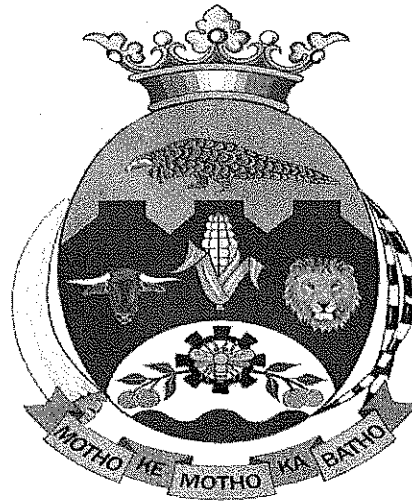


# LEPELLE-NKUMPI MUNICIPALITY



## RECRUITMENT AND SELECTION POLICY

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## 1. DEFINITIONS

In this policy, unless the context indicates otherwise:-

- 1.1 **“Candidate”** means an applicant for a post.
- 1.2 **“Council” in terms of the Structures Act.**
- 1.3 **“Municipality”** means the Lepelle- Nkumpi Local Municipality.
- 1.4 **“Recruitment”** means the activities undertaken in the Human Resources Management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job needs and to assist the municipality in achieving its objectives.
- 1.5 **“Reference check”** means the gathering of information about candidates past history from people with whom such candidate has been associated.
- 1.6 **“Selection”** means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.
- 1.7 **“Suitably Qualified person ”** means any one of , or any combination of that person/s
  - A .Formal qualifications
  - B . Prior Learning
  - C. Relevant Experience
  - D. Capacity to acquire, within a reasonable time , the ability to do the job
- 1.8 **“Vacant Position”** means a position that is in the approved establishment plan, which is vacant/ or has become vacant as a result of resignation, death, retirement, dismissal, demotion, promotion, transfer or medical boarding.
- 1.9 **“Family member”** is considered to be mother, father, husband, wife, child, brother, sister or any of the preceding as a family member by marriage (“in-law”).
- 1.10 **“Existing positions”** An existing position is a permanent position that appears on the organogram of the Municipality and which has become vacant as a result of resignation, disciplinary action, retirement, death, disability or transfer of the previous incumbent.
- 1.11 **“New positions”** is a permanent position that did not exist previously and shall, after approval thereof by council added to the organizational structure.
- 1.12 **“Temporary positions”** is a position that is required due to unforeseen circumstances and which will be filled for period not exceeding twelve months. Such a position shall be created and filled on approval by Municipal Manager.
- 1.13 **“Contractual Positions”** is a position that requires the employment of an individual on a period exceeding three (3) working days, but not a permanent basis. The creation of such a position shall be dictated by the organizational requirement and shall be created and filled on approval by Municipal Manager.

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## 2. PREAMBLE

The ability to identify and attract talented persons who would add value to the Municipality is depended on the overall recruitment and selection process followed in the Municipality. It is imperative that proper recruitment channels and strategies are followed to ensure that talented persons are identified and attracted in order to allow an inflow of new ideas and perspective into the Municipality. The department shall appoint and develop people with potential at all levels, drawing on the best skill available from within the relevant labour market.

Internal employees shall be given prior consideration for job appointments in line with their career paths and progression. In strategic position the Executive Council shall decide on the incumbent of the post in line with Municipal Systems Act, of 2000 (Section). The selection process, inclusive of the short listing panel, interview panel and the final selection of the candidate to be appointed, is critical as this determines the person to ultimately join the Municipality.

The municipality considers itself an Equal Opportunity Employer and thus aims to eliminate all forms of unfair discrimination in the recruitment and selection process. The policy shall address the appointment of persons from designated groups who can play a pivotal role in the future success of the Municipality. In order to facilitate this, the guidelines laid out in this policy shall be strictly adhered to.

## 3. PURPOSE AND OBJECTIVES

- 3.1 To establish uniform, transparent, fair and sound recruitment procedures and practices
- 3.2 To objectively evaluate the applicants suitability for a post in the municipality
- 3.3 To give effect to the principles of equal employment opportunity and affirmative action.
- 3.4 To give effect to the objects of relevant labour laws.
- 3.5 To usher in a regulatory mechanism for filling an approved vacant post in the Municipality.
- 3.6 To attract competent and suitably qualified applicants for a vacant post.
- 3.7 To provide measures for a fair and just selection process for candidates to be interviewed.
- 3.8 To provide a procedure for appointment of a successful candidate.
- 3.9 To set out procedures for handling unsuccessful applications.
- 3.10 To provide a framework for managing probation of a newly appointed employee.

## **4. SCOPE OF APPLICATION**

### **This policy shall apply:**

- 3.1 To individuals who are defined by Chapter One of Basic Conditions of Employment Act 75 of 1997 as employees of the Municipality;
- 3.2 To any member of the public who, by virtue of his or her application for employment in the Municipality, who happens to be classified as an applicant or candidate;
- 3.3 To all formally established and non-established posts of the Municipality;
- 3.4 Interns.

### **This policy shall not apply to:**

- 3.5 Employments of casual labourers and skilled employees who are required to work for not longer than three (3) consecutive months;
- 3.6 The employment of a job learner or experiential trainee; unless the learner ship stipulates otherwise.
- 3.7 The employment of the Municipality's bursary holders who are required to work for the Municipality as per their respective contracts with the Municipality;

## **5. LEGISLATIVE FRAMEWORK**

- 4.1 Constitution of the Republic of South Africa
- 4.2 Municipal Structures Act, of 2000
- 4.3 Municipal Systems Act, 32, 2000
- 4.4 Employment Equity Act, Act No 55 of 1998
- 4.5 Labour Relations Act, Act No 66 of 1995
- 4.6 Basic Conditions of Employment Act, Act No. 75 of 1997

## **6. PRINCIPLES**

- 6.1 Employment practices shall ensure employment equity, fairness efficiency and the achievement of a representative workforce. Affirmative action policy shall be used to speed up creation of a representative and equitable work force and to give practical support to those who have been previously disadvantaged by unfair discrimination to enable them to fulfill their maximum potential.
- 6.2 Employment practices should maximize flexibility, minimize administrative burdens on both employer and employee and generally prevent waste and inefficiency.



- 6.3 All vacancies shall be open to all applicants irrespective of race, gender, religion, political opinion, ethnic or social origin, sexual orientation, age, disability, culture, language, marital status or any other arbitrary ground.
- 6.4 The recruitment and selection policy should be linked to succession planning and as such internal recruitment shall take precedence over external recruitment, except where specific qualities are required in line with transformation of the Municipality.
- 6.5 The selection criteria shall be objective based on the inherent requirement of the job and consistently applied.
- 6.6 The Municipality shall not approve the appointment/ promotion of an applicant who doesn't meet the requirement of the post, even if he/she had demonstrated potential.
- 6.7 All new appointees from level 0 to level 6 will be subjected to security clearance.
- 6.8 Non-job related qualification and higher than necessary qualification such as educational degrees, linguistic abilities or length of service shall not be used to justify selection of a person from an advantaged group over a person from a disadvantaged group.
- 6.9 Foreigners will be appointed only if the South Africa Market cannot provide such expertise but priority will be given to local residents.
- 6.10 New employees shall be appointed on a permanent, fixed term, temporary contract basis, either full time or part time.
- 6.11 No person under the age of 16 years and above 56 years shall be appointed in a post.
- 6.12 Casual employees as defined in the Basic Condition of Employment Act may be appointed for a period no exceeding 12 month
- 6.13 The disclosure of the new appointee's health status shall only be required if it is an inherent requirement of the job.

## **7. RECRUITMENT**

### **7.1 Pre-recruitment requirements:**

7.1.1 The following documentations are needed before the Municipality may start the recruitment process:

- a) Approved organogram



- b) Recruitment and Selection Policy
- c) Approved job description
- d) Council resolution in the case of Municipal Manager and Executive Mangers.
- e) Approved qualification/skills and experience requirements
- f) Existing and funded vacancy

#### 7.1.2 Human Resources must ensure that:

- 7.1.2.1 All applications are received, stamped and recorded;
- 7.2.1.2 All necessary documentation has been clearly authorised according to the delegated Powers;
- 7.2.1.3 Job description, job levels, qualification and experience requirements are correctly stated
- 7.2.1.4 Salary scales are correctly indicated;
- 7.2.1.5 The post is funded and vacant.
- 7.2.1.6 All appointments are made in accordance with the target setting in terms of the Employment Equity Act.

#### 7.2 Advertisement

7.2.1 The information in paragraph 7.1.2 shall form the basis for the advertisement and all advertisements shall clearly state the relevant job level qualification and experience requirements, as well as application procedures together with closing dates for the receipt of application.

7.2.2 All vacancies shall be advertised both internally within the institution via email and notice boards and externally through national media. The advert will run for a period of (two) 2 weeks

7.2.3 Post of the salary level 01 and higher shall be advertised in the newspaper(s) to reach the entire pool of potential applicants, especially historically disadvantaged persons. The cost applications will be taken into account when selecting a newspaper. Adverts will run for the period of 2 weeks.

7.2.4 The advert will be free of reference to discriminatory phrases. The language and style of the advert shall be clear, simple and be such that it attracts candidates from all sections of the target group.

7.2.5 The advertisement shall specify the number of posts to be filled, the post requirement, the key performance Areas as well as any other pertinent criteria (competencies, security clearance, legal requirement, etc).

7.2.6 The advertisement should communicate the Municipal commitment to employment equity and that application from designated groups will be considered.

7.2.7 All advertisements shall be circulated internally by placement on designated notice boards.

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7.2.8 The organizational targets, inter alia, shall determine whether recruitment activities are Internal or external or both.

7.2.9 The Municipal Manager and Executive Manager or his/ her delegate shall identify a vacant post in his component/ department. A Memorandum shall be prepared for the Municipal Manager to approve the filling of the vacant post.

## **8. SELECTION**

### **8.1 General Principles governing selection**

- 8.1.1 Selection criteria shall be objective and related to the essential requirement of the job and realistic future needs of the Municipality.
- 8.1.2 The central guiding principle for selection shall be competence in relation to the essential requirements of the job provided that selection shall favour, as determined by the target, suitably qualified applicant as defined in Section 20(3) of the Employment Equity Act.
- 8.1.3 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.
- 8.1.4 Canvassing by job applicants or any other person on behalf of job applicants, for the posts within the Council's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.
- 8.1.5 Deviation from academic requirement may not be accepted where legal requirement should be met and after placement of recruitment advertisement.
- 8.1.6 All applications should be in the possession of Human Resources before or on the closing date, and the record of such application forms shall be maintained by Human Resources.
- 8.1.7 Applications letter should be accompanied by a Curriculum vitae and certified copies of certificates.
- 8.1.8 Any misrepresentation or untruths will lead to the disqualification of that application. Short listing will be done within ten (10) working days after closure.
- 8.1.9 Shortlisting panel members to sign an oath of secrecy.
- 8.1.10 Labour to be invited a week before the short listing / interview, if they fail to attend the process will continue in their absence





- 8.1.11 Labour to make a written presentation in case of any grievance/dispute.
- 8.1.12 Dispute lodged during the interview will not stop the process.
- 8.1.13 The appointment will be halted until the dispute/grievance has been resolved.
- 8.1.14 Short listing will be done within 10 working days after closure
- 8.1.15 Interviews dates will be confirmed a week before the interviews
- 8.1.16 Successful candidates will be notified within 3 days after approval of appointment.
- 8.1.17 Ratio of candidates to be shortlisted should be a minimum of 4 candidates and a maximum of 6
- 8.1.18 Labour to be invited a week before the shortlisting / interview, if they fail to attend the process will continue.

## 8.2 **Selection panel**

- 8.2.1 The short listing and interview panel shall comprise of at least three members consisting of employees of grading higher than the post to be filled and /or persons from outside the Municipality but not exceeding 2 in cases of Senior Management posts, preferably within Capricorn District Municipality and Labour. The short listing interview panel for the different levels is to be established as follows:

### 8.2.1.1 **Municipal Manager position (Level 0)**

The selection hereof will be as per Council resolution taking into account the following criteria as stipulated in the Regulations for Senior Managers.

- a) Mayor (Chairperson)
- b) Councillor designated by Municipal Council
- c) Municipal Manager from CDM and/or officials from Provincial Departments & other Municipalities
- d) Secretariat (HR)
- e) Representative from Labour shall be invited as observers

### 8.2.1.2 **Executive Manager Post( Level 1)**

- a) Mayor (Chairperson)
- b) Relevant Portfolio (Chairperson)
- c) Municipal Manager
- d) Officials from Provincial Departments & other Municipalities
- e) Secretariat (HR)



- f) Representative from Labour shall be invited as observers

#### **8.2.1.3 Manager Post (Level 2)**

- a) Executive Manager (Departmental)
- b) 2x Executive Manager from other Department
- c) Representative of Labour shall be invited as observers
- d) Secretariat

#### **8.2.1.4 Posts (Level 3- 5)**

- a) Executive Manager (Chairperson)
- b) 1x Unit Manager (Departmental)
- c) 1x Unit Manger (other Department)
- d) Representative of Labour shall be invited
- e) Secretariat

#### **8.2.1.5 Posts (Level 6-12)**

- (a) Unit Manager (Departmental)
- (b) Unit Manager (other Department)
- (c) Immediate (Supervisor)
- (d) Representative of Labour shall be invited as observers
- (e) Secretariat

### **8.3 Assessment Methodology**

- 8.3.1 The Municipality will only make use of assessment techniques which have been shown to be valid and reliable, can be applied fairly to all employees, and are not biased against any employee or group
- 8.3.2 All parties will uphold the strictest confidentiality in respect of any information supplied
- 8.3.3 The assessment process is an integrated process and the final decision shall be based on the result of the whole process.
- 8.3.4 The Human Resources function is responsible for insuring the integrity of the assessment process and the use and the application of assessment techniques.
- 8.3.5 Medical testing will only be utilised if required or permitted by the legislation or if it is justified in the light of medical facts with regard to the essential requirements of the job.

## **8.4 Competence based interviews**

8.4.1 All interviews will be structured interviews with the same questions posed to all the applicants interviewed for a specific vacancy. When determining the successful candidate, the interviewing panel should endeavour to reach consensus on the successful applicant. If no consensus is reached, the ruling of the Municipal Manager would be final.

8.4.2 Any member of the interview panel is required to withdraw from an interview panel should they have a personal interests or bias in regard to any of the applicants.

## **8.5 Other assessments –**

### **(a) Competency or psychometric testing**

All posts at Top and Senior Management will be subjected to a competency or psychometric test in order to ascertain the competency level of the preferred candidate to the post. The results of the exercise will be consolidated with the results of the interview session in order to recommend a suitable candidate for appointment in the post.

### **(b) Job related tests**

Job related and other similar assessments of an employee are permissible if the test or assessment being used can be applied fairly to all employees, is not biased against any employee or group and agreement should be reached between all stakeholders if and what testing to be conducted prior to applicants being interviewed, e.g. testing for driver's positions.

## **8.6 Nepotism**

8.6.1 A definition of nepotism is "undue favouritism". One can also define nepotism as the preferred option in candidate selection during the recruitment process, because the candidate is a relative or personal friend of the person making such an appointment.

### **8.6.2 Principles to be adhered to**

- a) Family, friends and relatives may still apply for positions, but that the representatives on the selection panel should declare their interest and excuse themselves when family, friends and relatives are considered for appointment.
- b) A further guidance is that Council should try to avoid placing family relatives in the same Department.

- c) That the status quo remains regarding family and members who are presently employed by Council.
- d) That the spirit of the Code of Good Conduct be adhere to.
- e) Family members be indicated on the application letter and failure to do so could lead to disciplinary measures being taken.

## 8.7 Reference checking

- 8.7.1 Only referees as provided by the applicant will be contacted, the lack of a reference shall be used to disqualify an applicant under the following circumstances
- a) Applicant has had no previous experience ;and
  - b) The current employer is the only source of reference.
- 8.7.2 No reference checking will be conducted on an applicant before an interview is conducted, but pre-screening to validate information on the Curriculum Vitae may be conducted in relation to the essential requirements of the job.
- 8.7.3 The reference shall be based on the essential requirements of the job and be conducted in a structured format by Human Resources and Line management in consultation with Human Resources.
- 8.7.4 All rating of candidates against the identified competencies, to be done on the basis of a standardised methodology and the selection panel to be trained in such methodology.
- 8.7.5 The Manager: Corporate Services Management shall undertake references checks prior to the appointment of a candidate, where necessary. It is worthy to note:
- a) Applicants may appoint their own referees;
  - b) The candidate's previous immediate superiors should be contacted for reference purpose. It is important that (s)he identifies superiors himself/herself and is advised of the objective of the telephone conversation;
  - c) Written authorization must be obtained from the applicant to contact his/her current employer. Should such permission not be granted, an offer of employment may be extended subject to satisfactory references from the previous employer's;
  - d) Telephonic reference checks are most cost effective and less time consuming;
  - e) Reference checks shall, if possible, go back three jobs;
  - f) Written testimonials shall not be used as the sole documentation for references;

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- 8.7.6 Information to be solicited shall relate to the nature or inherent requirements of the position applied for.
- 8.7.7 On the completing to do the reference checks, Manager Corporate Services shall compile a Memorandum to the Municipal Manager/ seeking approval to appoint the recommended candidate. All the documentation shall be attached to this Memorandum. On approval by the Municipal Manager or Mayor in cases of Section 57 employees shall prepare and forward the job offer and regret letters to the unsuccessful candidates.

***ANNEXURE 1: Reference Check form***

**8.8 Vetting**

- 8.8.1 Shortlisted candidates will be subjected to a personnel vetting process as and when required by Lepelle- Nkumpi Local Municipality.
- 8.8.2 Notice of personnel vetting will be included in the recruitment advertisement when required.
- 8.8.3 All qualifications of the successful candidate will be verified before the final offer of employment is made.

**9. JOB OFFERS**

- 9.1 All job offer letters shall be written by the Division: Human Resource Management to be signed by the Municipal Manager. The candidate must make an acceptance of a job offer in writing, and on receipt of this correspondence, a personnel file shall be opened and all the authorized documentation relating to the candidate filed.
- 9.2 On assumption of duty the file must be forwarded to the HR Management Division for further processing and capturing on Venus- Pay Day System. The new employee shall be Oriented and Inducted as per the guidelines provided for in the Municipal Orientation and Induction program.

**10. APPOINTMENTS**

- 10.1 All permanent employees shall enter into a performance Agreement or agreement on work plan with the Municipal Manager or line Managers depending on the level of position.
- 10.2 If the appointment is temporary, a special contract will be entered into between the employer and the employee.



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10.3 Fixed term temporary contract appointments will be for a maximum period of the duration of the special project whilst casual appointment shall not exceed a period of 12 months.

10.4 Appointment on contract addition to the establishment shall be motivated and submitted to the Municipal Manager

## 11. **PROBATION**

11.1 All new employees shall be appointed on probation for a period of 6 months whereby the employee's performance shall be monitored and evaluated.

11.2 At the end of the specified probation period, the line manager shall assess and make recommendations to either appoint permanently or terminate service of the employee based on poor work performance.

Such probation period shall not be extended except for:

- a) Employees undergoing a training period prescribed for occupational practice
- b) The number of days the employees was absent during such required minimum period;
- c) If there is a need to further monitor the performance

### 11.3 **Duties of Line Manager towards Probation**

The Line Manager plays shall ensure that:

- a) the probationer is expressly appointed on a probationary basis for a period of six months,
- b) the probationer receives constant written feedback on his/her performance and compliance with other requirement on a quarterly basis;
- c) if necessary, the probationer receives training, counsel, coaching or other assistance to meet the requirements for confirmation;
- d) the probationer receives written confirmation of appointment at the end of the probation period if (s) he has been found suitable for the relevant position;
- e) the probationer be afforded the opportunity to state his/her case before dismissal as a result of poor work performance, during which the probationer may be assisted by the representative, which can be a colleague or union representative.



**12. EXIT INTERVIEW**

All employees who leave the Municipality to take up employment with other organisations shall be subjected to an exit interview.

**ANNEXURE 2: Exit interview Questionnaire**

**The terms of this policy shall take effect on the date of approval by the Council  
Lepelle - Nkumpi Municipality**

**Document Name: RECRUITMENT AND SELECTION POLICY**

**Recommended by:**

**Portfolio: Corporate Services**

  
\_\_\_\_\_ **Date:** 2014-05-30  
**CHAIRPERSON**

**Approved by Council:**

  
\_\_\_\_\_ **Date:** 30.05.2014

**(Speaker)**

**RESOLUTION NUMBER:** 7.1.7.03/2014