

# **RECRUITMENT AND SELECTION POLICY**

**(Dated June 2013)**

## **1. INTRODUCTION**

The responsibility for the appointment of personnel rests with the Municipal Manager of the Employers or his/her delegated assignee(s) in terms of section 55 (1)(e) of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000).

The Municipal Manager or his/her delegated assignee(s), may, deviate from the provision(s) of this policy, where there is an existence of bona fide organizational or operational requirements.

## **2. OBJECTIVE**

The staffing policy of the Langeberg Municipality aims at:

- 2.1 introducing fair and objective principles and procedures for the staffing of the Employer;
- 2.2 providing guidelines for the appointment of candidates to the Employer;
- 2.3 establishing principles and procedures ensuring that the Employer complies with legislative principles in respect of employment equity and affirmative action;
- 2.4 setting out the procedural steps for the advertisement of a vacant post, the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent or staff complement of the Employer.
- 2.5 to engage in a process to improve the representatives of the personnel establishment of the Council to reflect the racial and gender composition of the citizens of Council, while recognising the need to focus on customer needs, standards of effectiveness and efficiency in service delivery and an absence of discrimination based on any form of stereotyping;

## **3. BASIC PRINCIPLES**

- 3.1 The staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Employer and ensuring the full utilization and continued development of these employees.
- 3.2 Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Employer.
- 3.3 The responsibility of the Employer is to determine the strategic and operational needs of the Employer, and the relevant reporting and managerial structures of the organisation.
- 3.4 All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.
- 3.5 With reference to the Constitution of South Africa (Act 108 of 1996) as amended and the provisions of Chapter II of the Employment Equity Act 55 of 1998, under no circumstances should any person be refused employment on any arbitrary or discriminatory basis, including but not limited to race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief and/or opinion, excepting the exclusions set out in clause 4.2 below.

- 3.6 The Langeberg Municipality is an employment equity employer, and, as such, preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act of 1998 as consisting of black people, women and people with disabilities.

#### **4. EMPLOYMENT EQUITY AND AFFIRMATIVE ACTION**

##### **Elimination of unfair discrimination**

- 4.1 The Langeberg Municipality shall take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.
- 4.2 It is affirmed that it will not constitute unfair discrimination to take affirmative action measures consistent with the purposes of the Employment Equity Act of 1998 as set out in this policy or to distinguish, exclude or prefer any person on the basis of an inherent requirement of any job.
- 4.3 Harassment of an employee, including sexual harassment of any form, constitutes unfair discrimination and such harassment will attract disciplinary action against any employee found to have committed harassment.

##### **Application of the Employment Equity Act of 1998**

- 4.4 As a defined 'designated employer' in terms of section 1 of the Employment Equity Act of 1998, and, as such, the provisions of Chapter 3 of the Employment Equity Act are directly applicable to the Employer.

##### **Affirmative action**

- 4.5 As a designated employer the Langeberg Municipality must, in order to achieve employment equity, implement affirmative action measures for people from designated groups as defined in section 1 of the Employment Equity Act of 1998. 'Designated groups' means black people, women and people with disabilities and 'black people' is defined in the Employment Equity Act as a generic term meaning Africans, Coloureds and Indians.
- 4.6 Affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of the Employer.
- 4.7 Affirmative action measures include, but are not limited to, the following:
- (a) measures to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;
  - (b) measures designed to further diversity in the workplace based on equal dignity and respect of all people;
  - (c) making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce of the Employer;
  - (d) measures to ensure the equitable representation of suitably qualified people from designated groups in all occupational levels in the workforce of the Employer;
  - (e) measures to retain and develop people from designated groups and to implement appropriate training measures, including measures in terms of the Skills Development Act of 1999.
- 4.8 No provision in this policy should be construed as requiring the Employer to take any decision concerning an employment policy or practice that would establish an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups. This includes, but is not limited to, any decision relating to the termination of employment of any employee of the Employer for reasons not relating to the conduct or capacity of the employee or the operational requirements of the employer in terms of the provisions of Chapter VIII of the Labour Relations Act of 1995 as amended.

##### **Other steps**

- 4.9 As employer, the Langeberg Municipality must take reasonable steps to consult and reach agreement on matters listed in section 17 of the Employment Equity Act with its employees or representatives nominated by the employees, subject to the provisions of section 16 of the Employment Equity Act.

- 4.10 The Langeberg Municipality must collect information and conduct an analysis in the prescribed form, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups in terms of the provisions of section 19 of the Employment Equity Act of 1998.
- 4.11 The Langeberg Municipality must prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in the Employer's workforce, and such plan shall contain, at the very least, the information listed in section 20(2) of the Employment Equity Act of 1998.
- 4.12 The Langeberg Municipality shall comply with the provisions of section 21 (reporting to the Department of Labour), section 23 (preparation of successive employment equity plans) and all other provisions of Chapter III of the Employment Equity Act of 1998

### **Accountability**

- 4.13 The responsibility for taking affirmative action measures and ensuring compliance with the provisions of the Employment Equity Act of 1998 is upon the Municipal Manager of the Employer.

## **5. ELEMENTS OF RECRUITMENT AND SELECTION**

### **5.1. RECRUITMENT**

#### **5.1.1 The need to fill a post**

Prior to filling a post, the necessity for filling shall be assessed via a process approved by the Municipal Manager. The Human Resources will first consult with the Municipal Manager and Director before advertising the position. The consultation serves to determine whether it is still necessary to fill the vacant position and whether it will be advertised internally or externally.

The Municipal Manager can after consultation with the relevant Director decides not to advertise a vacant post, but to immediately make an appointment under the following circumstances:

- a) when the internal candidate has the necessary experience and qualifications for the applicable post.
- b) when it is clear that the identified internal candidate is the only person in the section that fulfill the criteria for the vacant position
- c) when the candidate has done the work of the vacant position for the past year

To bring about promotion among current employees, certain positions will first be advertised internally. If the appropriate candidate is not recruited during interviews the position will be advertised for a second time, externally. Management positions and positions that require specific qualifications, training, skills and experience will always be advertised externally. Even if internal people consist of the necessary requirements and skills, enough applications should be received to compile a comprehensive short list. The principle will be to first look at internal candidates, then locally, then provincial and lastly national.

No automatic promotions will take place due to the fact that all internal candidates must be granted the opportunity to apply for positions as advertised and appointed after a proper process has been followed except in cases where an appointment can be made as mentioned in par 5.1.1 a), b) and c).

No position will be filled without being advertised internally or externally. Where Council however decided to re-align its macro structure and approved the re-alignment, no such posts will be advertised. The process to fill these positions vests solely with the Municipal Manager.

#### **5.1.2 Validation of inherent requirements**

The inherent requirements of a job must reflect the needs of the organisation and must be appropriate to achieve the business interests of the organisation.

Prior to the recruitment process commencing, the minimum requirements, outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency / job profile or job description are scrutinised as to relevance and applicability.

Such validation is undertaken by the Human Resource Department in consultation with Line Management. The Municipal Manager still has the authority to alter qualifications or experience requirements.

### 5.1.3 **Recruitment Advertisement**

Before advertising a vacant position, permission to do so must be obtained from the Municipal Manager.

#### **Drafting of an Advertisement**

The validated information as referred to above shall form the basis for the advertisement and all advertisements shall clearly state the relevant job requirements, application procedures together with closing dates for the receipt of applications.

Advertisement shall be circulated internally by placement on designated notice boards and other appropriate places.

External advertisements shall be placed in appropriate media / publications approved by the Municipal Manager ensuring maximum access by the designated groups. It will also be put on the municipal website. Directors and Managers will be informed of the advertisements.

All applications shall be in written format.

The services of external employment / personnel agencies may be utilised for recruitment purposes.

The selection of such agencies will comply with the Procurement Policy.

The format of the application form should be simple, based on job related information.

Records shall be maintained for all applications received in response to advertised posts as well as ad-hoc applications received by Human Resources. Such records shall be kept for a period of two years.

## 5.2. **SELECTION**

### 5.2.1 **General Principles Governing Selection**

Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the Organisation.

The central guiding principle for selection shall be competence in relation to the inherent requirements of the job provided that selection shall favour, as determined by the targets, suitably qualified applicants as defined in section 20(3) of the Employment Equity Act.

Minimum requirements may be relaxed for internal advertisements in order to promote employees.

Unless formal or statutory qualifications are clearly justified as essential for the job, relevant experience/performance, training (internal/external) as reflected and measured through competencies, and potential for the prospective vacancy shall be an important criterion.

Canvassing by job applicants or any other person on behalf of job applicants, for posts within the Council's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.

### 5.2.2 **Role of participants in the selection process**

Line Management and the Human Resources Department take joint responsibility for structuring the selection process. The monitoring role of the AA / Equity Office is acknowledged.

The Unions and Councillors have observer status in the interview process.

### 5.2.3 **Compiling the short list**

The short list of applicants is drawn up by Line Management and the relevant Director in conjunction with Human Resources and based on the agreed selection criteria.

A date will be determined for the Employment Equity Committee to meet and consider the applications received. The Employment Equity Committee exists of the Municipal Manager, Manager: Human Resources, relevant Directors, delegated Councillor (attend on own discretion) and a maximum of two representatives of IMATU, SAMWU. Unions and Councillors will only have observer status.

All members of the Employment Equity Committee are informed of the meeting in writing, five working days prior to the meeting, except in urgent cases as determined by the Municipal Manager. The documentation exists of the minutes of the previous meeting, employment equity profile, agenda, consolidation lists and advertisements of positions to be discussed.

Should any of the parties be unable to attend the meeting, the Manager: Human Resources will be informed in writing.

During the meeting by the Employment Equity Committee a final shortlist will be drafted to invite candidates for interviews. During the meeting it is ensured that all the candidates that are invited for interviews, comply with the requirements as stated in the advertisement. The following measures are very important before compiling the final shortlist of a post:

- (a) Applicants should possess the minimum academic qualification and experience as set out in the advertisement. Agreement should be reached within the group on relevant qualifications prior to shortlisting. For example if a B-Degree is required then all 3 year B-Degrees should be accommodated.
- (b) When determining selection criteria for shortlisting, it should be endeavoured to reach consensus before applying such criteria. If no consensus were reached, the ruling of the Municipal Manager will be final.
- (c) Deviations from academic requirements may not be accepted where legal requirements should be met.
- (d) No late applications will be considered or entertained.
- (e) Experience is not regarded as academic study or academic experience.
- (f) Grade 10 with four years relevant experience is equivalent to Grade 12 with two years experience. Academic experience is accommodated and acknowledged as working experience.
- (g) By agreement the Employment Equity Committee may decide on any other selection criteria for short listing.
- (h) Before shortlisting of every post the race classification of that post will be provided by the Manager: Human Resources. For Example if the EE Plan of the municipality indicates that there is under representivity of Blacks in this specific category, only Blacks will be shortlisted. This principle applies for all posts. In the case of internal candidates, that have applied, the following will take place. If the post has to be filled by a Black candidate (according to the EE Plan) and a White (internal candidate) applies, the White candidate will be shortlisted, if he/she meets the essential criteria of the post.
- (i) Candidates will not be shortlisted, only because they are internal employees. They must still fulfil the criteria of the post.
- (j) Not more than five candidates will be shortlisted for one position. In exceptionally cases more candidates can be nominated.
- (k) Temporary contract workers will not be automatically placed on the shortlist. These candidates should comply with the requirements of the post.

### 5.2.4 **Selection and assessment methodology**

The organization will only make use of assessment techniques which

- a) have been shown to be valid and reliable
- b) can be applied fairly to all employees
- c) are not biased against any employee or group.

All parties will uphold the strictest confidentiality in respect of any information supplied.

The assessment process is an integrated process and the final decision shall be based on the results of the whole process.

The Human Resources Department is responsible for ensuring the integrity of the assessment process and the use and application of assessment techniques.

Medical testing will only be utilised if required or permitted by legislation or if it is justified in the light of medical facts with regard to the inherent requirements of the job.

#### 5.2.5 **The assessment process**

##### **Competency-based Interview**

The interview panel should comprise of at least the appointing authority / line management and a Human Resources Practitioner. All members of the interview panel are required to abide by the principles contained in this Policy.

The interview panel is responsible for ensuring that the interview is structured by use of consistent questioning techniques across interviews with questioning related to the requirements of the job and shall not discriminate on the basis of race, gender and disability.

Any member of the interview panel is required to withdraw from an interview panel should they have a personal interest or bias in regard to any of the applicants.

The Human Resources Office will make the necessary arrangements regarding the interviews. The appointment committee will consist of the Municipal Manager or his nominee, relevant Director, relevant line Manager of that specific section or delegated, Manager: Human Resources. All the members of the panel will be informed in writing of the dates and time of interview as well as a list of the candidates that are invited. One Councillor, nominated by Council, may attend the interview depending on his/her own discretion. One IMATU and one SAMWU representative can also attend the interview as observers. Unions and the Councillor do not form part of the selection (scoring) process. They may not ask any questions on substantive issues.

The candidates that must attend the interview will be telephonically informed.

The compose of questions and evaluation lists are done by the Manager: Human Resources. Technical questions will be received from the Director or Manager. Where necessary, practical tests and evaluations / examinations will be done.

During the interview the same questions will be presented to all the candidates according to a pre-approved question and evaluation list. If the applicant is not able to communicate in Afrikaans or English an interpreter will be used. The evaluation list of each candidate will be handed in directly after his/her interview. Consolidating of all results will be done after the interviews.

After the interviews a final discussion will take place to earmark the appropriate candidate. All members of the panel will ensure that their evaluating forms are completed, are calculated correctly and signed.

During the discussion all aspects should be considered, namely qualifications, experience, relocation and the Employment Equity Plan of Langeberg Municipality.

The candidate must at least score 50% to be considered for the position.

It is not necessary that the person with the highest score will be appointed in the position seeing that Employment Equity should be considered in all cases as well as relevant experience, knowledge and clean understanding of the essentials of the position.

After the panel has agreed on a candidate the minutes will be compiled by the Manager: Human Resources as well as the appointment letter for the Municipal Manager's signature. The minutes will consist of the results of each candidate, the impact on the Employment Equity Plan and the discussion of the panel. Every member that was part of the panel will sign the minutes to indicate that it was a true reflection of the interview. All interviews will be recorded.

#### 5.2.6 **Rating**

Reference checking: Only referees as provided by the applicant will be contacted. Under the following circumstances the lack of a reference shall not be used to disqualify an applicant:

- applicant has had no previous experience; and
- the current employer is the only source of reference.

No reference checking will be conducted on an applicant before an interview is conducted, but pre-screening to validate information on the Curriculum Vitae and/or application form may be conducted in relation to the inherent requirements of the job.

The reference shall be based on the inherent requirements of the job and be conducted in a structured format by Human Resources and Line Management in consultation with Human Resources.

All rating of candidates against the identified competencies, to be done on the basis of a standardised methodology and the selection panel to be trained in such methodology.

#### 5.2.7 **Record Keeping**

Adequate records of the entire selection process need to be maintained, including selection and short listing criteria; reasons for inclusion/ exclusion of candidates; structured interview guide; copies of all other assessments utilised; comprehensive notes on assessment of each candidate; assessment ratings; reference checks; notes on deliberation of selection decision. As in the recruitment process, these records need to be maintained for two years.

#### 5.2.8 **The selection decision**

The selection decision is based on the assessment of the candidates in conjunction with section 20(3) and particularly 20(3)d of the Employment Equity Act and in the context of organisational requirements. Targets will be set to guide the preferential order of appointment within the organisation.

#### 5.2.9 **Appointing authorities**

Only the Municipal Manager has the authority to appoint personnel in compliance with section 55 (1) of the System Act Municipal. Appointments will be authorised by the Municipal Manager or his delegates.

#### 5.2.10 **Feedback to candidates**

Human Resources will on request, provide feedback to unsuccessful candidates for career development purposes.

All applicants invited to interviews will be informed in writing of the outcome of the selection process in regard to their application.

The Human Resources Department informs the successful candidates telephonically only after the appointments were authorized by the Municipal Manager or his delegates

All persons appointed to the organisation accept the appointment by way of signing the employment contract

prior to commencement of duties.

The Human Resources Department informs the unsuccessful short listed candidates within five working days of the appointment being authorised.

Enquiries from unsuccessful candidates are dealt with by the Human Resources Department in conjunction with Line Management.

Confidentiality has to receive the highest priority at all time. No candidate will be informed by any member of the panel, before he or she has not received their letter of appointment. All discussions during the interview are confidential.

No successful candidate who accepted a post can apply within one year for a new post. This will ensure that employees do not do job hopping, but develop in a post and build a career.

#### 5.2.11 **Determining of salary scales**

With the determining of salary curves, one curve is added for each year of relevant experience. In exceptional cases 2 salary curves may be awarded for each year of experience. The Municipal Manager however has the authority to alter this principle and make the final ruling in this regard.

#### 5.2.12 **Head Hunting**

If none of the applications are deemed as successful and there are no appropriate candidates among the applicants the position will be re-advertised. As required, the qualifications or relevant experience may be altered in the re-advertisement.

If the Municipality should be of opinion that the position should be filled with a member of the previously disadvantaged community to comply with the Employment Equity Plan of the municipality and there are no successful candidates, the position will be advertised for a second time. Should still no appointment be made "head hunting" of candidates can take place. This will be done on the grounds approved by the Municipal Manager and the principles regarded as necessary by him. In these cases the position will not be advertised again. If there is a scarcity in a certain position, the post will not be re-advertised, but can head hunting take place immediately.

#### 5.2.13 **Payment of travelling costs for attending interviews**

Travel expenses are paid for actual distance travelled by car at running costs as per the approved AA tables, calculated against the cylinder capacity. In cases of air travel, the cost of a return ticket (economic class) plus travelling expenses to rent a car to travel between Ashton or applicable venue and the airport will be paid.

No allowance for accommodation regarding attendance of an interview will be paid.

If a successful candidate does not accept the position offered to him/her, no travelling or accommodation costs will be paid to that person.

#### 5.2.14 **Nepotism**

A definition of nepotism is "undue favourism". One can also define nepotism as the preferred option in candidate selection during the recruitment process, because the candidate is a relative, close friend of the person making such appointment etc.

When family is presently either working together in the same section/department or within Council no action should be taken or transfers instituted. However, where undue favours are granted like time off or accepting poor performance such specific incidents should be brought to the attention of the Municipal Manager by means of the grievance procedure. The normal channels of the grievance procedure will then be followed.

The following principles should apply:



- (a) That family and relatives be allowed to apply for positions when advertised
- (b) That member's of the selection panel must disclose friendships when making appointment decisions.

#### 5.2.15 **Training in Positions**

In the cases where the employer identified an employee to undergo studies and training aimed at a specific position, and the employee successfully completes the studies and or training, the employer can employ such an employee in that position without advertising the position and holding interviews.

This process to identify employees for training must be open and transparent and will any opportunities be advertised internally. Once the closing date has been reached the Appointment Committee will consider all applications received and decide which employee/s will be approved to undergo the training.

#### 5.2.16 **Resettlement Costs**

If an employee is employed and his/her furnisher needs to be moved by a moving company, the employee will provide the municipality with two quotations.

These two written quotations together with a written application for Resettlement Costs will be presented to the Municipal Manager for approval.

If the Municipal Manager approved the Resettlement Costs, the employee will be presented with the following conditions.

- For every R300.00 or part thereof, the employee must remain in service of the Municipality for one month. This amount will increase annually with 10%.

If the employee fails to do so he/she will be responsible to pay the Municipality the outstanding amount on request.

After the employee has accepted the conditions in writing and provide the Municipality with a written invoice the Finance Department will pay the contractor.

No payments will be made until the employee has indicated that he/she is satisfied with services rendered.

#### 5.2.17 **Disputes**

Disputes concerning the appointment of a candidate are dealt with in terms of Bargaining Council dispute resolution procedure and relevant Labour Law.

#### 5.2.18 **Induction**

All newly appointed employees will participate in the Organisation's Induction Process. Existing employees may go through a process of re-induction. Inductions is not a close process and can unions attend the sessions.

#### 5.2.19 **General**

Persons doing holiday work at the Municipality are not regarded as being internal candidates and are not entitled to apply for internal positions.

### 6. **IMPLEMENTATION OF THE POLICY**

The policy shall be implemented after consultation with the labour unions and the approval of the Municipal Manager.

Signed at ..... on this ..... day of .....

.....  
MUNICIPAL MANAGER

.....  
IMATU CHAIRPERSON

.....  
SAMWU CHAIRPERSON