



## **GREATER TAUNG LOCAL MUNICIPALITY**

## **RECRUITMENT AND SELECTION POLICY**

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## 1. PREAMBLE

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 legislations. It also provides a guideline for consistent application of recruitment processes.

## 2. DEFINITIONS

Internal applicants/ candidates	Refers to permanent employees as well as contractual workers.
Permanent Employees	Refers to any person employed permanently by the Municipality but neither on part- time/casual nor temporary.
Part- time/ Casual Employees	refers to employees who do not necessarily work full normal working hours
Temporary employee	Means an employee appointed for a specified period of time or to complete a specified task in terms of his contract of employment and which includes a casual employee. These employees are not entitled to the Council benefits.
Designated groups	Means black people, women and people with disabilities as defined in the Employment Equity Act 55 of 1998 as amended.
Council	Refers to the employer herein referred to as Greater Taung Local Municipality.
Affirmative action	Refers to the remedial actions designed to redress the imbalances of the past. This is mandatory strategy to achieve equity in employment as an outcome.
Scarce skill	Refers to an insufficient skill, a qualification or job for which there are too little people in SA doing the job.
Suitably qualified	Is defined as anyone or combination of a person's formal qualification, prior learning, relevant experience or the capacity to acquire within a reasonable time the ability to the job.

Job requirements	is the skills, knowledge or experience that are necessary to perform a job
Probation	refers to a trial period for a new employee where the Council assesses the employee's ability and skills to function in the position in order to determine whether to offer the employee a permanent position

### **3. LEGAL FRAMEWORK**

3.1 Labour Relations Act 66 of 1995 and applicable Codes of good Practice as amended.

3.2 Employment Equity Act 55 of 1998 and Regulations as amended.

3.3 Municipal Systems Act and Regulation 32 of 2000

3.4 Skills Retention Policy of the Municipality

3.5 SALGBC Wage Collective Agreement

3.6 Local Government Municipal Staff Regulations Gazette 45182, Sept 2021

### **4. SCOPE**

The scope and Selection is the process that employers use to attract applicants for a job to determine their suitability. This involves various selection techniques such as short listing, scoring, interviews, and assessment and reference checks.

The scope of the Recruitment and Selection Procedure includes :

- Recruitment, Selection and Assessment processes for the employment of internal and external applicants for all positions within the Council.
- This includes Selection and Assessment processes for promotions and transfers.
- This procedure shall apply to all staff and positions of the Council.
- The policy shall also apply to the applicants in terms of Sections 6 (Prohibition of unfair discrimination), Section 7 (Medical testing) and Section 8 (Psychometric testing)
- The scope excludes the appointment of Cllrs, section 56 & 57 Managers, EPWPs and Experiential learners.

### **5. PROCEDURE**

#### **5.1 Responsibility**

5.1.1 The Corporate Service Managers are responsible for ensuring that the

written procedure is timeously updated to ensure continued conformance with changing operational requirements and legislations.

5.1.2 It is the responsibility of the HR Unit to ensure that this procedure is adhered to during the recruitment process.

5.1.3 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.

5.1.4 The Municipal Manager is responsible for recruitment of employees as per Section 55 (e) Municipal Systems Act.

5.1.5 The Corporate Services Manager/ Director has to ensure that the recruitment and selection approval is adhered to, and that all supporting documentation which is required prior to the recruitment process, is supplied and those needed during and after the selection process is properly completed.

## **5.2 Principles**

5.2.1. The recruitment, selection, and appointment of a staff member to a post on the staff establishment must—

5.2.1.1. comply with the requirements of the municipality's employment equity policy and plan: Provided that if a municipality is unable to adhere to the employment equity plan due to specialized scarce skills required for a specific post, the municipality must record reasons for deviation from the policy.

5.2.1.2. use objective competencies specified in the Regulations; and

5.2.1.3. be filled through advertising in accordance with regulation 14, LG Municipal Systems Act 32 of 2000, LG Municipal Staff Regulations Gazette 45182, Sept 2021

5.2.2 All advertised positions, must be shortlisted within 3 months after the closing date. Any delay beyond the 3 months period shall result in the position being re-advertised.

## **6. DETERMINATION OF RECRUITMENT NEEDS**

6.1 The municipality must—

6.1.1 develop the HR Plan to—

6.1.2 fill funded vacancies; and

6.1.3 fill all funded vacant posts on the staff establishment within six months of a funded post becoming vacant.

6.1.4 A vacant post on the staff establishment may not be filled unless—

**6.2** Approval has been granted to fill the post; and the post is budgeted for.

6.2.1 Deviation may be granted on the following grounds:

6.2.2 budget cut requiring prioritization of personnel expenditure

6.2.3 impending re-structuring exercise; and

6.2.4 alternative staffing solutions are adopted.

## **7. RECRUITMENT PROCESS**

### **7.1 Advertising the post**

7.2.1. An application for a vacant post must be made on the form that is attached as Annexure B.

7.2.2. An applicant for a post must fully complete the required fields in the form.

Non-compliance shall lead to disqualification.

### **7.2. Internal recruitment**

7.2.1 The Human Resource Manager with the input from the appropriate line manager must compile a job advertisement detailing suitability for the job, inherent requirements of the job and competency specifications.

7.2.2 A clear distinction must be made between minimum (essential) and (preferable) requirements.

7.2.3 All the job advertisements shall apply all the principles as set out in the Council's Employment Equity Policy and this statement should be contained in all the advertisements.

7.2.4. 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.

7.2.5. Should no suitable internal candidates be identified through this process the Human Resource Manager in conjunction with Corporate Services Director may consider external recruitment.

7.2.6. All internal recruitments are strictly applicable to the internal candidates as defined in this policy.

7.2.7. Internal recruitment will apply to all positions ranking from task grade 4 to 12.

7.2.8. Notwithstanding paragraph 7.2.7 above, in cases where a position requires scarce skills/competencies which are not available internally as determined by the Corporate Services Directors as well as in situations where the candidate selection pool needs to be widened, a vacancy may be advertised internally and externally simultaneously.

### **7.3 External recruitment**

7.3.1. It is of vital importance that Greater Taung Local Municipality recruitment process, management will continue to seek actively applicants from designated groups for available positions.

7.3.2. Where Council utilises the services of recruitment agencies/ Labour Brokers, it should ensure that the recruitment agency is approved by the Council, and they are fully aware of Council employment equity policy and fair employment practices.

### **7.4 Appointment of support staff to offices of public office bearers.**

7.4.1. A person appointed to support the office of a public office bearer must either be seconded from a post on that municipality's approved staff establishment or another municipality's staff establishment; or

7.4.2. appointed on a fixed-term contract of employment linked to the term of office of the public office bearer (NOT TERM OF COUNCIL).

7.4.3. The duration of the secondment or fixed-term employment contract may not be longer than 30 days after the public office bearer vacates office.

### **7.5. Advertising positions**

7.5.1 The Human Resource Department is responsible for developing standard advertisement to ensure that they are in line with all applicable labour legislations.

7.5.2 Greater Taung Local Municipality will consider placing all advertisements for positions internally even if a job is being advertised externally. This will make current employees aware of the opportunities that exist within the workplace

7.5.3. All job advertisements shall be placed in that they are accessible to groups that are under-represented.

7.5.4. 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.

7.5.5 Emailed applications shall be accepted, should the candidate be shortlisted he/she will be requested to submit original application either during or before the interview date.

7.5.6 Applications of unsuccessful applicants shall not be returned unless on request by the applicant.

7.5.7 An unsuccessful applicant is entitled to ask for reasons why he/she was unsuccessful, in which case the Council is obliged to furnish verbal or written feedback. The reasons should be minuted and kept on record for a period of one year.

## 8. SELECTION PROCESS

### 8.1 Selection Panel

- A selection panel must be appointed for each of the advertised post to recommend the appointment of a suitable person to the vacant post. The selection panel must comprise of at least 3 - 5 members.
- The chairperson of the panel must be the supervisor, or a staff member employed at least one job grade higher than that of the advertised post.
- The composition of the selection panel, must have regard to the following considerations:
  - the nature of the post.
  - the gender and race balance of the panel; and
  - the skills, expertise, experience, and availability of the persons to be involved.
- Recognised trade union representatives may be granted observer status during the interviews: Provided that failure by the union to attend the interviews from proceedings will not invalidate the decision of the panel.

### 8.2 Shortlisting

8.2.1 A municipality must compile a list of all applications received for the post. The selection panel must compile a shortlist based on the inherent requirements of the position as advertised and with due regard to section 20 of the Employment Equity Act

8.2.2 A member of a selection panel must—

8.2.2.1 disclose any interest or relationship with shortlisted candidates during the short listing process;

8.2.2.2 recuse himself or herself from the selection panel if

8.2.2.3 his or her spouse, partner, close family member or close friend has been shortlisted for the post;

8.2.2.4 the panel member has a *de facto* relationship or some form of indebtedness to a shortlisted candidate or vice versa; or

8.2.2.5 any other conflict of interest; and

8.2.2.6 sign a declaration of confidentiality to avert the disclosure of information to unauthorized persons.

8.2.2.7 If a union representative is allowed to attend interviews as an observer, he or she must sign the declaration to prevent the disclosure of information to unauthorized persons.

8.3 The list of candidates short listed for the interview will be drawn up by the Selection Panel and will be based on the outcome of the screening process of the Curriculum vitae received.

8.4 At least 3 candidates for a position should be shortlisted for interviews unless agreed otherwise by panel members.

8.5 Candidates must be advised and invited to attend the interview process. Effective method of communication/notification must be made to ensure that shortlisted candidates receive timeous information.

## **9. INTERVIEWS**

- 9.1. The selection panel for a post, once constituted, must remain the same at all times. If a member of the selection panel is unable to proceed with the interviews due to circumstances beyond that member's control, such panel member may be replaced or withdrawn.
- 9.2. If the selection panel does not quorate, the panel must be reconstituted.
- 9.3. The selection panel must confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.
- 9.4. The selection panel must keep a written record of the interviewed candidates.
- 9.5. After considering all the relevant information, the selection panel must recommend candidates in order of preference. If the recommended candidate declines an offer of employment, the next suitable candidate, where applicable, may be considered for appointment.
- 9.6. If it is determined that the recruitment process has not attracted suitable candidates, the post may be re-advertised.
- 9.7. If the post is categorized as a critical and scarce skill post, alternative recruitment methods such as executive search, head-hunting, referrals, and re-advertising may be considered only if the recruitment process has not attracted suitable candidates.
- 9.8. The recommendations of the selection panel must be determined by— consensus: or where the panel fails to reach consensus, the matter shall be referred to the relevant authority for mediation or resolution.
- 9.9. If the selection panel recommends an appointment to the post, it must submit its recommendation to the municipal manager or his or her delegate for approval.
- 9.10. In the event of where 1 or more candidates avail themselves for the interview, the interview process shall continue.

## **10. COMPETENCY ASSESSMENT**

- 10.1 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.
- 10.2 The Competency assessment process could include practical tests, behavioural assessments or any other appropriate means; these tools must be planned, constructed and administered by a competent practitioner in to ensure the validity of the assessment tool.
- 10.3 The assessment must be conducted strictly in terms of the planned process as indicated in the relevant procedure.
- 10.4 A report on the second short listed candidates must be generated and recorded by the HR Manager.

10.5 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.

10.6 The result of the assessment must be captured in a manner that protects the confidentiality of the applicant.

10.7 Should the candidates be required to travel during the process, the company will assist in making the appropriate transport arrangements.

## **11. REFERENCE CHECKS**

11.1. Reference checks and personal credential verification for shortlisted candidates must be conducted by—

- contacting the candidate's current or previous employer if unemployed.
- establishing the validity of candidate qualifications.
- determining whether the candidate has been dismissed previously for misconduct or poor performance; and
- verifying any other additional personal credentials.
- A written report on the outcome of the reference checks and personal credential verification must be compiled and considered before the appointment is concluded.

11.2 Criminal Checks – these will be performed for all internal and external candidates considered for appointments

11.3. All integrity and reference checks shall be deemed to be confidential information not to be disclosed to any unauthorized person.

## **12. RE-EMPLOYMENT OF DISMISSED STAFF**

3.7 A person who was dismissed from a municipality for any reason stated in column B of the table in Annexure E of Staff Regulations may not be employed in any municipality before the period set out in column C of the table has expired.

12.1. A person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.

12.2. The periods set out in column C of the table in Annexure E of Staff Regulations, run concurrently in respect of a person who was dismissed for more than one category of misconduct set out in column B of the table in Annexure E.

12.3. A municipality must maintain a record of staff dismissed for misconduct and staff who resigned prior to the finalization of any disciplinary proceedings

## **13. MEDICAL TESTING**

13.1. In terms of Employment Equity Act, Section 7 (1), the medical testing of an employee will only be done only when the testing is required by the legislation or

justifiable in the light of medical facts, employment conditions or the inherent requirements of a job.

13.2. Psychological and similar assessments are also prohibited by the Employment Equity Act unless assessment being used has been scientifically shown to be valid and reliable and only if the assessment can be fairly applied to all employees and is not biased, free from unfair discrimination.

13.3 The Recruitment requirements/ requisition should indicate if medical or physical assessments are necessary prior to mutual confirmation of appointment.

13.4 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 purpose and that confidentiality is ensured should the position require that.

13.5 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.

#### **14. EMPLOYMENT OFFER**

14.1. The decision to make an offer of employment must be discussed and agreed upon between the line manager and the Municipal Manager.

14.2 Where a candidate does not accept a job offer, an employer should conduct an exit type of interview to establish the reasons for not accepting the offer, this will enable the Council to identify and remove existing barriers.

14.3 The qualifications. Experience as well as status professed to have been obtained by a prospective employee form a material condition of his/her appointment.

14.4 The offer of employment may be withdrawn should the prospective candidate fail to furnish the required documentation should they be required after integrity checks being done.

14.5 The candidate should be asked to respond to the offer by submitting an acceptance clause along with the information referred to above.

14.6 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.

14.7 Candidates should also be advised that misrepresenting themselves or information is viewed in a serious light and could to dismissal.

14.8 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 qualifications of 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.

## 15. PROBATION

15.1. The appointment of a person must be effected on a probationary period of six (6) months.

- The probationary period must be determined on the basis of the job requirements and the minimum period required to establish whether performance is satisfactory or not.
- The period of probation excludes the number of days for which leave has been taken by the staff member during the period of probation or any extension thereof.
- A staff member must be informed within the first two weeks of employment of that member's performance requirements.
- A municipality must –
  - ensure that the staff member completes the municipality's induction programme;
  - assess the staff member's performance; and
  - provide the staff member with feedback on a quarterly basis on that member's performance.
- If a staff member's performance is not satisfactory, must be advised of any aspects that the staff member is considered to be failing to meet.
- If the staff member's performance does not meet the required standards, the probationary period may be extended or dismissal may be considered, provided that—
  - the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling.
- A municipality must –
  - ensure that the staff member completes the municipality's induction programme;
  - assess the staff member's performance; and
  - provide the staff member with feedback on a quarterly basis on that member's performance.
- If a staff member's performance is not satisfactory, must be advised of any aspects that the staff member is considered to be failing to meet.

- If the staff member's performance does not meet the required standards, the probationary period may be extended or dismissal may be considered, provided that—
- the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling.

## **16. RECORD KEEPING**

16.1 All information pertaining to the recruitment and selection process for the candidate (Recruitment requisition, copy of advertisement, interview guide, copy of advertisement etc.)

16.2 All information for the people who were involved in the short listing, interview and job offer process (e.g. Attendance registers).

## **17. PERSONAL FILE**

17.1 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/ appointment letter) and other completed documents need to be checked by the HR Manager for completion and signature before being filed, the following information/documents should be kept in the personal file in the first month of the employee joining the Council:

- Signed Employment Contract with acceptance clause
- Banking details
- Driver's licence where appropriate
- IRP 2 ( Tax reference number included)
- Front page of Identity document
- Marriage certificate and ID copies of spouse when applicable
- Child/ Children's birth certificate or adoption certificates
- Nomination of dependants and beneficiaries for Pension Fund, Medical Aid.

## **18. RELOCATION OF EMPLOYEES**

18.1 The relocation costs shall be paid for new employees relocating from another town exceeding the boundaries of Greater Taung Local Municipality. These costs include transport of furniture.

Transfer employees are exempted from relocation costs.

18.2 The Municipality must also pay for the relocating employee's accommodation of an acceptable standard, for a period of 1 months only or relocation costs for transporting of goods within 3 months from the date of employment.

18.3 All relocation of newly appointed employees must be approved by the Municipal Manager.

18.4 The sourcing of relocation providers must be done in line with Supply Chain regulation and policy.

#### **19. RELATED FORMS**

- Annexure C – Application form
- Annexure D – Declaration of interest

#### **20. DISPUTE RESOLUTION**

20.1 Any dispute in relation to the implementation of this policy, it shall be dealt with through the Municipal Grievance procedure. Failure to the dispute resolution, the matter may be referred to the South African Local Bargaining Council.

#### **20. POLICY REVIEW**

20.1 This policy shall be reviewed as and when necessary, in compliance with the relevant legal framework

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