

## **RECRUITMENT AND SELECTION POLICY**

### **1. OBJECTIVE**

The policy aims at introducing fair, efficient, effective and transparent systems and procedures for the recruitment and selection of staff of the municipality as envisaged in terms of section 67 of the Municipal systems Act and the Constitution of RSA (Section 195(1)).

Providing guidelines and procedures for the appointment of candidates to the Municipality.

Establishing principles and procedures ensuring that the municipality complies with the relevant legislative principles in respect of employment equity and affirmative action.

Setting out the procedural steps for the advertisement of a vacant post the selection of applicants for interview, the conducting of interviews and the appointment of the candidates to the staff establishment of the municipality.

### **2. THE SCOPE OF THE POLICY**

The policy applies to all categories of employees of the municipality as well as external job applicants.

### **3. PRINCIPLES GOVERNING RECRUITMENT AND SELECTION POLICY PROCESS**

- 3.1 All aspects of recruitment and selection will be non-discriminatory and will afford applicants equal opportunity to compete for vacant posts, except as provided for in this policy with reference to affirmative action and employment.
- 3.2 With reference to the Constitution of South Africa, as amended, and the provisions of Chapter II of the Employment Equity Act, under no circumstances should any person be refused employment on any arbitrary ground 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 the employment Equity Act.
- 3.3 In recognition of the principle of opportunities for promotion of staff, internal recruitment shall take precedence over external recruitment, save where the latter is necessary for the implementation of the Employment Equity Plan.
- 3.4 Municipality must ensure that in recruitment, priority must be given to the employment of people who are from and within Zululand District, failing which it must be people from the rest of and within South Africa. Foreign labour or employment may be considered after consultation with the Unions and where there is adequate evidence that there is no South African capacity to fill the vacancy.

- 3.5 The municipality is an employment equity employer, and as such, preference will be given to suitable qualified candidates who are members of designated groups and defined in section 1 of the Employment Equity Act and consisting Black people, women and people living with disabilities.
- 3.6 In the case of appointment of section 54A and 56 managers the policy process and procedures will be applicable in compliance with Regulations on Appointment and Conditions of Employment of Senior Managers; except for areas that fall under the exclusive competence of the South African Local Government Bargaining Council.**
- 3.7 Subscribing to the Employment Equity and Affirmative Action principles.
- 3.8 Elimination of unfair discrimination.
- 3.9 The municipality shall take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy practice.
- 3.10 It is affirmed that it will not constitute unfair discrimination to take affirmative action measures consistent with the purpose of the Employment Equity Act of 1998 as set out in this policy or to distinguish requirements off of any job.
- 3.11 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.

#### **4. APPLICATION OF THE EMPLOYMENT EQUITY ACT OF 1998**

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 municipality (herein after called the Employer).

#### **5. AFFIRMATIVE ACTION**

- 5.1 As a designated employer, the 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 as inclusive of Africans, Coloureds and Indians.
- 5.2 Affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and equitably represented in all occupational categories and levels in the workforce of the employer.
- 5.3 Affirmative action measures include but are not limited to the following:
- 5.3.1 Measures to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;

- 5.3.2 Measures designated to further diversity in the workplace based on equal dignity and respect of all people;
  - 5.3.3 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;
  - 5.3.4 Measures to ensure the equitable representation of suitably qualified people from designated groups in all occupational levels in the workforce of the employer;
  - 5.3.5 Measures to retain and develop people from designated groups and to implement appropriate training measures, including measures in terms of the Skills Development Act.
- 5.4 No provisions in this policy should be constructed 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.

## **6. CONDITIONS FOR APPOINTMENT**

### **6.1 GENERAL**

The Municipality:

- 6.1.1 May appoint employees on a permanent, fixed term or temporary basis either on full time or seasonal basis;
- 6.1.2 May not appoint any person under the age of 15 (fifteen years);
- 6.1.3 Shall determine the health requirements of a post where it is an inherent requirement of the post or prescribed by legislation;
- 6.1.4 Shall comply with all relevant legislation in the process;
- 6.1.5 Shall ensure that each employee is provided with written contract of employment; including the terms and conditions of services;
- 6.1.6 Disability, age and a HIV positive status shall not count as disqualifying criteria in recruitment or selection, unless if these are intrinsic requirements for specific positions.

### **6.2 RE-APPOINTMENT OF FORMER EMPLOYEE**

The municipality may not re-employ a former employee if:

- 6.2.1 The original grounds of termination of service militate reappointment; or
- 6.2.2 The former employee left the municipality due to ill health and cannot provide recent and conclusive evidence of recovery.

6.2.3 The three (3) months period has not lapsed after the termination date.

### **6.3 ELEMENTS OF RECRUITMENT AND SELECTION**

#### **Filling of vacant post**

6.3.1 A request for the filling of a vacant post shall be submitted to the Head of Department Corporate Services by the relevant Head of Department.

6.3.2 The Human Resource section will check the vacancy against the establishment ensuring that the post exists and is funded. If the post does not exist or is not funded the relevant authority will be sought from the Municipal Manager.

6.3.3 The Municipal Manager must authorize the filling of the post.

### **7. RECRUITMENT ADVERT**

7.1 The advert will be compiled by the Human Resource section in consultation with the relevant Head of Department or a delegated official in terms of the job description and guidelines on qualifications and experience required and which include Key Performance Areas and competencies required to perform the KPAs for the post.

7.2 The advert will need to be authorised and signed by the Municipal Manager or his nominee.

7.3 When a vacant position exists, it will be advertised internally for a period of five (5) working days prior to being advertised externally, however if it is deemed necessary due to stringent requirements of the post or having been established from personnel records the unavailability of such capacity internally, then the post may be advertised externally only.

7.4 Advertisements shall clearly state relevant job requirement, experience, qualifications, salary and benefits and application procedures, together with closing dates for the receipt of applications.

7.5 Internally, the advertisement shall be posted on the municipality notice boards and or communicated to employees by any other method which is considered effective.

7.6 External advertisements shall be placed in local and or national newspapers for a period of 14 consecutive days, depending on the job advertised and operational requirements, ensuring maximum access by applicants including designated groups.

7.7 Due to cost containment measures the posts for General workers including EPWP workers and Maintenance Officers shall only be advertised on the notice boards of the Zululand District Municipality and at the ZDM satellite offices or water plants.

- 7.8 All applications shall be in written format.
- 7.9 The services of external recruitment and placement services provider may be used to manage the process. The selection of such service providers shall comply with the supply chain management policy of the municipality.
- 7.10 All applications received in response to the advertisement shall be recorded. Such records shall be kept for a period of 1 (one) year.
- 7.11 The Employment Equity target for the position must be stated in the advert. However, the advert should also state that candidates from designated group may also apply.
- 7.12 All adverts shall state that the municipality is an affirmative action employer.
- 7.13 No applications must be accepted after the closing date.

## **8. SELECTION PROCESS**

### **8.1 GENERAL PRINCIPLES GOVERNING SELECTION**

- 8.1.1 The selection criteria shall be objective and related to experience, qualifications, inherent requirements of the job and realistic future needs of the municipality;
- 8.1.2 The central guiding principles for selection shall be competence in relation to the inherent requirements of the job, provided that selection shall favour, as determined by targets, suitably qualified applicants as defined in section 20(3) of the Employment Equity Act;
- 8.1.3 Canvassing by job applicants, or any other person on behalf of job applicants for posts within the municipality's service, shall be strictly prohibited and evidence thereof will disqualify the applicant from consideration for appointment; and if evidence is found, disciplinary procedure shall be instituted.
- 8.1.4 Provision of false information in support of an application will also lead to disqualification.

## **9. SELECTION COMMITTEE**

- 9.1 The Municipal Manager shall appoint a selection committee to make recommendations on appointments of non-section 57 posts. Representativeness in the composition of such a committee shall be considered.
- 9.2 The selection committee shall consist of at least 3 (three) members who are employees of a grading higher than the grading of the post to be filled or suitable persons from outside the municipality based on their expertise.

- 9.3 Employees of a grading which is lower than the grading of the post to be filled may provide secretarial or advisory services during the selection process but shall not form part of the selection committee.
- 9.4 The selection committee shall make recommendations to the Municipal Manager on the suitability of a candidate after considering only:
- 9.4.1 Qualifications and related experience in terms of the section 20(3) and 20(4) of the Employment Equity Act;
  - 9.4.2 The training, skills, competence and knowledge necessary to meet the inherent requirements for the post;
  - 9.4.3 The representativeness of the component where the post is located;
  - 9.4.4 The employment equity target of the municipality.
- 9.5 The selection committee shall record the reasons of its decision with reference to the criteria mentioned above.

## **10. SHORTLISTING**

- 10.1 A preliminary shortlisting will be compiled by the relevant Head of Department and Head: Corporate Services.
- 10.2 The recommended list of the shortlisted candidates will be presented to the selection/shortlisting committee for final shortlisting.
- 10.3 A shortlist should preferably have a maximum of 5(five) applicants for each vacancy to be filled and a minimum of 3(three) candidates.
- 10.4 Shortlisting must be done in a fair and justifiable manner and should be documented.
- 10.5 The recommended short list should be approved by the Municipal Manager or the person delegated by him, prior to inviting the candidates to the interview.
- 10.6 The Head of department: Corporate Services will determine interview dates giving the HR section at least 5(five) clear working days to invite candidates and prepare the necessary documentation. This documentation will include copies of CVs, the advert, and a scoring sheet.

## **11. INTERVIEWS**

- 11.1 The interview is the final stage in the selection process.
- 11.2 A structured interview method is adopted and interviews are conducted by appointed selection committee (interview panel) which was involved in the short listing.

- 11.3 An interviewing panel will have to undergo an appropriate training in interviewing skills and selection process.
- 11.4 Any member of the interview panel will be required to withdraw from an interview panel should he/she have a personal interest or bias in regard to any of the applicants.
- 11.5 Interview panel will craft questions to be posed to candidates and the chairperson to allocate such questions equitable to members of the panel.
- 11.6 Members of the panel are allocated predetermined questions to pose to candidates.
- 11.7 All interviewing panel members shall score the candidates on a 5(five) point rating on which 1(one) is the lowest and 5(five) is the highest.
- 11.8 The candidate with the highest score may not necessarily be appointed due to other factors such as working experience, language abilities, academic record and affirmative action.
- 11.9 Preference will be given to internal and local candidates with a historical disadvantaged background.
- 11.10 By internal candidate, it means a permanent employee, an employee on a fixed term contract or any person who is on the payroll of the municipality.
- 11.11 Interviews are followed by a process of tabulating scores and adding the results. Individual scoring notes and other relevant information by each member of the panel will be discussed to enable the panel to reach consensus.
- 11.12 In the event of an equal of scores or tie of scores at the completion of the interviewing session, the panel should apply its direction with due consideration to be the target for the position and other relevant factors. Should no agreement be reached, the matter shall be referred to the Municipal Manager to take a final decision.
- 11.13 Benchmarks for the positions on a senior level, (Deputy Directors and Managers) appointment must range from 60% and above. For other positions 50% and above.
- 11.14 All parties shall upload the strictest confidentiality in respect of any information supplied. An oath of secrecy will be signed by all members present before the interview commence. Such oath of office shall be in terms of the Code of Conduct which appears in annexure A of the Municipal Systems Act.
- 11.15 Union representatives will act as observers only and will not form part of the interviewing panel.

- 11.16 Discriminatory and personal questions must not be asked during interview questioning.

## **12. RECOMMENDATION**

- 12.1 When all candidates invited for the interviews have been interviewed the panel should discuss its findings and agree on the recommendations to be made to the Municipal Manager.
- 12.2 The panel recommendations should be recorded.
- 12.3 The secretary to the panel should then prepare the minutes with motivation outlining the proceedings of the interviews and the panel recommendations. This motivation should first be signed by the chairperson of the interview to confirm that what is recorded is actually what transpired.
- 12.4 The motivation should be forwarded to the Head of department: Corporate Services who in turn would forward it to the Municipal Manager.
- 12.5 Before making a decision on appointment or the filling of a post, the Municipal Manager shall:
- 12.5.1 Satisfy himself that the candidate qualifies in all respect for the post and that his/her claims/documents in the application for the post has been verified.
- 12.5.2 Where he/she does not approve a recommendation of a selection committee, he shall record the reasons for his decision in writing

## **13. VETTING**

Vetting of qualifications shall be conducted from the post of Senior Admin Clerk and above. Due to cost containment measures only the successful candidate shall be vetted.

The costs relating to the vetting of qualifications shall also be borne by the directorate filling the vacancy.

## **14. REFERENCE CHECKING**

- 14.1 An offer of employment shall be subject to reference checks before appointment if confirmed.
- 14.2 At least 2(two), verbal or written references should be obtained before appointment is confirmed.
- 14.3 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:
- 14.3.1 Applicants who have no previous experience and



14.3.2 The current employer is the only source of reference.

14.2 No reference checking will be conducted on an applicant before an interview is conducted, but pre-screening to validate the information on the curriculum vitae may be conducted in relation to the essential requirements of the job.

14.3 In the event of unsatisfactory references, the matter will be referred back to the Municipal Manager.

## **15. APPOINTMENT AUTHORITIES**

The appointment authority of the municipality will be as follows:

Post/Level	Appointment Authority
Municipal Manager and Senior Manager (Section 57 posts)	Council
All post below Senior Managers	Municipal Manager in consultation with Head of the relevant department
Temporary / Casual employee	Head of Department in consultation with Municipal Manager

## **16. FEEDBACK TO CANDIDATES**

16.1 After approval of the interview outcome, the Human Resource section should inform all applicants who were interviewed in writing within 5(five) working days about the outcome of their interview irrespective of whether they were successful or not. Those who were unsuccessful will only be notified after receiving an acceptance of the offer by the successful applicants.

16.2 The Human Resources Practitioner informs the successful candidates and makes a verbal employment offer [remuneration, benefits, commencement date].

16.3 All persons appointed to the Municipality accept the appointment by way of appointment letters or signing the employment contract in relevant cases prior to commencement of duties.

## **17. RECORD KEEPING**

The records of the entire selection process need to be maintained, including selection and shortlisting, interview questions, copies of all other assessments utilized, notes on assessment of candidates' assessment ratings, reference checks and recommendations by the panel. These records must be kept for on (1) year.

## **18. DISPUTES**

Disputes concerning the appointment of a candidate are dealt with in terms of the South African Local Government Bargaining Council (SALGBC) dispute resolution procedure and the relevant Labour Law.

## 19. INDUCTION

The induction programme is to assist the new employee in his/her entry to the organization. It becomes essential to ensure that the new employee not only understands the way the organization and his/her job are organized, but also that he/she embodies the culture of the organization

## 20. INDUCTION PROCEDURE

- 20.1 All new employees must undergo a formal induction session within three months of commencement of employment.
- 20.2 It is the responsibility of the HR to ensure that the employee is correctly introduced to the Municipality in general.
- 20.3 Existing employees may go through a process of re-induction.
- 20.4 Union representatives will be allowed to address new employees during induction to be done within the employee's probation period.

## 21. HEAD HUNTING

Head hunting may be used in cases where it has proven difficult to fill a vacancy using traditional advertising methods. The Municipal Manager and/or EXCO in relevant cases must approve head hunting exercises.

## 22. RECRUITMENT/SELECTION COSTS

Recruitment cost for external advertisements will be incurred by the Directorates which must have made a request for advertising. The said directorate must ensure that the filling of the post does not exceed the budget for posts.

22.1 Travelling costs for candidates;

22.2 Refreshments served to the selection members during interviews will be catered for by the Corporate Services Department.

## 23. ROLES AND RESPONSIBILITIES

<b>EXCO</b>	<ul style="list-style-type: none"><li>1. Approves all head hunting exercises.</li><li>2. Interview candidates for Section 57 post.</li></ul>
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<p><b>Municipal Manager</b></p>	<ol style="list-style-type: none"> <li>1. Approves filling of all posts (Non-Section 57 posts).</li> <li>2. Authorises advert for recruitment.</li> <li>3. Appoints selection committees.</li> <li>4. Approves recommendations by the interview panel (non-Section 57 posts).</li> <li>5. Authorises utilization of outside service providers to conduct recruitment and selection processes.</li> <li>6. Ensures that there is total commitment of Heads of departments in complying with the policy framework.</li> <li>7. Records in writing reasons for deviation from recommendations of the interview panel.</li> <li>8. Appointment of verification agency</li> </ol>
<p><b>Head of Department</b></p>	<ol style="list-style-type: none"> <li>1. Responsible for initiation of filling of post in his/her department.</li> <li>2. Ensures that all vacant posts are filled promptly.</li> <li>3. To draft job specification for the post to be filled (qualifications, experiences and job description).</li> <li>4. To sit in the selection panel of the post in his/her department.</li> <li>5. To do a preliminary shortlist before final shortlisting committee.</li> <li>6. Appoints temporary, interns and casual workers/employees in consultation with the Municipal Manager.</li> <li>7. Ensures that sufficient funds are available in the budget for recruitment and selection costs of all post on his/her department.</li> <li>8. To adhere strictly to the policy framework.</li> </ol>
<p><b>Head of Department: Corporate Services</b></p>	<ol style="list-style-type: none"> <li>1. Ensures that the policy is adhered to.</li> <li>2. Advises the Municipal Manager and Heads of departments of all relevant recruitment and selection procedures and labour legislation.</li> <li>3. Facilitates the review of the policy when necessary.</li> <li>4. Checks whether selection committee membership comply with the policy.</li> <li>5. Performs preliminary shortlisting with a relevant Head of department.</li> <li>6. Monitors the entire recruitment and selection process.</li> </ol>
<p><b>All employees</b></p>	<ol style="list-style-type: none"> <li>1. Should not canvass councilors, senior officials or politicians for support to be favoured for a post.</li> <li>2. Should not seek or accept material compensation of any kind in return for specific employment decision.</li> <li>3. Should not accept or offer any form of bribery as a form of a favour to get employment.</li> </ol>

<b>All councillors</b>	<ol style="list-style-type: none"> <li>1. Should exercise no influence on the appointment of any candidate except where they are members of panel.</li> <li>2. Adhere strictly to the policy framework.</li> <li>3. Make recommendations on the policy provision to suit the municipality strategic and operational needs.</li> </ol>
<b>Union representative</b>	<ol style="list-style-type: none"> <li>1. To observe implementation of policy.</li> <li>2. To sit as observers in shortlisting and selection panel (except in Section 57 posts).</li> <li>3. Not to disclose recommendations made by the panel before the actual approval and appointment.</li> </ol>
<b>HR Practitioners</b>	<ol style="list-style-type: none"> <li>1. Receive requests for filling of posts by Departments.</li> <li>2. Check whether a post exists on the organogram and whether it is funded.</li> <li>3. To prepare advert in conjunction with head of departments concerned.</li> <li>4. Send adverts to the appropriate media and notice boards.</li> <li>5. Ensure all adverts reach all staff.</li> <li>6. Receive applications after the closing date.</li> <li>7. Acknowledge applications if necessary.</li> <li>8. Prepare / organise shortlisting and call shortlisted applicants for interview.</li> <li>9. Organise/prepare for interviews.</li> <li>10. Record outcome of the interviews and submit minutes and recommendations to the Head of Corporate Services and thereafter to the Municipal manager for approval.</li> <li>11. Inform applicants about outcomes of interview.</li> <li>12. Respond to applicant enquiries and/or queries.</li> <li>13. Ensure that objectivity is observed during interviews.</li> <li>14. Should not disclose the panel recommendations before the approval and appointment has been made by the Municipal manager or any other authority.</li> <li>15. Assist applicants to claim for travelling expenses.</li> <li>16. Vetting of the successful candidate.</li> </ol>
<b>Employment Equity officer/ Practitioner</b>	<ol style="list-style-type: none"> <li>1. To sit in interview as observer.</li> <li>2. To monitor the employment equity plan.</li> <li>3. Advise the panel on equity and targets.</li> </ol>

## 24. MONITORING AND EVALUATION

24.1 The Human Resources will continuously monitor the implementation of the policy and recommend changes that would inform the review of the policy

- 24.2 The policy shall be reviewed annually. In the event that the policy is amended, the amended policy or provisions thereof will supersede the previous one.
- 24.3 Where a vacancy/need arises, the respective Head of Department is required to obtain Authority from the Municipal Manager to fill such a vacancy. The reason for the vacancy, the job description and requirement for the position must be stipulated.
- 24.4 Internal recruitment shall take precedence over external recruitment, save where the latter is necessary for the implementation of the Employment Equity Plan.
- 24.5 Priority is given to the employment of people within Zululand District and South Africans. Foreign labour/employment may be considered after consultation with all relevant sectors and applicable legislations where there is adequate evidence that there is no South African capacity to fill the vacancy.
- 24.6 The Municipal Manager in consultation with the Head of Department: Corporate Services shall consider possible internal promotions during the recruitment process.
- 24.7 The Municipal Manager may appoint a committee to assist in the interviewing of candidates for vacancies.
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