

Recruitment and Selection

1. Purpose

The purpose of this Recruitment and Selection Procedure 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 Recruitment and Selection Procedure includes:

- Recruitment and Selection processes for the employment of internal and external applicants for all approved positions on the Municipal Organogram except that of Section 56 & 57 employees as defined in the Municipal Systems act;

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 Greater Taung Local Municipality

5. Procedure

Responsible Personnel

- The Corporate Services Managers is be 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 HR Department to ensure administrative assistance throughout the process.

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- It is the responsibility of line managers 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 the 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 Human Resources practitioner for the business area.
- 5.2.2 A Human Resources internal vacancy advertisement detailing the job / person specification must be drafted by the HR Manager with input from the appropriate line manager.
- 5.2.3 The purpose of the job, requirements and competencies must be stipulated and authenticated by the line manager. 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.

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- 5.2.7 Should no suitable internal candidates come forward through this process, the manager, in conjunction with Corporate Services Manager / HR 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 organisational 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 company to have a sufficiently diverse workforce, the following will apply to external recruitment.
- 5.3.2 Before a position is advertised externally, the Corporate Services Manager and line manager 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 Corporate Services Manager 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 company's recruitment process, management will continue to actively seek applicants from designated groups for available positions.
- 5.3.5 Recruitment assignments (where applicable) will only be placed with the Council approved Labour Brokers that comply fully with fair employment practices.
- 5.3.6 The Human Resource Department is responsible for developing standard advertisements to ensure that they are in line with all applicable legislation.
- 5.3.7 Final signoff of the cost of the advertisement will be by the Human Resources Manager in conjunction with the line manager.
- 5.3.8 Employment advertising will be placed in designated group publications where appropriate.
- 5.3.9 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 30 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".
- 5.3.10 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 minuted and kept on record for a period of one year.

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5.3.11 That when a post become vacant as per the approved organisational 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 Human Resources Department will be responsible for initial screening by matching the C.V. of the applicant against the advertised job requirements and competencies. This may also include additional screening exercises like work samples and telephonic screening.
- 5.4.2 In the case where an internal search is conducted and no suitable candidate is identified for further assessment, the HR 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 Human Resources Department after having consulted with line management, 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.

Conducting the Interview

5.5 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 HR Manager 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.
- 5.5.2 A decision must be taken with regards to the composition of the interview panel. The HR Department will need to determine if those who will comprise the panel are competently trained enough to carry out the process. If not, HR must ensure that adequate training / coaching is conducted in the functioning of an interview panel prior to the interview 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 no fewer than 3 members which should include an HR Representative, Trade Union Representatives as observers, HR Portfolio Committee representative and the person to whom the position will be reporting as well as the Director of Corporate Services. 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:

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- 5.6.1 Should competence assessments be required in addition to the interviews these 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, behavioural 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 HR Manager.
 - 5.6.5 The HR 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 company will assist in making the appropriate transport arrangements.
- 5.7 Reference Check:
- 5.7.1 HR or the receiving agency / labour broker 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 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:
- 7.8.1 HR or the recruiting agency / labour broker will confirm the qualifications of the candidate as well as the (NQF) National Qualifications Framework

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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:

7.9.1 Credit and / or criminal checks will be performed for internal and external candidates considered for appointments, in particular for high-risk positions e.g. Finance, HR Payroll, either by HR or the recruiting agency / labour broker.

5.10 Final Interview

5.10.1 HR should in conjunction with the recruiting line manager determine whether it is necessary that another round of interviews be conducted to aid in making a final decision.

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 line management in conjunction with HR: All ranking scores, assessment results, reference checks and employment equity policies/ targets or plans.

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 6 months.

5.11.5 The Municipal Manager will be responsible for the approval the final appointment report 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 HR Department and line management 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 Council 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.

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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 positions 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 company will bear the costs of the required assessments.

5.13 Offer of Employment

- 5.13.1 The decision to make an offer of employment must be discussed and agreed upon between the line manager and the Municipal Manager.
- 5.13.2 The appropriate standard contract of employment should be utilised.
- 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 Corporate Services Manager 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 HR 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.

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- 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 all employees upon employment must serve a three month probation period
- 5.13.11 That the offer of employment can be done in line with the Retention policy, whereas the budget permits it, 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 HR Department will ensure that the signed offer of employment (employment contract / letter of appointment) and other completed documents be forwarded to the Pay Office for filing. The following documents need to be checked by the HR Manager 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 licence where appropriate
 - IRP2 (tax reference number included)
 - Front page of original ID document
 - Marriage certificate and front page of spouses ID document
 - Child / children's birth certificates or adoption certificates
 - Nomination of dependants and beneficiaries for:
 - Group Life Assurance
 - Provident Fund
 - UIF certificate
 - Medical Aid – application for membership, alternatively Certificate of Membership on spouses medical aid.
- 5.14 Recruitment Process Records:
- 5.14.1 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.

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5.15 Relocation of Employees:

- 5.15.1 That relocation costs be paid for employees relocating from another town exceeding the boundaries of Greater Taung Local Municipality (These costs include transport of furniture)
- 5.15.2 That an employee who relocates to the Municipality, that the accommodation for that employee be paid for a period of 3 months by the Municipality at a dwelling of acceptable standard
- 5.15.3 That all relocation of newly appointed employees be approved by the Municipal MANAGER
- 5.15.4 That the sourcing of relocation providers be done in line with Supply chain regulations and policy

5.16 Orientation:

5.16.1 The HR Department will ensure that the new employee reports to the appropriate line manager 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.

5.16.1 The HR Department together with Line Management and any other designated person will be responsible for facilitating the orientation programme.

5.16.2 Completed attendance registers will be consolidated by HR as proof and confirmation of the process having been completed.

5.16.3 It is essential that the relevant Line Manager follow up newly engaged employees to ensure that they have settled in, and to evaluate their progress.

5.17 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 6 months of joining the Council.

5.18 Temporary Appointments

5.18.1 Requests for temporary appointments in cases where the position does not exist on the organogram should be fully motivated.

6 Records

N/A

7 Related forms

N/A

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	Designation	Signature	Date
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