



## **RECRUITMENT AND SELECTION POLICY**

<b>Date Approved:</b>	
<b>Date Implemented:</b>	

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### **1. PURPOSE**

The purpose of this framework is to ensure that recruitment and selection is in a fair, efficient, effective, transparent and equitable manner within Ingwe Local Municipality.

- To achieve equity in the workplace,
- To promote workplace diversity,
- To attract scarce skills and
- To enhance service excellence.

### **2. SCOPE APPLICABILITY**

The policy is applicable to all officials of the Ingwe Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council and those appointed on the fixed term contract (Section 54 and 56 employees).

### **3. DEFINITIONS**

**3.1 "Employer"** means the Ingwe Municipality/ Council that utilizes the efforts of employee to render services to communities.

**3.2 "Employee"** means a person employed by the employer to carry out certain duties and responsibilities in return for remuneration.

**3.3 "Council"** means the council of Ingwe Municipality.

**3.4 "Friend"** means

**3.5 "Relative"** means

### **3.6 "Close Associate" means**

## **4. GENERAL PRINCIPLES**

### **4.1 The INGWE Local Municipality's ("the Municipality") Recruitment and Selection policy is designed:**

- 4.1.1 Recruit, select and place competent and suitably skilled people who will contribute to the achievement of the Municipality's strategic and operational requirements.
- 4.1.2 To attract talented and motivated people who will achieve and contribute to the Municipality's service delivery success while enjoying long-term career success within the Municipality.
- 4.1.3 To recruit and select employees, but also to ensure the full utilisation and continued development of these human resources.
- 4.1.4 To ensure that all Recruitment activities are handled according to best practice and professional guidelines thereby creating a positive image of the Municipality.
- 4.1.5 To honour the principle of public liability by rendering a satisfactory and affordable service in a cost effective manner.

### **4.2 The INGWE Local Municipality is an employment equity employer and as such:**

- 4.2.1 To ensure that the Municipalities have a documented policy which will ensure that there is compliance with section 67 of the Local Government: Municipal Systems Act, Act No. 32 of 2000 and Labour Relations Act, Basic Condition of employment act, Employment Equity Act.1998.
- 4.2.2 To promote sound labour relations in the Municipality by creating an environment that balances the interests of employees and the interests of the employer in order to uphold and realize the concept of fair labour practices.
- 4.2.3 Minimize and where possible eliminate corruption and nepotism.
- 4.2.4 Preference will be given to suitably qualified candidates who are members of designated groups as defined in Section 1 of the Employment Equity Act.

4.2.5 The Municipality is committed to recruitment strategies that will attract and retain a diverse selection of qualified applicants.

4.2.6 The implementation of the recruitment and selection process will be non-discriminatory and comply with the spirit and letter of the Employment Equity Act.

With reference to the South African Constitution of 1996(Act 108 of 1996) and the provisions of Chapter 2 of the Employment Equity Act (Act 55 of 1998), under no circumstances should a person be refused employment on any arbitrary or discriminatory basis, including, but not limited to:-

- a) race
- b) gender
- c) pregnancy
- d) marital status
- e) family responsibility
- f) ethnic or social origin
- g) colour
- h) sexual orientation
- i) age
- j) disability
- k) religion
- l) HIV status
- m) conscience
- n) belief and/or
- o) political opinion

## **5. RECRUITMENT AND SELECTION POLICY**

### **5.1 RECRUITMENT**

#### **5.1.1 Advertising of Posts**

A departmental head should identify a vacant post or create a post subject to the approval of the Municipal Manager and Council (organogram), before any individual is appointed to a position.

No person may be:-

- a) Appointed to the Municipality's service;
- b) Transferred from one post to another;
- c) "Promoted" to a higher position; or
- d) Demoted to a lower position.

unless a post exists into which such person may be appointed, transferred, "promoted" or demoted, as the case may be.

The relevant Department Head (based on the approved Structure) is required to motivate to the Municipal Manager the reason for filling a vacancy and whether or not it should be advertised externally. The Municipal Manager/Acting Municipal Manager will authorize both the filling of a vacancy and whether the position will be advertised externally/internally. In terms of the recruitment and selection policy certain vacancies depending on the requirements of the post, shall be advertised internally for not more than 10 working days on all notices in the municipality and only if a suitable candidate is not found is only then that the advert can be advertised externally for not more than 21 working days. The Council must only be responsible to endorse and approve section 54 and 56 positions and the Municipal Manager with his/her managers can make a decision to employ at lower levels based on the approved structure and staff budget allocated for the year in question.

### **5.1.2 Internal Advertisements**

All approved vacancies must be advertised internally by the Human Resources Section according to the following procedure:

- a) A post should be advertised using media that is deemed accessible to all or use notice board or intranet if it is an internal advertisement. The advert should be placed for a minimum of 10 working days.
- b) A copy of the advertisement must be placed on official notice boards of the Council;

- c) A copy of the advertisement must be made available to all unions when requested.
- d) Individuals invited to be part of the short listing committee and/interview panel should recuse themselves from being part of the recruitment and selection process if they have information that a relative or a close associate has applied for the position or they find out during the process that a relative or a close associate has applied.

### **5.1.3 External Advertisements**

- The Municipality will make reasonable attempts to recruit as widely as possible to find and appoint the best possible applicant for a vacant position.
- Advertisements shall be in as wide a range of media as possible, and so placed as to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged and persons from designated groups. The Municipality will take care place an advertisements for not more than 21 working days in two Provincial Newspapers and the Municipality website.
- The Municipality shall advertise the positions below level 6 within the jurisdiction of the Ingwe Municipality.
- The contents of the advertisement will be agreed between the relevant Department Head and the Human Resources Department. The Human Resources Department is responsible for the placing of the advertisements internally and/or externally by the Human Resources Department.

The following information must be contained in all advertisements i.e. both internal and external:

- a) the title of the job;
- b) a brief description of the duties associated with the job;

- c) the job requirements (including knowledge, skills, behaviours, qualifications, and previous work experience) of the job;
  - d) Address where applications are to be forwarded.
  - e) contact name;
  - f) fax number;
  - g) closing date for applications;
  - h) a note must be included in the advert that clearly state that should the applicant not be contacted after a month of the closing date, the applicant must accept that their application was unsuccessful;
  - i) where applicable, a requirement that at least three (3) contactable references must be provided in writing by the (external) applicant.
  - j) the council promotes and applies the principle of affirmative action and employment equity Act.
  - k) All documents must be certified for not more than 3 months
- Wherever possible, terms and conditions of employment, levels of remuneration and other benefits should also be included. This allows prospective applicants to assess whether they would gain or lose by changing employment/position.

#### **5.1.4 Head Hunting**

- Headhunting can be utilized if the position has not been filled after advertising and screening. A minimum of five (5) possible candidates should go through the normal selection process and if no candidate is recommended then the option of head hunting can be exercised with caution and approval by the Municipal Manager/Acting Municipal Manager and the Executive Committee.

## **5.2 SELECTION**

### **5.2.1 Selection Principles**

The following Policy Principles must be adhered to in selecting appropriate applicants for employment at the Municipality:

- The Recruitment and Selection process should be based on the core competency criteria and inherent requirements of the job.
- A person shall be suitably qualified for a job as a result of the combination of that person's –
  - a) Formal qualifications
  - b) Prior learning
  - c) Relevant experience, or
  - d) Capacity to acquire, within a reasonable time, the ability to do the job.
- When determining whether a person is suitably qualified for a job, steps must be taken to –
  - a) Determine whether the factors (a-d) above are inherent requirements of the job, and
  - b) Determine whether that person has the ability to do the job in terms of any combination of those factors.
- Competency criteria and the inherent requirements of the job must be the basis for any recruitment decision.

- The candidate must also be capable of performing the inherent requirements of the job in relation to the status of their health. An applicant may be required to submit a report of good health relevant to a particular post applied for.

### **5.2.2 Establishing the Selection Criteria**

- The Municipal Manager together with the Corporate Services Manager will be responsible to appoint and select the Interview panels which will be tasked with the responsibility of recruiting and selecting candidates for the municipality. The selection panel will be responsible to assess candidates based on the selection criteria stipulated in the advert based on the knowledge, skills, behaviours, qualifications and previous work experience required for satisfactory performance in a position, as are usually determined by the requirements of the job.
- The selection panel shall determine the criteria that will be used in the selection process. Minimum requirements are all the knowledge, skills, behaviours, qualifications and previous work experience from the job description that the successful candidate must possess at the time of hire, or which the candidate will be able to acquire in a reasonable amount of time.

The selection and interview panels should include the following individuals:

- a) Representative from the department
- b) Representative from the unions(Observer status)
- c) Representative from Human Resource and
- d) Representative from council for section 54 and 56 appointments only as stipulated by act and regulations.

According to the provisions of the Employment Equity Act, 1998, a person may be suitably qualified for a job either:-

- as a result of the applicant's formal qualifications and/or the applicant's prior learning and/or the applicant's relevant experience; and/or
- the applicant has the capacity to acquire, within a reasonable time, the ability, skills and competencies required to do the job.

### **5.2.3 Short listing**

- Short listing refers to the process of reducing the number of applicants to be considered for interviews. In the process of short listing applicants it is critical



to proceed in a fair and non-discriminatory manner. The selection panel together with the human resource department must identify –

- a) the key performance areas of the vacant post; and
  - b) the knowledge, skills, behaviours, qualifications and previous work experience required for the post.
- These factors constitute the core selection criteria for the interviewing and selection process.
  - The information regarding key performance areas and the knowledge, skills, behaviours, qualifications and previous work experience required for the vacant post will be used by the selection panel in compiling a shortlist. Applicants should be short-listed according to the selection criteria. The number of people on the short list should be restricted to those who, in their applications, show that they clearly meet the essential criteria; i.e. they meet the specified requirements for the job. In cases where a large number of applicants meet the essential selection criteria a further short-listing process may be required based on the remaining criteria.

The following should be taken into consideration in eliminating candidates:

- a) Clear demonstration on paper that applicant does not meet the requirements as advertised; inherent requirements of the job; Clear lack of relevant competencies or required skills; and application which do not have all required documents.

## **6. INTERVIEWS**

### **6.1 Interview Panel**

- A panel should comprise a minimum of three members, one of whom will be the appointing manager to whom the candidate will report.
- Unions must be invited to attend all interviews for positions that are being filled as observers. The absence of unions during the interview shall not result in the delay of the process. They are invited as observers to ensure that a fair and equitable process is applied. Not more than one union observer per union may sit in on a panel interview.
- Any member/s of the interviewing and selection panel who has a personal interest in an applicant being appointed or not being appointed or has bias

regarding the outcome of the interview must recuse himself or herself from the interviewing and selection panels.

Interview panels should not comprise of more than 6 people and may be made up as follows:

- a) Post levels 1 & 2: Members of the Executive Committee, the Municipal Manager, the relevant Department Head and a Human Resources representative;
- b) Post Levels 3 – 15: At least a relevant Manager/Supervisor, two other Officials and a Human Resources representative.

The interview panel will put forward a recommendation to the Municipal Manager for final approval to make an offer of employment.

## **6.2 GENERAL INTERVIEWING GUIDELINES**

### **6.2.1 Purpose of the Interview**

Employment interviews are conducted to:

- Expand the information provided on the application
- Collect new job-related information
- Determine the candidate's "fit" to the job

### **6.2.2 Preparation for the Interview**

It is crucial that interviewers are well prepared. Interviewers should understand the position and its requirements and be familiar with the Municipality's recruitment objectives.

Interviewers should:

- a) Formulate an interview format to provide direction to the interview and make the most effective use of time.
- b) Prepare the candidate by providing information about parking, location, name of the contact person and duration of interview.
- c) Allow time for an interview schedule that puts no pressure on the candidate or the interviewer.
- d) Arrange for quiet and privacy with no interruptions during the interview.

Note: The Interview Panel must ensure that the interview questions are done at the time of the interviews. Confidentiality form must be signed by all the members of the panel.

### **6.2.3 The Interview Environment**

A suitable environment for conducting interviews is essential. The following checklist should be consulted to ensure that the interview environment is a suitable one:

- Where there are disabled applicants, the room should be easily accessible
- The room should be reasonably soundproof (where possible)
- There should be no interruptions
- The seating arrangements should be ordered as to facilitate a “round the table” questioning

### **6.2.4 The Interview Format**

The interview consists of the following segments:

- Introductions and overview of the structure of the interview.
- Questions directed at the interviewee’s previous work experience, relevant qualifications, understanding of performance areas for the position.
- Overview of the position and the Municipality.
- Opportunity for the interviewee to ask questions.
- Summary of interview including the way forward.

### **6.2.5 Interviewing Applicants**

All criteria-based questions asked in the interview must be based on the inherent requirements of the job. The same selection procedures should be applied consistently to each candidate applying for the same job. The questions directed at candidates are critical, and they should be phrased in such a way so as not to

convey attitudes, assumptions or prejudices. All questions that are not relevant and cannot be justified in terms of the inherent job requirements must be excluded. The same questions should be asked of every applicant.(It must be structured interview)

An interviewer or persons serving on an interviewing panel should be:-

- a) Fully informed about the job that is to be filled. This information must include a thorough knowledge of the contents of the job and its key result areas;
- b) clearly informed about the selection criteria to be used in the interviewing process; aware of the importance of a consistent application of the selection criteria;
- c) aware of the importance to apply the selection criteria consistently;
- d) aware of the influence that generalized assumptions and prejudices about race, gender and disability can have on selection decisions;
- e) able to deal with employment equity and affirmative action issues.
- f) aware that possible misunderstandings can occur in interviews between people of different cultural backgrounds.

Questions that must be avoided in the interviewing process include questions relating specifically to:-

- a) age;
- b) race;
- c) national origin;
- d) religion;
- e) marital status;
- f) sexual orientation;
- g) number of dependants;
- h) childcare arrangements;
- i) disability status.
- j) Political affiliation

The record of outcome of all interviews for all positions should be signed by the interviewer or all the members of the interviewing panel and must be retained in confidential files for a period of at least two (2) years.

## **7. REFERENCE CHECKING**

Reference checking is an essential part of the selection process. Reference checks will only be carried out for applicants already interviewed by the selection and interview panel. Reference checks for applicants recommended by the panel must be conducted by the panel before submitting a candidate for consideration by the Municipality. The person performing the reference check will obtain the following information during the course of the reference check:

- (a) a confirmation of the applicant's employment history, including date of starting service with the previous employer;
- (b) the applicant's position and remuneration details;
- (c) the job requirements and key performance areas of the applicant's current position;
- (d) an assessment of the employee's performance and conduct.

The following information should not be obtained, sought or noted in the process of reference checking:-

- a) Information about the applicant's personality;
- b) Information that has not been observed or obtained from a written performance record;
- c) Information that is based on the feelings; opinions; guesses or hunches of the referee;
- d) Information that is hostile and malicious;
- e) Information as to whether or not the referee regards the applicant as being suited for the position for which he or she has been recommended by the interviewing and selection panel.

Reference checks should be done in a consistent manner and should not contain any discriminatory elements.

For professional and management positions and for those employees who will be required to work in the Finance Department, integrity reference checks are required

i.e. credit reference, criminal record check and verification of qualifications for all applicants.

## **8. APPOINTMENTS**

### **8.1 Appointment of recommended applicant**

Depending on the level of the position being filled, either the Municipal Manager or the Executive Committee or Council should approve the appointment. An offer of employment must be prepared by the Human Resources Section and sent to either the Executive Mayor (Municipal Manager Position) or Municipal Manager (Section 56 and other lower positions) for his or her signature. The offer of employment including the conditions of service must then be sent to the successful applicant as soon as possible. The applicant will be required to accept or reject the offer within a given period of time.

Offers of employment should not be communicated to a successful applicant by e-mail because of the risk that someone else may see the letter.

The offer of employment shall contain information relating to:-

- (a) the post being offered;
- (b) the remuneration, benefits, allowances and other monetary and non-monetary benefits attached to the post including the conditions of service;
- (c) a date by which the offer of employment must be accepted in writing by the applicant and the date on which the proposed employment is to commence;
- (d) the person to whom the applicant would report if the applicant accepts the offer of employment;
- (e) Probation period.(If applicable)

Once the applicant has signed and returned the offer of employment, a letter of appointment must be prepared for the new employee. Arrangements should be

made for the employee to collect the letter of appointment or to receive and sign it on his/her first day of commencing duties. Also on the first day the employee must sign the contract of employment detailing his condition of appointment.

### **8.2 Letter of Regret**

No letters of regret may be issued to all applicants who applied for an advertised position, invited for an interview but failed to secure the position.

### **8.3 CITIZENSHIP**

Before applicants, who are not South African citizens, can be appointed to any position in the Municipality, such applicants should be in possession of either —

- (a) a permanent residence permit or
- (b) a temporary work permit covering the contemplated period of employment – need to check this as no temporary work permit will be issued with the candidate having been offered and accepted the employment offer.

## **9. COUNCIL APPROVAL AND EFFECTIVE DATE**

Approval of Policy by Council and Effective date: -----

MUNICIPAL MANAGER

DATE

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