

Annexure A

RECRUITMENT & SELECTION POLICY

1. Definitions

For the purpose of this policy unless the context otherwise indicates –

- 1.1 “**candidate**” means an applicant for a post
- 1.2 “**disability**” means long term or recurring physical or mental impairment which substantially limits a person towards performing his/her duties
- 1.3 “**recruitment**” means the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the municipality in achieving its objectives.
- 1.4 “**reference check**” means the gathering of information about candidate’s past history from people with whom such candidate has been associated.
- 1.5 “**selection**” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

2. Application of the Policy

This policy is applicable and binding to both the municipality and all candidates and shall become operative immediately after its approval by the Council.

3. Policy Objectives

This staffing policy of the **MUNICIPALITY** aims at:

- Introducing fair and objective principles and procedures for staffing;
- Providing guidelines for the appointment of candidates;
- Establishing principles and procedures ensuring that **MUNICIPALITY** complies with legislative principles in respect of employment equity and affirmative action;
- Setting out the procedural steps for the advertisement of a vacant post the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent staff complement;
- To engage in a process to improve the representatives of the personnel establishment of the Council to reflect the racial and gender composition of the citizens of Council, while recognising the need to focus on customer needs, standards of effectiveness and efficiency in service delivery and an absence of discrimination based on any form of stereotyping;

4. Policy Statements

4.1 Foundational Principles

- The staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Municipality and ensuring the full utilization and continued development of these employees.
- Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Municipality.
- All appointments will be permanent, except fixed term contracts, Learnership, internships, in-service training, and temporary appointments, the latter which should not exceed a maximum period as 12 months.
- The responsibility of the Municipality is to determine the strategic and operational needs of the Municipality, and the relevant reporting and Manager/Department Head structures of the Municipality.
- All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.
- With reference to the Constitution of South Africa Act 108 of 1996 as amended and the provisions of Chapter II of the Employment Equity Act 55 of 1998, under no circumstances should any person be refused employment on any arbitrary or discriminatory basis, including but not limited to race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV Status, conscience, belief and/or opinion, taking into account the provision of Chapter III of the EE Act, Act 55 of 1998.
- The MUNICIPALITY is an employment equity employer, and, as such, preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act of 1998 as consisting of black people, women and people with disabilities.

4.2 Employment Equity & Affirmative Action

4.2.1 Elimination of Unfair Discrimination

- The MUNICIPALITY shall take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.
- It is affirmed that it will not constitute unfair discrimination to take affirmative action measures consistent with the purposes of the Employment Equity Act of 1998 as set out in this policy or to distinguish, exclude or prefer any person on the basis of an inherent requirement of any job.

- Harassment of an employee, including sexual harassment of any form, constitutes unfair discrimination and such harassment will attract disciplinary action against any employee found to have committed harassment.

4.2.2 Application of the Employment Equity Act of 1998

As a defined designated employer in terms of section 1 of the Employment Equity Act of 1998, and, as such, the provisions of Chapter the Employment Equity Act is directly applicable to the Employer.

4.2.3 Affirmative Action

- As a designated employer the MUNICIPALITY must, in order to achieve employment equity, implement affirmative action measures for people from designated groups as defined in section 1 of the Employment Equity Act of 1998. Designated Groups means black people, women and people with disabilities and black people is defined in the Employment Equity Act as a generic term meaning Africans, Coloureds and Indians.
- Affirmative Action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of the Employer.
- **Affirmative Action measures include, but are not limited to, the following:**
 - [a] measures to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;
 - [c] making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workplace of the Employer;
 - [d] measures to ensure the equitable representation of suitably qualified people from designated groups in all occupational levels in the workplace of the Employer;
 - [e] measures to retain and develop people from designated groups and to implement appropriate training measures, including measures in terms of the Skills Development Act of 1999.
- No provision in this policy should be construed as requiring the Municipality to take any decision concerning an employment policy or practice that would establish an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups.

This includes, but is not limited to, any decision relating to the termination of employment of any employee of the Municipality for reasons not relating to the conduct or capacity of the employee or the operational requirements of the employer in terms of the provisions of Chapter VIII of the Labour Relations Act of 1995 as amended.

5. Procedure

5.1 Employment Equity Act

- As employer, MUNICIPALITY must take reasonable steps to consult and reach agreement on matters listed in section 17 of the Employment Equity Act with its employees or representatives nominated by the employees, subject to the provisions of section 16 of the Employment Equity Act.
- MUNICIPALITY must collect information and conduct an analysis in the prescribed form, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups in terms of the provisions of section 19 of the Employment Equity Act of 1998.
- MUNICIPALITY must prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in the Employer's workforce, and such plan shall contain, at the very least, the information listed in section 20[2] of the Employment Equity Act of 1998.
- MUNICIPALITY shall comply with the provisions of section 21 [reporting to the Department of Labour], section 23 [preparation of successive employment equity plans] and all other provisions of Chapter III of the Employment Equity Act of 1998.

Authority

- The responsibility for implementing affirmative action measures and ensuring compliance with the provisions of the Employment Equity Act of 1998, rests with the Municipal Manager of the Employer or his/her delegated assignee(s) in terms of section stipulations of the Employment Equity Act, 1998 (Act 55 of 1998).

5.2 Elements of Recruitment & Selection

Authority

- The responsibility for the appointment of personnel rests with the Municipal Manager of the Employer or his/her delegated assignee(s) in terms of section 55(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).
- The Municipal Manager, his or her delegatee, may, deviate from the provision(s) of this policy, where there is an existence of *bona fide* organisational or operational requirements.

5.2.1 Recruitment

The need to fill a post

- Prior to filling a post, the necessity for filling shall be assessed and motivated in writing by the Head of Department to the Municipal Manager or his delegate: Provided that the authority to fill vacancies can only be delegated to a Head of Department.

- Should a post, after having undergone scrutiny, be authorized for filling by the relevant authority, employees requiring re-deployment in terms of the Re-deployment Strategy as well as employees in a supernumerary capacity are considered in the first instance.

Validation of inherent requirements:

The inherent requirements of a job must reflect the needs of the Municipality and must be appropriate to achieve the business interests of the Municipality.

- Prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency/ job profile or job description are scrutinized as to relevance and applicability.

Recruitment Advertisement

- Drafting of Advertisement (Done by the HR Department)

The validated information as referred to above shall form the basis for the advertisement/brief and all advertisements shall clearly state the relevant job requirements, application procedures together with closing dates for the receipt of application.

- Advertisements to be compiled in accordance with the agreed MUNICIPALITY format.
- Internal: Advertisements shall be placed on designated notice boards and other appropriate places.
- External: Advertisements shall be placed in appropriate media / publications and community newspapers to ensure maximum access by the designated groups.
- The Municipality's targets, *inter alia*, shall be taken into consideration when determining whether recruitment activities are internal or external or both.
- All applications shall be on an official MUNICIPALITY Application form, which will be available in English.
- The format of the application form should be simple, based on job related information.
- The services of external employment/ personnel agencies may where necessary be utilized for recruitment purposes. The selection of such agencies will comply with the Affirmative Procurement Policy.
- Records shall be maintained for all applications received in response to advertised posts as well as ad-hoc applications received by Human Resources. Such records shall be kept for the prescribed period.

5.2.2 Selection

General Principles Governing Selection

Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the Municipality.

The central guiding principle for selection shall be competence in relation to the inherent requirements of the job provided that selection shall favour, as determined by the targets, suitably qualified applicants as defined in section 20[3] of the Employment Equity Act.

Unless formal or statutory qualifications are clearly justified as essential for the job, relevant experience/performance, training [internal/external] as reflected and measured through competencies, and potential for the prospective vacancy shall be an important criterion.

Canvassing, i.e. attempting to solicit the influence of any person who could substantially influence the selection process by job applicants, or any other person on behalf of job applicants, for posts within the Council's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.

The Selection process will be conducted by a Selection Panel consisting of:

- The Municipal Manager or his delegated assignee(s)
- Manager of Department/Section
- HR Department
- Employment Equity Officer

Labour Unions – may attend the proceedings as observers only.

Compiling the short list

- The shortlist will be drawn up by the Selection Panel in accordance with the approved selection criteria.

Selection and Assessment Methodology

- The Municipality will only make use of assessment techniques which
 - [a] have been shown to be valid and reliable
 - [b] can be applied fairly to all employees
 - [c] are not biased against any employee or group
- All parties will uphold the strictest confidentiality in respect of any information supplied.
- The assessment process is an integrated process and the final decision shall be based on the results of the whole process.
- The Human Resources function is responsible for ensuring the integrity of the assessment process and the use and application of assessment techniques.

- Medical testing will only be utilized if required or permitted by legislation or if it is justified in the light of medical facts with regard to the inherent requirements of the job.
- Reference checking: Pre-screening to validate information on the Curriculum Vitae and/or application form may be conducted in relation to the inherent requirements of the job.

The following references can be contacted to verify the employment history of the applicant:

- Current employer
- Previous employer
- References given by applicant

Rating:

- All rating of candidates against the identified competencies to be done on the basis of a standardized methodology and the selection panel to be trained in such methodology.

Record Keeping

Adequate records of the entire selection process need to be maintained, including selection and short listing criteria; reasons for inclusion/exclusion of candidates; structured interview guide; copies of all other assessments utilised; comprehensive notes on assessment of each candidate; assessment ratings; reference checks. As in the recruitment process, these records need to be maintained for the prescribed period.

The selection decision

- The selection decision is based on the assessment of the candidates in conjunction with section 20[3] and particularly 20[3]d of the Employment Equity Act and in the context of Municipality requirements.
- Targets, based on the Employment Equity Plan of **MUNICIPALITY**, will be set to guide the preferential order of appointment at the Municipality.

Head hunting

- Head hunting will be applied with caution at all times, and it may be employed at any stage of the selection process, when the selection panel is of the opinion that the assessed candidates are not suitable and / or do not meet the requirements of the employment equity plan.
- Normally targeted persons will be provided with the copy of the recruitment advertisement and allowing them to apply of their own accord, unless otherwise the selection panel so decide.

Appointing Authority

The responsibility for the appointment of personnel rests with the Municipal Manager of the employer or his delegated assignee(s) in terms of section 55(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

Feedback to candidates

- Human Resources will on request, provide feedback to unsuccessful candidates for career development purposes.
- When specifically requested applicants for advertised posts will be informed in writing of the outcome of the selection process in regard to their application.
- The Human Resources Practitioner informs the successful candidates and makes a verbal employment offer [remuneration, benefits, commencement date].
- All persons appointed to the Municipality accept the appointment by way of signing the employment contract prior to commencement of duties.
- The Human Resources Practitioner informs the unsuccessful short-listed candidates.
- Enquiries from unsuccessful candidates are dealt with by the Human Resources Practitioner.

Disputes

Disputes concerning the appointment of a candidate are dealt with in terms of Bargaining Council dispute resolution procedure and relevant Labour Law.

Feedback to Line Management and Human Resource Development

- Human Resources Development and Training Section is responsible for debriefing Heads of Department on the strengths and developmental areas of the successful candidates.
- The Human Resources Practitioner concerned takes responsibility for this.

Induction

- All newly appointed employees will participate in the Municipality's Induction Process.
- Existing employees may go through a process of re-induction.

5.2.3 Nepotism

Applicants must declare any relationship to existing employees.