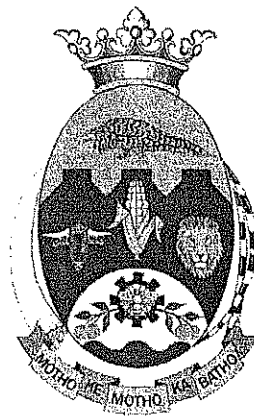


# LEPELLE-NKUMPI MUNICIPALITY



## RECRUITMENT AND SELECTION POLICY

# LEPELLE-NKUMPI LOCAL MUNICIPALITY

## RECRUITMENT AND SELECTION POLICY

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ADDENDUM 1: Reference Check Form  
ADDENDUM 2: Exit Interview Form

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## 1. PREAMBLE

The ability to identify and attract talented persons who would add value to the Department 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 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 Structure, 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

Municipal Systems Act, of 2000  
Employment Equity Act, Act No 55 of 1998  
Constitution of the Republic of South Africa  
Labour Relations Act, Act No 66 of 1995  
Basic conditions of Employment Act, Act No. 75 of 1997

## 4. DOCUMENTS

Reference Check form  
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 shall not approve the appointment/promotion of an officer who doesn't meet the requirement of the post, even if he/she had demonstrated potential.
- 5.7 All new appointee will only be subjected to security clearance.
- 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 disadvantage 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.
- 5.10 New employees shall be appointed on a permanent, fixed term temporary contract basis, either full time or part time.
- 5.11 No person under the age of 16 years will be appointed in a post.
- 5.12 Casual employees as defined in the Basic Condition of Employment Act may be appointed for a period no exceeding 12 month

5.13 The disclosure of the new appointee 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 tool to assist him/her achieve the objectives during the initial days of joining the Municipality.

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 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 or transfer 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 apposition 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.

## 7.4 Contractual Positions

A contractual position 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 filed on approval by Municipal Manager

## 8. RECRUITMENT

The Manager (section 57) 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. On approval of the Memorandum, the vacancy from post level 02 to 12 shall firstly be advertised internally.

### 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 02 and below will firstly be advertised internally within the institution then within the Municipality's jurisdiction, then the province thereafter nationally for promotion of internal staff where after external recruitment will be considered.

8.2.2 The advert will run for a period of (one) 1 week.

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### **8.3. External Recruitment**

- 8.3.1. 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.
- 8.3.2. Adverts will run for the 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 commitment to employment equity and that application from designated groups will be considered.

## **9. SELECTION PROCESS**

### **9.1. Time Frames**

- 9.1.1 All application will be acknowledged as soon as they are received.
- 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 shortlisted applicants will be sent out 5 working days after approval of appointment of successful candidate.
- 9.1.5. Successful candidates will be notified only after approval of appointment.

### **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

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each job shall be developed to be used by the panel when short-listing the job applicants.

### **Short-listing panel**

#### **Post level 0-1**

- As per Council resolution and employment regulations for Senior Managers

#### **Post level 2-5**

- Executive Manager for the department
- 2 x Executive Managers
- Representative of Labour may be invited as observers
- Secretariat (Human Resource)

#### **Post level 6-12**

- Unit Manager
- Manager
- Supervisor
- Representative of Labour may be invited as observers
- Secretariat (Human Resource)

#### **Ration of candidates**

- A minimum of 5 candidates
- Shortlisting panel members to sign an oath of secrecy.
- Labour to be invited a week before the shortlisting/interview, if it fails to attend the process continue.
- Labour to make a written presentation in case of any grievance/dispute.
- Dispute lodged during the interview will not stop the process.
- The appointment will be halted until the dispute/grievance has been resolved.

### **9.3. Interviewing Panel**

#### **Post level 0-1**

- As per Council resolution and employment regulations for Senior Managers

#### **Post level 2-5**

- Executive Manager for the department
- 2 x Executive Managers
- Representative of Labour may be invited as observers
- Secretariat (Human Resource)

#### **Post level 6-12**

- **Unit Manager**
- Manager
- Supervisor
- Representative of Labour may be invited as observers

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➤ Secretariat (Human Resource)

#### 9.4. Reference Checks

The Manager: Corporate Services Management shall undertake references 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 1: 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.

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**10. JOB OFFERS**

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.

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 2: Exit interview Questionnaire*

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


Date: 31 May 2013


Document Name: RECRUITMENT AND SELECTION POLICY

Reviewed By:  Date: 31/05/2013  
ACTING MUNICIPAL MANAGER

Recommended by

Portfolio: Corporate Services

 Date: 31-05-2013  
CHAIRPERSON

Approved by Council:  Date: 31.05.2013

(Speaker)

RESOLUTION NUMBER 7.3.4.03/2013

RECRUITMENT AND SELECTION POLICY LEPELLE-NKUMPI 2013/14

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