

# LEPELLE-NKUMPI LOCAL



## MUNICIPALITY

### SELECTION AND RECRUITMENT POLICY

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## **1. 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, attracted and even headhunted in order to allow an inflow of new ideas and perspective into the Municipality. The municipality 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 Structures, Act, 32 of 2000 (Section 67 ss1(a) . 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.

## **2. POLICY OBJECTIVE**

The recruitment and selection policy strives to achieve the following:

- To establish a fair and transparent procedure for recruitment and selection;
- To establish objectively the criteria for selection based on the inherent requirements of the job;
- To objectively evaluate the applicants suitability for a post in the municipality.

### **3. LEGISLATIVE FRAMEWORK**

- 3.1.** Municipal Structures Act, No 32 of 2000
- 3.2.** Employment Equity Act, No 55 of 1998
- 3.3.** Constitution of the Republic of South Africa Act 108 of 1996
- 3.4.** Labour Relations Act, No 66 of 1995
- 3.5.** Basic conditions of Employment Act, No. 75 of 1997

### **4. DOCUMENTS**

- 4.1.** (Application form)
- 4.2.** Contract of Employment
- 4.3.** Reference Check form
- 4.4.** Exit interview

### **5. PRINCIPLES**

- 5.1 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.
- 5.2 Employment practices should maximize flexibility, minimize administrative burdens on both employer and employee and generally prevent waste and inefficiency.
- 5.3 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.
- 5.4 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.
- 5.5 The selection criteria shall be objective based on the inherent requirement of the job and consistently applied.
- 5.6 The municipality may approve the appointment/promotion of an officer who doesn't meet the requirement of the post, if he/she had demonstrated potential in line with the Employment Equity Act. Such will happen after full motivation has been submitted and approved by management.
- 5.7 A new appointee will only be subjected to security clearance where it is an inherent requirement of the post.

- 5.8 .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 advantage group over a person from a disadvantaged group.
- 5.9 .Foreigners will be appointed only if the South Africa Market cannot provide such expertise but priority will be given to local residents of South Africans.
- 5.10.New employees shall be appointed on a permanent, fixed term, temporary contract basis, either full time or part time.
- 5.11No person under the age of 16 years will be appointed in a post.
- 5.12.Casual employees as defined in the Basic Conditions of Employment Act may be appointed for a period no exceeding 12 months
- 5.13.The disclosure of the new appointee's health status shall only be required if it is an inherent requirement of the job.

## **6. PROBATION**

All new employees shall be appointed on probation for a period of 6 months whereby the employee's performance shall be monitored and evaluated. The new employee shall enter into a performance agreement or sign a performance work plan with his/her line manager, which should include the objectives, expected outputs and enabling resources as tools to assist him/her achieve the objectives during the initial days of joining the Municipality and thereafter.

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:

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

### **6.1. Duties of Line Manager towards Probation**

The Line Manager plays a pivotal role during the probation period and shall ensure that:

- the probationer is expressly appointed on a probationary basis for a period of six months,
- the probationer receives constant written feedback on his/her performance and compliance with other requirement on a quarterly basis;
- if necessary, the probationer receives training, counsel, coaching or other assistance to meet the requirements for confirmation;
- 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;
- 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.

## **7. DEFINITION OF POSITIONS**

### **7.1. 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 of the previous incumbent.

### **7.2. New positions**

A new position is permanent position that did not exist previously and shall, after approval thereof by council added to the organizational structure.

### **7.3. Temporary positions**

A temporary position is a position that is required due to unforeseen circumstances and which will be filled for period not exceeding one (1) week, such a position shall be created and filled on approval by Municipal Manager.

### **7.3. Contractual Positions**

A contractual position is a position that requires the employment of an individual for a period exceeding three (3) working days, but not on permanent basis. The creation of such a position shall be dictated by the organizational requirement and shall be created and filed on approval by Municipal Manager

## **8. RECRUITMENT**

The Manager (section57) shall identify a vacant post in his component/ department on the approved municipality's organogram. A Memorandum shall be prepared for the Municipal Manager to approve the filling of the vacancy. On

approval of the memorandum, the vacancy shall be advertised either internally or externally depending on its level.

Applications for the advertised vacant post shall only be considered if made on the prescribed employment application form as stipulated on the advert or otherwise.

#### ***ADDENDUM 1: FORM – APPLICATION FOR EMPLOYMENT.***

### **8.1. Filing of Vacancies**

- 8.1.1 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. If the appointment is temporary, a special contract will be entered into between the employer and the employee.
- 8.1.2. 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.
- 8.1.3. Appointment on contract addition to the establishment shall be motivated and submitted to the Municipal Manager

### **8.2. Internal Recruitment**

- 8.2.1. All vacancies from level 10 and below will be advertised internally, that is, Within the municipality's area for promotion of internal staff and local applicants where after external recruitment will be considered. It may however be crucial to recruit external candidates in certain areas to encourage the inflow of new skill. Management may, however decide to advertise, internally any posts which it deems fit to be advertised internally given the nature of the position and prospects for internal mobility of serving personnel or attraction of local candidates.

### **8.3. External Recruitment**

- 8.3.1. Post of salary level 9 and higher shall be advertised in the newspaper(s) to reach the entire pool of potential applicants, especially historically disadvantaged persons. The cost of advertising will be taken into account when selecting a newspaper.
- 8.3.2. Adverts will run for a period of 2 weeks.
- 8.3.3. The Municipality shall utilize a recruitment agency for press advertisement and for head hunting, where appropriate.

8.3.4. 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.

8.3.5. 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).

NB: The advertisement should communicate the Municipal's commitment to employment equity and that applications from designated groups will be considered.

## **9. SELECTION PROCESS**

### **9.1. Time Frames**

9.1.1. Receipts of all application forms will be acknowledged as soon as they are received but no later than 2 months after closing date unless otherwise stated on the advert.

9.1.2. Short listing will be done within 5 working days after closure.

9.1.3. Interviews dates will be confirmed a week before the interview.

9.1.4. Letters to unsuccessful applicants will be sent out 2 working days after approval of appointment of successful candidate.

9.1.5. Successful candidates will be notified only after approval of their appointment in writing.

### **9.2. Short – listing Panel**

The short listing panel shall meet within five (5) days after closure of the advertised position to select candidates to be interviewed. A list of criteria for each job shall be developed to be used by the panel when short-listing the job applicants.

To ensure transparency and participation during the short-listing process, the following persons shall be part of the short-listing panel:

- Deputy Manager: Human Resources Management.
- Manager or Deputy Manager of the component/department where the vacant exist;
- Immediate Supervisor
- Labour

### 9.3. Interviewing Panel

The interview panel shall comprise of at least three members consisting of employees of gradings 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 interview panel for the different levels is to be established as follows:

- **Municipal Manager post**  
Mayor (Chairperson)  
3 x Managers from CDM and Department of LG & other Municipalities  
Representative from Business and to be invited as participants  
Labour observes the proceedings  
Secretariat
- **Manager Post(Section 57)**  
Municipal Manager (Chairperson)  
2 x Members of Portfolio – Corporate Services or Exco  
2 x Senior Managers from within CDM  
Representative of Labour to be invited as observers
- **Deputy Manager Post**  
  
Department Manager  
2 x Departmental Manager's  
Representative Labour may be invited as observers to ensure fair practices and transparency.  
Secretariat
- **Assistant Manager Post and Lower**  
  
Department Manager (Chairperson)  
2 x Deputy Managers  
Representative of Labour may be invited as observers to ensure fair practices and transparency.  
Secretariat

### 9.4. Reference Checks

The Manager: Corporate Services shall undertake reference checks prior to the appointment of a candidate, where necessary. It is worthy to note:

- Applicants may appoint their own referees;



- 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;
- 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;
- Telephonic reference checks are most cost effective and less time consuming;
- Reference checks shall, if possible, go back three jobs;
- Written testimonials shall not be used as the sole documentation for references;
- Information to be solicited shall relate to the nature or inherent requirements of the position applied for.

***ADDENDUM 2: Reference Check form***

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.

**10. JOB OFFERS**

All job offer letters shall be written by the Division: Human Resource Management and Legal Service and 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.

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.

**11. EXIT INTERVIEW**

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

***ADDENDUM 3: Exit interview Questionnaire***

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

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**MUNICIPAL MANAGER**  
**DATE**        /        /

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**MAYOR**  
**DATE:**        /        /