delegations of the CoT.

8.2.2 The authority to negotiate and finalise remuneration packages with prospective successful applicants lies exclusively with the Executive Mayor, the City Manager and the Executive Director: Strategic Human Resources or their nominees, in consultation with the relevant Departmental or Divisional Head or his/her nominee. The relevant CoT policies must also be taken into account when remuneration is negotiated.

8.3 Appointment of successful candidates

8.3.1 No one, whether involved in the panel interview or not, may inform an interviewed applicant of the outcome of an interview before the Executive Director: Strategic Human Resources or his/her nominee, or the City Manager or his/her nominee has approved and finalised the letter of recommendation. The Strategic Human Resource Division will take disciplinary action against any person guilty of divulging information before it has been officially announced by the Executive Director: Strategic Human Resources or his/her nominee.

8.3.2 The interview panel makes a recommendation for appointment, but the appointment process commences only after approval has been given by the City Manager or the Executive Director: Strategic Human Resources or his/her nominees.

8.3.3 The Executive Director: Strategic Human Resources or his/her nominee informs the successful candidate of the outcome of the interview after having received such notice from the Staffing Services and Management Section. Up until then, no one is allowed to disclose any interview information. The Support Services personnel, authorised by the Strategic Human Resources Division, must notify in writing the unsuccessful candidates who attended interviews, unless another procedure is applicable.

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8.4 Appointment of family members and relatives of present employees and councillors

8.4.1 Nepotism, that is the practice of employing family members and relatives in preference to other applicants, is not allowed.

8.4.2 Relatives of present employees and councillors who apply for positions in the CoT must be treated the same and in accordance with the Staffing Policy and in the same way as any other applicant.

8.4.3 All members involved in the process of shortlisting, interviewing and/or appointment of applicants in positions which a family member or relative has applied for, must declare their interest in this regard and excuse themselves before the process starts.

8.4.4 Concerning the appointment of relatives of present employees and councillors, care must be taken that none of the parties are directly or indirectly favoured or prejudiced.

8.4.5 The relatives of present employees are not appointed to positions directly above or below the positions of the present employee(s) they are related to.

8.4.6 The relatives of present councillors/employees are not appointed in Departments where the councillors/employees are the portfolio incumbents, supervisors or members of the portfolio committees.

8.5 Appointment of employees on a fixed-term basis

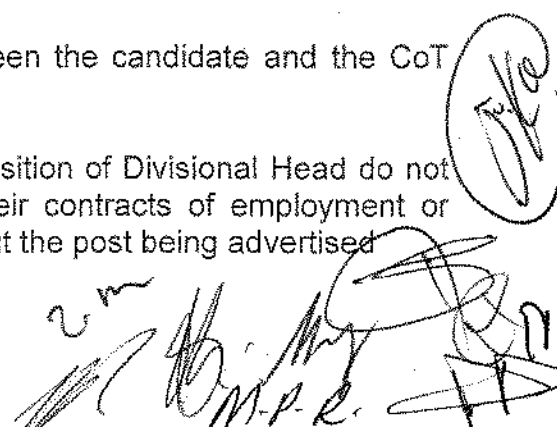
8.5.1 A candidate who has been appointed as a fixed-term/part time employee will be considered as an internal candidate and can apply for any vacant position.

8.5.2 The recruitment and selection of fixed-term contract employees must take place in accordance with the approved Staffing Policy and procedures. (Except Heads of Departments and Divisional Heads posts.)

8.5.3 The Executive Director: Strategic Human Resources or his/her nominee receives, considers and approves/declines a reasoned request from a Departmental or Divisional Head that a fixed-term contract employee be appointed below the level of Deputy Manager.

8.5.4 A written contract must be concluded between the candidate and the CoT before appointment.

8.5.5 Fixed-term contract employees below the position of Divisional Head do not have the right to expect the renewal of their contracts of employment or permanent employment in the position without the post being advertised

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internally and externally and the recruitment and selection process taking place.

8.5.6 Temporary employment service agency/personnel agency appointments are not contract employees of the CoT and cannot be considered for internally advertised positions. They are regarded as external candidates and are referred to as temporary employees or temps. These temps have contracts with the applicable temporary employment service agency/personnel agency.

8.5.7 The appointment of contract employees in highly specialised posts that require scarce skills or competencies cannot be approved unless the positions have been advertised internally and externally. All positions must be advertised to enable the CoT to choose the best candidates with scarce skills or competencies in all fields. All fixed-term contract employees reporting to the City Manager or the Chief Operating Officer are therefore excluded from appointment. (See clauses 8.2.1 and 8.5.8.)

8.5.8 The appointment of managers reporting to the City Manager are not considered in this Staffing Policy. Their appointments will be handled according to the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

8.6 Appointment of candidates with criminal records

8.6.1 The appointment of a person with a criminal record may be authorised by the City Manager, subject to full disclosure and applicable legislation.

9. RE-ADVERTISEMENT OF POSTS

9.1 If the shortlisting panel or the Manager: Staffing Services and Management (responsible for approving shortlists) decides that the applicants do not meet the inherent requirements of the job, the relevant department may request in writing that the position be re-advertised both internally and externally.

9.2 All candidates who applied for the posts must be informed by the relevant department in writing that the post is to be re-advertised and that their applications may be reconsidered.

10. OBJECTION AND DISPUTE ABOUT THE POST

10.1 If candidates are not satisfied with the outcome of the interviews they can write their objection in a letter form and submit it to the Manager: Staffing Services and Management or his/her nominee within 48 hours, after the results of the interviews had been made known. The Strategic Human Resource must respond to the objection. If an objection is received within 48 hours from the recognised trade union, the appointment process will be kept on hold until the Strategic Human Resource has responded and indicated the

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way forward. After which the Executive Director: Strategic Human Resources and/or the City Manager must take a final decision in this regard. Thereafter the aggrieved candidate can lodge a grievance. This grievance will be addressed at a step 3 meeting in accordance with the approved grievance procedure.

- 10.2 External applicants are entitled to lodge a dispute in terms of the relevant clauses in the Labour Relations Act, 1995 (Act 66 of 1995).

11. FOREIGN RECRUITMENT

- 11.1 Foreign recruitment may be undertaken for key positions, but only after local recruitment actions have been exhausted and no suitable local candidates could be identified.

- 11.2 Foreign recruitment must take account of Central Government's guidelines on foreign recruitment, immigration, and work and residence permits. Section 38 of the Immigration Act, 2002 (Act 13 of 2002) applies here.

- 11.3 Foreign applicants are to be employed on the condition that the CoT cannot guarantee the issue of a temporary or a permanent work permit or the extension of an existing permit.

- 11.4 Foreign applicants are appointed as fixed-term contract employees for the period that their temporary work permits are valid. Their contracts are extended only when they have been granted extended temporary work permits.

- 11.5 Foreign employees are eligible for permanent appointment only when they have obtained permanent residence permits.

- 11.6 In terms of present government policy, foreign employees who do not have permanent residence permits may only be contracted for the period that their temporary work permits or temporary residence permits are valid (whichever is applicable).

12. PROMOTION, TRANSFER, SECONDMENT, REDEPLOYMENT AND MEDICAL INCAPACITY OF PRESENT EMPLOYEES

12.1 Promotion

- 12.1.1 No employee is promoted automatically to a vacant position.

- 12.1.2 An employee is promoted to a vacant position only after the normal recruitment and selection procedures, including medical examinations where applicable, have been followed and after the proper approval of the promotion.

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12.2 Transfer

- 12.2.1 No employee is transferred automatically to a vacant position.
- 12.2.2 An employee is transferred to a vacant position only after the recruitment and selection procedures have been followed and the candidate has been found to be the most suitable.
- 12.2.3 Apart from the above, the CoT may horizontally transfer an employee to a vacant position if it is in the CoT's interest and on condition that this transfer is fair and reasonable.
- 12.2.4 Transfers must take place in accordance with the Conditions of Service and/or other applicable policies as approved from time to time.

12.3 Secondment

- 12.3.1 The request for the secondment of an employee to another Department must be initiated by a departmental head and negotiated with the future Departmental Head of the employee identified.
- 12.3.2 The secondment agreement must be signed by the seconded employee, his/her present and future Departmental Head or his/her nominee as well as the Executive Director: Strategic Human Resources or his/her nominee, and a copy of the signed agreement must be distributed to each signee.
- 12.3.3 An employee can only be seconded to a similar or equal position for a certain period, provided that the job level and job category are the same. The seconded employee moves with his/her current position and its allocated budget, which means that the position is not vacant and cannot be filled during the secondment period.
- 12.3.4 Secondment is used for internal movement of employees between/among/within Departments/Divisions/Sections.
- 12.3.5 A memorandum of understanding could be written if the secondment is between the CoT and any other government institution. But this should be discouraged at all costs.

12.4 Redeployment

- 12.4.1 A separate policy will be developed to address redeployment of present employees.

12.5 Medically incapacitated employees

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- 12.5.1 Employees who need to be alternatively placed due to medical incapacitation will be handled in terms of the collective agreement, approved on 23 June 2004. Management of medically incapacitated employees in the City of Tshwane Metropolitan Municipality.

13. ACTING IN A HIGHER CAPACITY

- 13.1 The nomination of an employee to act in a higher capacity is the prerogative of the Departmental or Divisional Head and must comply with the stipulations of the collective agreement on acting policy.
- 13.2 Acting in a higher capacity does not automatically entitle the employee to be appointed in a position should that position be advertised.
- 13.3 Acting candidates must meet the minimum appointment requirements of the position they are acting in. (See the critical application guidelines on the management of acting arrangements within the CoT in terms of the acting allowance policy, approved on 4 November 2005.)

14. PLACEMENT OF STUDENTS FOR COMPULSORY PRACTICAL WORK AND EMPLOYMENT OF FULL-TIME BURSARY HOLDERS

- 14.1 The Strategic Human Resources Division decides on the placement of bursary students and students applying for compulsory practical work (relevant to their studies) in accordance with the applicable policy.
- 14.2 Students must be remunerated from the budget of the relevant Department and according to an approved tariff per day.
- 14.3 A written contract must be concluded between the student and the CoT.
- 14.4 Students with CoT bursaries must be allocated compulsory/voluntary practical work in preference to any other students.
- 14.5 The temporary appointment of students (who are not bursary holders) as employees is done in accordance with approved recruitment and selection policy and procedures.
- 14.6 Employment of full-time bursary students must be handled in accordance with the applicable policy. The relevant Department must create posts for full-time bursary students so that these students can be absorbed into the Department. The appointment of full-time bursary students must be approved by the Executive Director: Strategic Human Resources and such a post will not be advertised.

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15. STAFFING EXPENSES

The Executive Director: Strategic Human Resources or his/her nominee is authorised to bear staffing expenses where this staffing policy makes provision for it.

15.1 Travelling expenses

- 15.1.1 External applicants who attend assessments and/or interviews may be compensated for expenses at the discretion of the Executive Director: Strategic Human Resources or his/her nominee, taking into account the scarcity of skills required, the distance travelled, special merit involved and affordability.
- 15.1.2 Candidates living in a 350 km radius or more from Tshwane may be compensated for their actual travel expenses or as calculated in the applicable AA tables, whichever amount is the lesser.
- 15.1.3 When invited for interviews, candidates must be informed of the CoT's policy and be told whether or no travel costs will be paid.
- 15.1.4 A candidate is compensated for travelling expenses after submitting a claim form as well as a police affidavit and after the Finance Department has processed the claim. (See clause 15.1.2 also.)
- 15.1.5 In circumstances where an applicant invited to an interview has been given an undertaking that he/she will be compensated for travel expenses, this undertaking must be honoured even when the applicant is recommended and declines the offer of employment. Shortlisting of candidates living outside the said 350 km radius may be avoided.
- 15.1.6 Candidates living in foreign countries are not invited to attend interviews in person. Instead, arrangements are made to interview the candidate by other means, for instance telephonically.

15.2 Relocation/moving expenses

- 15.2.1 Appointees may be compensated for relocation expenses at the discretion of the Executive Director: Strategic Human Resources or his/her nominees, and in accordance with the existing arrangements for CoT employees as approved by the Council from time to time, taking into account the scarcity of suitable candidates, the distance involved and special merit.
- 15.2.2 The appointee wishing to be relocated to Tshwane must submit quotations of three (3) removal companies. The company with the lowest quote will be appointed by the CoT.

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- 15.2.3 The appointee must ensure that the Strategic Human Resources Division receives an invoice from the removal company and that the appointee has signed an appropriate contract with the CoT before the goods are moved to Tshwane.
- 15.2.4 The following delegations in connection with relocation costs exist currently. The Executive Director: Strategic Human Resources are clothed with the following responsibility namely:
- 15.2.4.1 "The power to pay relocation expenses to job applicants who live in other centre's and who are required to move to Tshwane owing their appointments to posts on the Municipality's staff establishment, subject to the following conditions:
- Full transporting costs of furniture and other household possessions according to the lowest quotation out of three acceptable sole traders.
 - Personal traveling expenses to a maximum of two people per family according to the money value of a first-class train ticket (single tariff).
 - Relocation compensation will only be paid once the Departmental Head concerned and the Executive Director: Strategic Human Resources or their nominees have certified that no suitable candidates could be recruited locally or in the Tshwane vicinity.
 - Candidates who receive relocation assistance must enter into a service binding agreement with the Municipality to the effect that they will remain in the Municipality's service for a period of at least three years, failing which a pro rata portion will have to be refunded to the Municipality according to the unexpired term."
- 15.2.5 The Head of Department of the relevant Department should submit a motivated request for payment of the applicable relocation expenses to the Executive Director: Strategic Human Resources or his/her approval, prior to any negotiations with the relevant job applicant.
- 15.2.6 Executive Director: Strategic Human Resource will then decide on the merit of each request, taking into account scarcity, proximity and special merit, before approving the payment of relocation expenses.

16. NOTICE OF TERMINATION OF EMPLOYMENT OF PROMOTED/TRANSFERRED/SECONDED EMPLOYEES

- 16.1 An internal employee, whether on contract or permanent, must give a month's notice of moving to another post in the CoT.

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- 16.2 No candidate is allowed to move to another job in the CoT without having given the required month's notice. The relevant Departments must negotiate such movements, for instance a mutual agreement can be reached between Departments to move a candidate earlier.

17. DISMISSALS DUE TO FRAUDULENT QUALIFICATIONS AND/OR INFORMATION

- 17.1 If a candidate has already commenced with his/her duties and it is later found that the application, CV or qualifications of that person are fraudulent, he/she will be dismissed, after a fair process has been followed.

- 17.2 If a candidate has not yet commenced with his/her duties and it is found that the application, CV or qualifications of that person are fraudulent or that the candidate misrepresented himself/herself, the contract of appointment will be cancelled.

18. GENERAL RESOLUTION

If this policy document does not address a relevant issue, or if uncertainty exists, the City Manager is authorised to lay down a course of action after consultation with the Head of Department responsible for the relevant Department.

19. DISPUTES

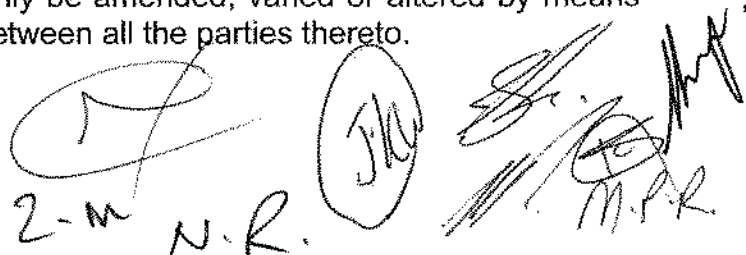
Any disputes arising out of the interpretation, application, monitoring and/or enforcement of this agreement shall be resolved by the SALGBC Tshwane Division in terms of the dispute resolution procedures as set out in the Constitution of the SALGBC as amended from time to time.

20. RATIFICATION

This agreement will be submitted for ratification at the South African Local Government Bargaining Council (Tshwane Division) meeting scheduled after the signing of this agreement.

21. ENTIRE AGREEMENT

This document and the Annexure thereto, contains the entire agreement between the parties, and can only be amended, varied or altered by means of a further written agreement between all the parties thereto.

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Signed at Pretoria on the 8th day of October. 2008

M. J. E. M. B.
NAME AND SURNAME IN PRINT

Chairman PERCONE
DESIGNATION

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Signed at Pretoria on the 8th day of October - 2008

on behalf of the **Independent Municipal and Allied Trade Union.**

JACQUES KARL HEYEMANN
NAME AND SURNAME IN PRINT

CHARPESON
DESIGNATION

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Signed at Pretoria on the 8th day of October 2008

on behalf of the **South African Local Government Association.**

Keorapetsi Tumaqole
NAME AND SURNAME IN PRINT

Acting EDISHRM
DESIGNATION

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