

Kareeberg Municipality

Recruitment and Selection policy

1. Purpose

The purpose of this policy is to provide guidance on staff recruitment and selection, so as to meet position requirements as well as to comply with the legal provisions of South African legislation. It also provides a guideline for consistent application of recruitment processes.

2. Scope

The scope of the policy includes:

- Recruitment, Selection and Assessment processes for the employment of internal and external applicants for all positions within the Council exclude senior managers;
- This includes Selection and Assessment processes for promotions and transfers. This procedure shall apply to all staff and positions of the Council exclude senior managers.
- The regulations on appointment and conditions of employment of senior managers applicable for senior managers. (Regulations 37245 dated 17 January 2014)

3. References

- 3.1 The Labour Relations Act 66 of 1995 (as amended) and applicable Codes of Good Practice
- 3.2 Employment Equity Act
- 3.3 Municipal systems act
- 3.4 Skills retention policy of the Municipality
- 3.5 SALGBC Wage curve collective agreement

4. Definitions

- 4.1 Permanent employees - refers to employees recruited to fill a specific position. These employees are entitled to the general benefits of the Council.
- 4.2 Part-time employees - refers to employees who do not necessarily work full normal working hours. These employees are entitled to the general benefits of the Council; however some of these may be pro rata.
- 4.3 Fixed-term contractors - refers to persons recruited to fill a position for a defined period or to complete a specific project or task. These employees are not entitled to the Council benefits, including participation in medical aid, retirement funding schemes.
- 4.4 Designated group - refers to black people, women and people with disabilities, as defined in the Employment Equity Act no. 55 of 1998.
- 4.5 Council - refers to Kareeberg Local Municipality.

5. Procedure

Responsible personnel

- The Head Corporate Services is responsible for ensuring that the written procedure is timeously updated to ensure continued conformance with changing operational requirements and legislation.
- It is the responsibility of the Corporate Department to ensure that this procedure is adhered to during the recruitment process.
- It is the responsibility of head of departments to establish a business need for recruitment to fill the vacancy or create a new position, as well as ensuring that the Employment Equity Policy is adhered to.
- That the Municipal Manager be responsible for recruitment of employees as per Municipal Systems Act section 55.

5.1 Principles

- 5.1.1 Recruitment and selection must be in line with the Council's Employment Equity Plan. In terms of that plan affirmative action candidates will be actively recruited into the business. At the time of recruitment, the EE targets applicable must be assessed so that any gaps identified are addressed.
- 5.1.2 Personal relationships with current Council employees should be declared, as reporting relations between family members, relatives and common law partners should be avoided.
- 5.1.3 Candidates will be requested to divulge any relationship interest in the Council that could be perceived as a conflict of interest.
- 5.1.4 No current employee will be involved in the recruitment process of any family members or candidates with whom they have or have had a personal relationship.
- 5.1.5 Reference and credit checks shall be conducted for all employees where they will be expected to handle finances and or salary related matters. Records of all interviews and outcomes thereof, as well as assessment results must have the necessary information as per prescribed documents/policies and procedures.
- 5.1.6 Reference checking for all categories of employees, criminal and credit checks should be done before any external and internal appointments/promotions are confirmed/job offers are made.

5.2 Internal Recruitment:

- 5.2.1 A Recruitment Requisition and Employee Specification form (Permanent Placement) must be completed as per agreed process and forwarded to the Head: Corporate Services.
- 5.2.2 A Human Resources internal vacancy advertisement detailing the job/person specification must be drafted by the Head: Corporate Services with input from the appropriate head of department.
- 5.2.3 The purpose of the job, requirements and competencies must be stipulated and authenticated by the head of department. A clear distinction must be made between minimum (essential) and ideal (preferable) requirements.
- 5.2.4 All internal advertisements should display the job level.
- 5.2.5 All advertisements will contain the following statement: The Council shall apply the principles as set out in the Council's Employment Equity Policy.

- 5.2.6 The advertisement must be placed on the appropriate notice boards at each workplace and should normally run for a period of not less than two weeks.
- 5.2.7 Should no suitable internal candidates come forward through this process, the head of department, in conjunction with Head of Corporate Services and Municipal Manager may consider external recruitment.
- 5.2.8 The process mentioned above shall apply to all internal recruitment processes.
- 5.2.9 That when a post become vacant as per the approved organizational structure as per section 66 of the Municipal systems act, that post be filled if the budget of Council permits.

5.3 **External Recruitment**

- 5.3.1 In order to offer all prospective candidates a fair opportunity as well as to enable the municipality to have a sufficiently diverse workforce, the following will apply to external recruitment.
- 5.3.2 Before a position is advertised externally, the Head: Corporate Services and head of department first need to confirm that an internal candidate cannot fill the position.
- 5.3.3 In cases where a position requires scarce skills/competencies which are not available internally, as determined by the Head: Corporate Services as well as in situations where the candidate selection pool needs to be widened, a vacancy may be advertised externally.
- 5.3.4 As an important part of the municipal recruitment process, management will continue to actively seek applicants from designated groups for available positions.
- 5.3.5 The Corporate Services Department is responsible for developing standard advertisements to ensure that they are in line with all applicable legislation.
- 5.3.6 Final signoff of the cost of the advertisement will be by the Head: Corporate Services in conjunction with the head of department.
- 5.3.7 Employment advertising will be placed in designated group publications where appropriate.
- 5.3.8 It is within legal limits to use the clause of advertisements that will remove the expectation of regret letters to unsuccessful candidates. The clause should read as follows: “In the event that you do not receive communication from the Council within a period of seven (7) days after the closing date of applications, your application shall be deemed unsuccessful. The CV’s of unsuccessful applicants shall not be returned unless on request by the applicant”. The municipality reserves the right not to fill the position. (refer to 5.11.8)
- 5.3.9 An unsuccessful applicant is entitled to ask for reasons why he/she was unsuccessful, in which case the Council is obliged to furnish verbal/written feedback. These reasons should be minute and kept on record for a period of one year.
- 5.3.10 that when a post become vacant as per the approved organizational structure as per section 66 of the Municipal Systems Act, that post be filled if the budget of Council permits.

Processing the Application

- 5.4 CV Screening/Short listing
- 5.4.1 The Head: Corporate Services will be responsible for initial screening by matching the C.V. of the applicant against the advertised job requirements and competencies. After initial screening of CV’s the Head of Corporate Services must submit the long list and the short list to the Accounting Officer for final approval.

5.4.2 In the case where an internal search is conducted and no suitable candidate is identified for further assessment, the Corporate Service Department must proceed with the external advertising route.

5.4.3 The list of candidates short listed for interview will be drawn up by the Municipal Manager and Head: Corporate Services, and will be based on the outcome of the screening process of the CV's received.

- Candidates must be advised and invited to attend the interview process. Notification must use the most effective method of communication to ensure that short listed candidates receive timeous information.

5.5 **Conducting the Interview**

Interview Process:

5.5.1 For the next stage of the process, an interview guide must be drawn up in order to conduct consistent interviews. The Head: Corporate Services is responsible for ensuring that any additional job related questions to test the candidate's technical knowledge are added to the interview guide prior to the interview being conducted. The list of questions will go to the Accounting Officer for final approval.

5.5.2 The Accounting Officer will be responsible for the composition of the panel who are competent enough to do the process.

5.5.3 The interview panel should be as representative as practically possible in order to accommodate diversity in terms of the Employment Equity Policy, and should ideally be made up of five (5) members which should include:

1. The Head Corporate Services or representative
2. The person to whom this position will be reporting to
3. Two officials from Pixley Ka Seme District Municipality (based on the Shared Services Agent)
4. One knowledgeable representative from Local Government sector.
5. Trade union representatives will only serve as observers on the panel.

The Municipal Manger and Councilors will not serve on the panel.

No telephonic interviews will be conducted except in cases where the purpose is to shortlist candidates for a further interview selection process.

5.6 **Competency Assessment:**

5.6.1 Should competency assessments be required in addition to the interviews there should also be based on the Job Descriptions and Competency profiles and relevant to the job. The competencies assessed should be selected on the basis that they are more complex than those covered during the interview process and cannot be readily observed.

5.6.2 The competency assessment process could include practical tests, behavior al assessment, or any other appropriate means; these tools must be planned, constructed and administered by a competent practitioner in order to ensure the validity of the assessment tool.

5.6.3 The assessment must be conducted strictly in terms of the planned process as indicated in the relevant procedure.

- 5.6.4 A report on the second short listed candidates must be generated and recorded by the Head: Corporate Services.
- 5.6.5 The Corporate Services Department will establish if psychometric assessment is required and/or appropriate, and these must have been validated as per the initiatives laid down in Section 16 of the Employment Equity Act.
- 5.6.6 The result of the assessment must be captured in a manner that protects the confidentiality of the applicant.
- 5.6.7 Should the candidates be required to travel during the process, the municipality will assist in making the appropriate transport arrangements.
- 5.7 **Reference check:**
- 5.7.1 Corporate Services department will be responsible for conducting reference checks on all internal and external applicants, or alternatively a series of reference checks on the most suitable candidate or, if there are several, on all suitable candidates. At least three (3) reference checks should be done per candidate.
- 5.7.2 All reference checking done on prospective candidates must be recorded. This should be kept in the selection file of that position in order to be able to give feedback if requested.
- 5.7.3 Reference checking must be done after candidates have been interviewed but before the assessment process, where relevant.
- 5.7.4 It is mandatory that the candidate be informed that reference checking will be done.
- 5.7.5 Accurate information from the applicant's previous supervisor/management is deemed crucial. Unless the Council receives the applicant's permission in writing, reference checking cannot be done on the prospective employee with their current or previous employer.
- 5.7.6 The categories that are to be enquired about, must relate to the main parts of the job/position for which the applicant is being considered. The enquiries need to be made in line with the job description and competency profile.
- 5.8 **Confirmation of qualifications**
- 5.8.1 Corporate Services will confirm the qualifications of the candidate as well as the (NQF) National Qualifications Framework level of the qualifications obtained with the relevant tertiary or any other appropriate institution prior to any offer of employment being made.
- 5.9 **Credit/Criminal checks**
- 5.9.1 Credit and/or criminal checks will be performed for all internal and external candidates considered for appointments, in particular for high-risk position e.g. finance, HR Payroll.
- 5.10 **Final interview**
- 5.10.1 Corporate Services should in conjunction with the recruiting head of department determine whether it is necessary that another round of interviews be conducted to aid in making a final decision.
- 5.10.2 The short list must not be more than three to five candidates for interviews.
- 5.11 **Selection of the most suitable candidate:**
- 5.11.1 The decision on the individual/individuals who are deemed suitable must be recorded.
- 5.11.2 The shortlist of candidates who, having been screened, assessed and found suitable, must be recorded on a summary sheet.

- 5.11.3 In making the final hiring decision, the following issues will be considered by the Municipal Manager. All ranking scores, assessment results, reference checks and employment equity policies/targets or plans in conjunction with Corporate Services.
- 5.11.4 In some cases it might be necessary to appoint a candidate whose ranking is not the highest in terms of the interview scores. This is in order to ensure that the Council achieves set EE targets. This will however be done provided that such a candidate will be able to achieve the required level of competence within a period of not more than twelve (12) months.
- 5.11.5 The Municipal Manager will be responsible for the approval of the appointment as per Section 55 of the Municipal Systems Act.
- 5.11.6 Where candidates are equally suited for the positions, preference must be given to the candidate from the designated group in accordance with the legislative requirements as outlined in the Employment Equity Act.
- 5.11.7 If no suitable candidates are found the Municipal Manager, in conjunction with the Corporate Services department and heads of departments must review the situation e.g. re-advertise, focused recruitment (headhunting, rewriting the job description etc. Should the job description be rewritten however, the position must be re-graded and re-advertised.
- 5.11.8 At all times, the Municipal Manager reserves the right not to make an appointment into a position.
- 5.11.9 The Municipal Manager as per the Municipal systems act section 55, has the powers to embark on Headhunting or focused recruiting when no suitable candidate is available or when the situation permits.
- 5.12 **Medical Assessment:**
- 5.12.1 The Recruitment Requisition should indicate if medical or physical assessments are necessary prior to mutual confirmation of appointment. Medical tests will only be deemed necessary based on inherent requirements of the job. When contemplating medical testing, the limitations in terms of Section 7 of the Employment Equity Act 55 of 1998 (as amended) must be adhered to.
- 5.12.2 Applicants for the position must be informed either at the time of first enquiring about the position or during the interview process that final qualifying candidates will be required to undergo pre-placement medical or physical assessment/examination. They must also be informed as to its purpose and that confidentiality is ensured. If an applicant was properly informed in this regards, it would not be unfair to deny him/her position when he/she refuses to undergo an occupation health screening.
- 5.12.3 A medical test notification must be sent and arrangement made for the tests where necessary. The municipality will bear the costs of the required assessments.
- 5.13 **Offer of employment**
- 5.13.1 The decision to make an offer of employment by the Municipal Manager.
- 5.13.2 The appropriate standard contract of employment should be utilized.
- 5.13.3 The qualifications, experience as well as status professed to have been obtained by a prospective employee form a material condition of his/her appointment. He/she is therefore required to submit the following original documents to the Council upon acceptance of the offer of employment:
- Valid educational certificates - only original documents are acceptable and certified copies thereof will be made by the Council.

- Work permits and associated documents (where applicable). All persons from abroad must have work permits to be employed in the Republic of South Africa. Such permits must be made available by the applicant and checked with the Department of Home Affairs once it has been decided to appoint the person.
 - Proof of previous employment or certificate of service.
- 5.13.4 Employment contracts and the relevant paperwork are to be completed on the first day of new employees joining the Council. All the required employee documentation to be submitted e.g. certificates etc. are to be available in employee files in the first month of the employee joining the Council.
- 5.13.5 The offer of employment may be withdrawn should the prospective candidate fail to furnish the required documentation as listed above.
- 5.13.6 The Head: Corporate Service has to ensure that the recruitment and selection approval process is adhered to, and that all supporting documentation, which is required prior to the recruitment process, is supplied and that those needed during and after the selection process is properly completed.
- 5.13.7 It is important that the Corporate Service Department ensures that no employee will be taken on to the payroll if the contract of employment including required documentation, has not been properly signed off by all parties.
- 5.13.8 The candidate should be asked to respond to the offer by submitting an acceptance clause along with the information referred to above.
- 5.13.9 Candidates should also be advised that misrepresenting themselves or information is viewed in a serious light and could lead to dismissal.
- 5.13.10 That the offer of employment can be done in line with the Retention policy, whereas the budget permits, a higher offer can be made as in line with the wage curve and Retention Policy. Thus, if the expertise and qualifications of the employee is of such quality, the Municipal Manager can appoint the employee in the notch of that post level as per the wage curve collective agreement, which relates to the qualifications and expertise of that employee.
- 5.14 **Personal file:**
- 5.14.1 A personal file for safekeeping of all relevant documents will be opened for a newly appointed employee. The Corporate Services Department will ensure that the signed offer of employment (employment contract/letter of appointment) and other completed documents be forwarded to the Finance Department for filing. The following documents need to be checked by the Head: Corporate Service for completion and signature before being filed, and where appropriate that the originals are returned to the employee.
- Signed employment contract with acceptance clause
 - Banking details and instructions
 - Drivers license where appropriate
 - IRP2 (tax reference number included)
 - Front page of original ID document
 - Marriage certificate and front page of spouses ID document(if applicable)
 - Child/children birth certificates or adoption certificates
 - Nomination of dependants and beneficiaries for:
 - Pension fund
 - Provident fund
 - UIF certificate

- Medical Aid - application for membership, alternatively certificate or membership on spouse's medical aid.

5.15 **Recruitment Process Records:**

5.15.1 All information pertaining to the recruitment and selection process for the candidate (Recruitment requisition, copy of advertisement, interview guide, etc.) must be placed in the employee personal file. Records of interviews, results of any assessments conducted, reference checks, credit and criminal check information and any decisions taken should be kept on file.

5.16. **Relocation of employees:**

5.16.1 That relocation costs be paid for employees relocating from another town exceeding the boundaries of Kareeberg Local Municipality (These costs include transport of furniture)

5.16.2 That relocation costs of newly appointed employees be approved by the Municipal Manager.

5.16.3 That the sourcing of relocation providers be done in line with Supply Chain regulations and policy.

5.17 **Orientation**

5.17.1 The Corporate Service department will ensure that the new employee reports to the appropriate head of department where he/she will be working. In order to give all new employees a fair opportunity to become productive as soon as possible, all new employees will undergo induction training as soon as possible, within the first two weeks of joining the Council.

5.17.2 The Corporate Service department together with head of department and any other designated person will be responsible for facilitating the orientation programme.

5.17.3 Completed attendance registers will be consolidated by Corporate Service department as proof and confirmation of the process having been completed.

5.17.4 It is essential that the relevant head of department follow up newly engaged employees to ensure that they have settled in, and to evaluate their progress.

5.18 It is essential that all new employees receive a copy of their job description and competency profile within at least two weeks of joining the Council, and the process of formal and informal review should be explained to them and their performance should be reviewed at least monthly during the first six (6) months of joining the Council.

5.19 **Cost of interviews**

5.19.1 All applicants will be compensated for cost incurred to attend interviews.

ACCEPT: 27 OCTOBER 2016