

RECRUITMENT SELECTION AND

APPOINTMENT POLICY

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1. OBJECTIVES

The purpose of this Policy is to:

- 1.1. Attract and retain high calibre employees who are suitably qualified to perform the inherent requirements of the job;
- 1.2. Facilitate effective and efficient recruitment and selection;
- 1.3. Align recruitment and selection practices with all legal and ethical requirements;
- 1.4. Ensure that recruitment and selection decisions take objective criteria into account and that procedures are fair;
- 1.5. Promote equal opportunity in the workplace by eliminating unfair discrimination; and
- 1.6. Facilitate the equitable representation of Africans, Indians, Coloureds, women and people with disabilities (“designated groups”) in all occupational categories and levels in the workforce through promoting the objectives of the Municipality employment equity Policy.

2. SCOPE AND APPLICATION

- 2.1. This Policy is applicable to all employees at the Municipality.
- 2.2. The Human Resources practices of recruitment, selection, transfer, and promotion are covered by this Policy.
- 2.3. All persons involved in recruitment are required to follow this Policy when making recruitment decisions.
- 2.4. This Policy may be amended from time to time on notification to all employees.

3. RECRUITMENT PRINCIPLES

- 3.1 In order to facilitate transformation and achieve Municipality Transformation Targets, where there is no, or a small, pool of suitably qualified persons available internally for promotion to a position, that position will be advertised internally and externally simultaneously, to maximise the number of candidates from designated groups.
- 3.2 If there is a reasonable pool of suitably qualified persons from the designated groups available internally for promotion to a position, the position will be advertised internally first for a period of five working days and thereafter advertised externally if a candidate is not chosen from the internal candidates.
- 3.3 Medical examinations will not be used as a selection method, unless it is justifiable in the limited circumstances set out in section 7(1)(b) of the Employment Equity Act 55 of 1998, as amended. No testing will be permitted to determine an employee's HIV/AIDS status, unless in accordance with the requirements of the law.

4. SELECTION PRINCIPLES

The following selection principles must be adhered to:

- 4.1 The recruitment and selection process should be based on an objective assessment of whether the candidate is suitably qualified for the specific post in question;
- 4.2 A candidate may be suitably qualified for a specific job if he or she meets the competency criteria/inherent requirements of the job by virtue of any one or any combination of that candidate's:
 - 4.2.1 Formal qualifications;
 - 4.2.2 Prior learning;
 - 4.2.3 Relevant experience; or

- 4.2.4 Capacity to acquire, within a reasonable time, the ability to do the job;
- 4.2.5 “Competency criteria/the inherent requirements of the job” may be defined as the core results to be achieved in a specific position and the knowledge, skills and personal abilities necessary to achieve such results; and
- 4.2.6 Selection criteria must be fair and reliable, and must be openly and consistently applied.

5 RECRUITMENT PROCESS

The following process should be applied whenever a vacancy needs to be filled, irrespective of whether it is for external or internal recruitment, transfers or promotions. To ensure that optimum staffing levels are maintained, strict headcount control measures exist. The replacement of existing vacancies is not automatic, and must be aligned with Municipal annual headcount, which is budgeted for based on annual headcount approval from Director Corporate Services in consultation with the Director Finance.

5.1 Replacement of an existing incumbent who has resigned, been dismissed, retired or passed away

In circumstances where a vacancy has been budgeted, either as a new position or to replace someone who is leaving, Mayor, Director Corporate Services and the Municipal Manager's authorisation is required.

5.2 Recruiting for a new, unbudgeted position or filling a vacancy that has arisen through a retrenchment

In circumstances where the need has arisen to recruit and where the position/headcount/staff costs have not been budgeted for, The Mayor, Director Corporate Services and the Municipal Manager's approval is required. Submissions for approval must include detailed feasibility and business reasons for such proposed recruitment.

5.3 Job Specification

Once a vacancy has been identified, a job specification must be compiled with the assistance of the HR Manager. The specification is fundamental to a proper and legally correct recruitment process.

Job specifications must be completed before the process is implemented.

6. SUCCESSION PLANNING

6.1 Where there is an identified successor who has been properly assessed and developed in line with the requirements for the position, this person must be considered for the vacancy in the first instance. Care must be taken that this is an unbiased and objective process.

6.2 There must be adequate historical documentation, proof of training and development and sound assessment and counselling data where appropriate to support decisions taken regarding identified successors in Municipality's workforce.

7 SELECTION PROCESS

7.1 Selection Phases

There are two selection phases:

7.1.1 Selecting candidates sourced from the adverts for interviews; and then

7.1.2 Selecting candidates after interviews for the position.

The same criteria and factors must be considered for each of these phases. Records must be kept of reasons for not selecting a candidate at any stage of this process. Such record must be kept for a minimum of twelve months in terms of the current legislation.

7.2 Process of Selection

The following steps must be followed:

7.2.2 HR will receive all applications and will screen the applications against the established minimum criteria as listed in the job specification. This will take place within a time frame agreed with HR. This screening includes, but is not limited to, document review and telephonic or initial interviewing. The purpose is to screen out applications that do not

meet the minimum criteria for the position as specified. Where applications do not meet the minimum criteria, HR in the case of potential candidates, must inform the candidate of this.

- 7.2.3 The next stage of the selection process is where HR reviews screened applications in order to assess the extent to which they meet or exceed the requirements for the position. It is at this stage that HR will proceed with competency and behavioural assessments as appropriate in terms of the job specifications. HR must ensure that each candidate receives feedback regarding the assessments.

7.3 Selection for an Interview

- 7.3.1 When selecting job candidates for an interview, the following process must be followed:
- 7.3.2 Determine whether the candidate is suitably qualified to perform the inherent requirements of the job as defined in paragraphs 4.2 and 4.2.5 above;
- 7.3.3 All the candidates who do not receive a positive answer to the question contemplated in clause 5.3.1. Above can be rejected, unless the disqualifying factor can reasonably be accommodated;
- 7.3.4 Only if all the suitably qualified candidates are from the same group and no potential for unfair discrimination exists can advantageous issues beyond the inherent requirements of the job be considered;
- 7.3.5 Reference checking may be used to assess whether a candidate is suitably qualified for the position. Reference questions may relate to an objective assessment of whether the candidate meets the competency criteria of the job in question.

7.4 Interviewing

- 7.4.2 The HR Manager with the Director and Chairperson Corporate Services will interview short-listed candidates, using standardised assessment data and interview guides as the basis for the interviews.

- 7.4.3 The HR Manager, Director and Chairperson Corporate Services must achieve consensus on the results of the interview process. The reason for the need to achieve consensus is to ensure consistency and to avoid any allegations of arbitrary decision-making.
- 7.4.4 In the event that consensus is not achieved, the details may be referred to the Municipal Manager and Mayor. The Director's decision will be overruled only in the event that the selection decision would contravene any South African employment law.
- 7.4.5 Every interview should have a panel of at least two persons from the Municipality present, one of who must be the HR Manager.
- 7.4.6 The interviewers must ask each candidate the same questions based on the standardised interview guides.
- 7.4.7 The HR Manager will arrange for training to be provided to management on interview techniques, to ensure that the interviewers are fair, consistent and structured in their technique, and that the interview focuses on the inherent job requirements as set out in the job specification, and that no discriminatory questions are asked.
- 7.4.8 Following the interview, the HR Manager and Director must evaluate the interviewee in terms of whether or not they meet the competency criteria set out in the job specification.
- 7.4.9 All notifications to unsuccessful candidates and all job offers must be in writing and may only be issued by the Director Corporate Services.
- 7.4.10 Once the candidate has been selected, the HR Manager will draw up the letter of appointment, based on negotiations between the Director and the candidate. The package offered must be equitable, consistent and take cognisance of internal equity and market competitiveness. The Managing Director must sign the letter. The HR Manager will contact the successful candidate and make the offer.

7.4.11 The HR Manager will ensure that the letter of appointment is signed and returned to the Municipality. HR will ensure that the documentation is processed for Payroll purposes.

7.4.12 The HR Manager will advise the relevant Director on the induction of the new employee and will check to ensure that adequate care and introduction are effected upon the new employee's first few days of employment.

8 EXIT INTERVIEW

Upon termination of employment for any reason whatsoever, all employees will have an exit interview conducted by the HR Manager. The purpose of the interview will be to obtain information about the employee's work experience, including its culture, diversity and training. Importantly this also ensures that the employee does not leave the service with an unresolved grievance.

9 RECORD KEEPING

The HR Manager will maintain a file on every position being recruited for, with details of candidates, actions, results, interviews, scores, communications and any correspondence. These files will be kept for seven months after which the contents will be destroyed. Where the files contain details of internal candidates, these details must be filed in their personal files.

10 INTERVIEW PANNEL

During interviews the following stakeholders will attend as indicated per post level.

Post level 1 to 3: EXCO, Departmental Heads and unions to observe

Post level 4 to 6: Municipal Manager, Director Corporate Services, Departmental Head, Chairperson of Corporate Services, and unions to observe.

Post level 7 and lower: Chair person Corporate Services, Municipal Manager, Director Corporate Services, Director or relevant Department head, relevant Committee Chairperson and trade unions to observe.