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**RECRUITMENT, SELECTION AND  
APPOINTMENT POLICY**

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## 1. DEFINITIONS

- **Appointment** means an offer to a candidate to become an employee of the municipality.
- **Candidate** refers to an applicant for a post
- "job grade" means the relative value of a particular job as determined through the formal
- **Recruitment** refer to the activities undertaken through human resources management to search and obtain a pool of potential candidates with the desired knowledge, skills and experience for a position
- **Reference check** refers to the process of gathering information about the candidate's past work experience/ history
- **Selection** refers to the process of interviewing and evaluating candidates for a specific post based on set criteria.
- "staff establishment" means the approved posts created for the normal and regular requirements of a municipality.

## 2. OBJECTIVES

- 2.1. To provide guidelines of a consistent, transparent and substantively fair recruitment and selection procedures.
- 2.2. To ensure that the recruitment process complies with the relevant legislation including employment equity.
- 2.3. To provide guidelines for the selection of candidates that enables the municipality to hire the best available talent internally and externally on the basis of merit, abilities and potential.
- 2.4. To attract, obtain and retain suitably qualified and experienced candidates who will ensure that effective service delivery is available to meet the municipality's immediate and future human resources needs.

### 3. LEGISLATIVE FRAMEWORK

- Basic Condition of Employment Act 75 of 1997
- Employment Equity Act, No 55 of 1998 as amended
- Labour Relation Act, 66 of 1995 as amended
- Municipal Systems Act 32 of 2000 as amended
- Municipal Finance Management Act 56 of 2003
- Draft Local Government: Municipal Staff Regulations
- Skills Development Act 97 of 1998
- All collective agreements as amended from time to time, concluded in the South African Local Government Bargaining Council (SALGBC)

### 4. APPLICABILITY

This policy applies to all appointments made by the municipality and excludes acting appointments, rotation of portfolios and appointments arising from a procurement process. The recruitment and selection of Municipal Manager and Section 56 managers is excluded in this policy.

### 5. POLICY PRINCIPLES

- 5.1. The recruitment, selection and appointment of a staff member to a post on the staff establishment must:
  - 5.1.1. comply with the requirements of the municipality's employment equity policy and plan;
  - 5.1.2. be integrated with other human resource management systems and procedures;
  - 5.1.3. use objective competencies specified in the job description; and
  - 5.1.4. be filled through advertising in accordance with this policy.
- 5.2. Canvassing which is attempting to solicit the influence of any person who could substantially influence the selection process by job applicants, or any other person on behalf of job applicants, for posts within the municipality's service is prohibited

and evidence thereof will disqualify the applicant's application for consideration for appointment.

## 6. POLICY PROVISIONS

### 6.1 *Post Establishment*

The Municipality will maintain a record of all approved posts and shall monitor all appointments against posts according to the approved staff establishment. The post structure is aligned with the Integrated Development Plan and the adopted system of job evaluation in the municipal sector. All requests for new positions and / or unfreezing of the posts must be approved by the Council and / or Municipal Manager, as per the Delegation of Authority. The Council, notwithstanding the issued delegations of authority to any committee, the Municipal Manager, or any other employee, shall have an oversight role on the staff establishment.

### 6.2 *Vacancy rate and determination of recruitment needs*

6.2.1 The municipality must fill all funded vacant posts on the staff establishment within six months of a funded post becoming vacant.

6.2.2 The municipality must develop a strategy to:

- a) fill funded vacancies;
- b) reduce turnaround times for filling of vacant funded posts;
- c) maintain a vacancy rate of not less than 25% of the total posts on the staff establishment.

6.2.3 The recruitment strategy contemplated must include timeframes for the various activities included in the recruitment and selection process.

6.2.4 A vacant post on the staff establishment may not be filled unless:

- a) the municipal manager or a staff member to whom this function is nominated has approved the filling of the post;
- b) the post is budgeted for.

6.4.4 Prior to filling a post, the timing to fill it shall be confirmed in writing by the Head of the relevant department to Human Resource Manager.

### 6.3 *Validation of job requirements*

The essential requirements of a job must reflect the needs of the municipality and must be appropriate to achieve its service delivery interests. Prior to the recruitment process commencing, there should be a scrutiny for relevance and applicability of the outputs, skills, knowledge, competencies and educational requirements for the post as contained in the job profile and / or job description.

### 6.4 *Advertising of vacant post*

6.4.1 The municipality must advertise the post after approval to fill the post has been obtained.

6.4.2 The advertisement must clearly state:

- a) job title;
- b) terms of appointment; whether permanent or for a fixed term
- c) place of work;
- d) applicable salary scale or pay range;
- e) competency requirements of the post, minimum qualifications and experience;
- f) the summary of the core functions, key performance areas and primary duties of the position;
- g) need for signing of employment contract, performance agreement and disclosure of benefits and interest;
- h) name and contact details of person to whom enquiries may be directed;
- i) address where applications must be sent;
- j) place where applicants can obtain the application form;
- k) closing date for submission of applications;
- l) a statement that canvassing will disqualify any candidate from being considered for appointment;
- m) a statement that the Municipality subscribes to the principles of employment Equity;
- n) a statement that applications received after the closing date will not be accepted or considered;
- o) a statement that if an applicant does not hear from the municipality within a

- certain period they should consider their application as unsuccessful;
- p) in the case of the Municipal Manager and managers accountable to the Municipal Manager directly, a statement that the continued employment of the successful candidate will be subject to the annual conclusion of a performance agreement with the Municipality.
  - q) a statement that canvassing will disqualify any candidate from being considered for appointment

6.4.3 Vacancies may be advertised internally for 7 working days.

6.4.4 The Human Resources Department shall indicate on the noticeboard the intention to advertise a position externally.

6.4.5 Some vacancies advertisements may by-pass the internal advert process and be advertised externally specifically in instances of highly specialised, scarce and critical skills positions.

6.4.6 Vacancies shall be advertised externally should a suitable candidate not be found from internal candidates, provided that external advertisements may only be published in newspaper/s and other media of record agreed to in the Local Labour Forum.

## *6.5 Utilisation of recruitment agencies*

6.5.1 The municipality may use the services of recruitment agencies for specific posts, and especially for head hunting. The municipality may decide to use or not to use the services of recruitment agencies for all or some categories of posts.

6.5.2 A recruitment agency could manage recruitment processes including response handling, compilation of the long list of applicants who applied for the advertised post, preliminary list of applicants who meet the requirements, list of applicants who do not meet all requirements but have the potential and list of applicants who do not meet the requirements.

6.5.3 The recruitment agency shall not undertake the selection process, the selection of candidates for vacancies is the municipalities responsibility.



## **6.6 *Application for vacant post***

- 6.6.1 An application for a vacant post must be made on the municipality's application form for employment.
- 6.6.2 The municipality may use an on-line application form that contains the information in the application form for employment.
- 6.6.3 The Human Resource Manager must design and ensure that a sufficient supply of official application forms is available and accessible at all times.
- 6.6.4 An applicant for a post must disclose:
  - a) his or her qualifications and experience;
  - b) his or her contactable references;
  - c) his or her registration with a relevant professional body, if applicable;
  - d) full details of any dismissal for misconduct or substandard performance;
  - e) any disciplinary actions, whether pending or finalised, instituted against the applicant in his or her current or previous employment.
- 6.6.5 The municipality must maintain a record of all applications received and the information contained in the applications must be kept confidential and stored in a secure place on the municipality's premises.
- 6.6.6 The record must contain:
  - a) the applicants' biographical details and contact information;
  - b) the details of the post for which the applicants were applying;
  - c) the applicants' qualifications; and
  - d) any other requirements outlined in the application form.

## **6.7 *Unsolicited applications***

Unsolicited applications received during the course of the Municipality's operations must be returned forthwith to the applicant stating that the Municipality did not have any vacancies at the time when the application was submitted and that should any vacancy arise, the Municipality would advertise such vacancy. Nobody may promise or undertake to accept an unsolicited application for appointment and to submit it when a vacancy is advertised.



## **6.8 Head hunting**

Head hunting through recruitment agencies will be applied with caution at all times, and it may be employed at any stage of the selection process, when the selection panel is of the opinion that the assessed candidates are not suitable and / or do not meet the requirements of the employment equity plan. The recruitment agencies will be provided with the copy of the recruitment advertisement for use in hunting suitable candidates.

## **6.9 Selection**

- 6.9.1 The purpose of selection is to identify the most suitable candidates from all the persons who applied and to eliminate unsuitable candidates in the fairest way possible.
- 6.9.2 The selection criteria shall be objective and related to the essential requirements of the job and realistic future needs of the Municipality.
- 6.9.3 The main guiding principle for selection shall be competence related to essential requirements of the job. Relevant experience and training shall be important criteria, plus formal or statutory qualifications when clearly justified as essential for the job.
- 6.9.4 Selection shall favour, as determined by the targets, suitably qualified applicants from designated groups.

## **6.10 Selection panel**

- 6.10.1 A municipal manager or his or her nominee must appoint a selection panel for each of the advertised post to recommend the appointment of suitable persons to the vacant post.
- 6.10.2 The selection panel must comprise of not more than five persons.
- 6.10.3 The chairperson of the panel must be the supervisor or line manager who is knowledgeable of the profession.
- 6.10.4 In deciding on the composition of the selection panel, the municipal manager may have regard to the following considerations:
  - a) the nature of the post;
  - b) the gender and race balance of the panel; and

- c) the skills, expertise, experience and availability of the persons to be involved.
- 6.10.5 A member of a selection panel must:
- a) disclose any interest or relationship with shortlisted candidates during the short listing process;
  - b) sign a declaration of confidentiality to avert the disclosure of information to unauthorised persons
  - c) recuse himself or herself from the selection panel if:
    - i. his or her spouse, partner, close family member or close friend has been shortlisted for the post;
    - ii. the panel member has a de facto relationship or some form of indebtedness to a short-listed candidate or vice versa;
    - iii. any other conflict of interest.
- 6.10.6 A human resource specialist may provide secretarial or advisory services during the selection process but may not form part of the selection panel.
- 6.10.7 Each panel member must disclose potential conflict to be considered by the full selection panel at the initial meeting of the panel.
- 6.10.8 If a conflict of interest becomes apparent during the selection process, the municipal manager or his or her nominee may take the appropriate steps to remedy the situation, which may include declaring the selection process invalid and commencing a new process.
- 6.10.9 If a conflict of interest becomes apparent after the appointment, the matter must be reported to the municipal manager or his or her nominee who must take remedial action, including possible disciplinary action.

### ***6.11 Compiling of selection master lists***

- 6.11.1 After the closing date of an advertisement all the applications received for every specific position shall be captured on the master list compiled by the Manager Human Resources.
- 6.11.2 The master list shall contain, in table form, the following particulars in respect of each candidate:
- a) the applicant's surname followed by her/his initials
  - b) the applicant's gender;

- c) the applicant's race;
  - d) the applicant's qualifications and experience relevant to the job description and job specification; and
  - e) if applicable, the nature of the applicant's disability
- 6.11.3 The Manager Human Resources must submit the master list, together with the applications to the selection panel.

### *6.12 Compiling short lists*

- 6.12.1 The selection panel must compile a short-list based on the inherent requirements of the position and with due regard to section 20 of the Employment Equity Act.
- 6.12.2 Short-listing must be done in accordance with the following order of preference:
- a) Internal applicants
  - b) External applicants, irrespective of geographical area they come from
- 6.12.3 The Manager Human Resources must notify every shortlisted candidate of the venue, date and time and nature of the selection proceedings he / she must attend using the most reliable communications methods available.

### *6.13 Interviews*

- 6.13.1. The list of short-listed candidates and copies of their applications must be submitted to the selection panel prior to the interviews taking place.
- 6.13.2. The selection panel for a post must once constituted, 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. If the selection panel does not quorate, the panel must be reconstituted.
- 6.13.3. The municipality may grant observer status to each of the recognised trade union representatives during the interviews.
- 6.13.4. The selection panel must interview the short-listed candidates.
- 6.13.5. Before the interviews for a specific post commence, the selection panel must confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.

- 6.13.6. The selection panel must keep a written record of the interviewed candidates.
- 6.13.7. 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.
- 6.13.8. If it is determined that the recruitment process has not attracted suitable candidates, the post may be re-advertised.
- 6.13.9. If the post is categorised as a critical and scarce skill post, alternative recruitment methods such as executive search, head-hunting, referrals and/ or re-advertising may be considered.
- 6.13.10. The recommendations of the selection panel must be determined by:
- a) consensus; or
  - b) where the panel fails to reach consensus, the matter shall be referred to the municipal manager or his or her nominee for mediation or resolution.
- 6.13.11. If the selection panel recommends an appointment to the post, it must submit its recommendation to the municipal manager or his or her nominee for approval.

#### ***6.14 Conducting Interviews guidelines***

- 6.14.1 The Chairperson will welcome the candidate, thank the candidate for attending and introduce the candidate to the members of the panel.
- 6.14.2 The Chairperson must request the interview candidate to disclose potential conflict of interests before commencing with the interview.
- 6.14.3 The Chairperson will inform the candidate regarding the interview format and mention the opportunity for questions at the conclusion of the interview. In addition, the Chairperson shall confirm whether the candidate has no objection to criminal record and security vetting after the interview, as part of selection process.
- 6.14.4 The Chairperson will confirm that the candidate has read the position description.
- 6.14.5 The Chairperson will provide some brief scene setting about the organisational structure and where the position fits.
- 6.14.6 The Chairperson and the Panel members will ask the candidate questions in order to gain as much information about the candidate as possible. The topics

which must be covered in questioning will include but not limited to personal qualifications, experience, work history, personal achievements, social activities, and special circumstances applicable to the candidate.

- 6.14.7 Panel members will ask interview questions as pre-determined. Where a presentation on research or seminar is made by the candidates, questions relating to the presentation of the research or seminar should be asked to determine suitability of candidates to the job.
- 6.14.8 All the responses by the candidate should be recorded.
- 6.14.9 Each member of the panel must make individual assessments prior to discussion with panel members.
- 6.14.10 Candidates must be advised about any special conditions (leave period, overtime, transfers, and locations) that are applicable to the post. Candidates must be asked if they are comfortable with and can meet special conditions presented to them regarding the post.
- 6.14.11 After the candidate has asked questions regarding the post and the work environment and answers provided by the panel, the Chairperson should advise the candidate on the next step in the selection process and timing for decision making.

### *6.15 References and personal credential verification*

- 6.15.1 Reference checks and personal credential verification for recommended candidates must be conducted by:
  - a) verifying the candidate's inherent requirements of the job with the current or previous employer;
  - b) establishing the validity of candidate qualifications and any other verification required by the position before appointment;
  - c) determining whether the candidate has been dismissed previously for misconduct or poor performance by another municipality or employer, and, if so, the nature of that misconduct or poor performance; and
  - d) verifying any other additional personal credentials as may be required by the nature of the job such as criminal records, credit checks, identification document, security clearance, etc.

- 6.15.2 A written report on the outcome of the reference checks and personal credential verification must be compiled before the appointment is concluded.

### ***6.16 Conducting proficiency tests***

- 6.16.1 One or more relevant proficiency tests (e.g. computer skills tests, operating equipment, competency assessments, etc.) may be required to be conducted before or after an interview is conducted. Where the nature of the position dictates there will be writing of a test by shortlisted candidates.
- 6.16.2 A proficiency test may only be required if the outcome thereof is relevant to the expected job standards that would be expected of the employee and it relates to the job description.

### ***6.17 Record keeping***

- 6.17.1 Adequate records of the entire selection process must be kept and maintained as per legislation, 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, and reference checks.
- 6.13.1 Completed score sheets must be kept in safe storage for a period of at least six months after an appointment decision has been made.

### ***6.18 Appointment***

- 6.18.1 A person may be appointed as a staff member only if the person possesses the relevant competencies.
- 6.18.2 The municipal manager or his / her nominee must consider the recommendations of the selection panel; and decide:
- a) on whom to appoint;
  - b) the terms and conditions of employment.

- 6.18.3 Before making a decision to appoint, the municipal manager or his/ her nominee must satisfy himself or herself that that the candidate meets the relevant requirements of the post.
- 6.18.4 An appointment may only take effect after the municipal manager or his or her nominee has approved the appointment.
- 6.18.5 The municipal manager or his / her nominee must ensure that all the interviewed candidates are informed whether or not they were successful.

### *6.19 Appointment to a permanent position*

- 6.19.1 The Manager Human Resources must present every newly appointed employee with a letter of appointment not later than the day on which he / she starts working in terms of the Basic Conditions of Employment Act.
- 6.19.2 In the event of an employee that cannot read, the relevant departmental head must explain the contents of such letter and any amendment thereof to every such employee in a language that he / she understands
- 6.19.3 Whenever any of the details contained in such a letter change, the Manager Human Resources must inform the employee in writing of such changes.

### *6.20 Appointment of employees to posts in the temporary establishment*

- 6.20.1 A person appointed to a temporary position:
- a) is appointed at the salary applicable to a comparable position on the permanent establishment;
  - b) may not receive any housing and travelling benefits;
  - c) may not become a member of a retirement fund or medical aid scheme to which the Municipality must contribute;
  - d) earns leave in terms of the Basic Conditions of Employment Act or the relevant collective agreement;
  - e) is subject to the attendance requirements, rules of conduct and grievance procedures in the Municipality's conditions of service.



### *6.21 Appointment of support staff to offices of mayor, speaker and whip of municipality*

- 6.21.1 A person appointed to a post on the staff establishment in order to support the offices of the mayor, speaker or whip must either be:
- a) seconded from a post on that municipality's staff establishment or another municipality's staff establishment; or
  - b) appointed on a fixed-term contract of employment.
- 6.21.2 The duration of the secondment or fixed-term employment contract may not be longer than six months after the mayor, speaker or whip vacates office.

### *6.22 Probation*

- 6.22.1 The appointment of a person must be effected on a minimum probationary period of three months and a maximum probationary period of 6 months.
- 6.22.2 The probationary period must be determined on the basis of the complexity of the job and the minimum period required to establish whether performance is satisfactory or not.
- 6.22.3 The department head or his or her nominee must:
- a) inform the staff member within the first two weeks of employment of that member's performance requirements;
  - b) ensure that the staff member completes the municipality's induction programme;
  - c) assess the staff member's performance; and provide the staff member with feedback on a quarterly basis on that member's performance.
- 6.22.4 If a staff member's performance is not satisfactory, the department head or his or her nominee must advise the staff member of any aspects that the staff member is considered to be failing to meet the required performance standards.
- 6.22.5 If the department head or his or her nominee believes that the staff member's performance does not meet the required standards, he or she may extend the probationary period or dismiss the staff member, provided that:
- a) the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling;

- b) the staff member's performance continues to be unsatisfactory after a reasonable period has been given to the staff member to improve his or her performance.

6.22.6 Within one month after the completion of the probationary period, the department head or his or her nominee must:

- a) confirm the appointment in writing if the staff member's performance during the probationary period was satisfactory and / or the staff member complied with all the conditions of the probationary appointment;
- b) terminate the appointment if the staff member's performance was not satisfactory during the probationary period; and / or the staff member did not comply with all the conditions of the probationary appointment. The employee shall be given 1 months' notice for the termination.

### *6.23 Appointment of non-South African citizens*

6.23.1 Non-South African citizens may be appointed on the following conditions:

- a) when skilled people are not available within the country, and
- b) the prospective non-South African citizen with the scarce skill is in possession of a valid work permit.

## 7. DISPUTE RESOLUTION

Internal dispute resolution processes shall be followed in the event of any grievances and disputes arising out of the implementation of this policy. For all external candidates, the recognised labour relations mechanisms shall be applied.

## 8. ROLES AND RESPONSIBILITIES

The Municipal Manager or his / her nominee accept overall responsibility for the implementation and monitoring of the policy.