

**SECTION HR 03**

**AMAHLATHI**  
**MUNICIPALITY**

**RECRUITMENT**  
**AND SELECTION:**

**POLICY**  
**AND**  
**PROCEDURE**

# **TABLE OF CONTENTS**

<b><u>CONTENTS</u></b>	<b><u>PAGE</u></b>
1. Purpose of the policy .....	3
2. Application of the policy .....	3
3. Definitions of terms .....	3
4. Recruitment process .....	4
4.1 General Principles .....	4
4.2 Requisition and authorization for filling of a vacant post	5
5. Recruitment administration .....	5
5.1 Administering recruitment process .....	5
5.2 Procedure for applying for an advertised vacant post	6
5.3 Shortlisting of candidates .....	7
5.4 The role of Councillors .....	8
6. Determination of Pay / Remuneration .....	8
7. Recruitment Sources .....	9
8. Employment tests and checks .....	10
9. Dispute resolution .....	10
10. Employment of family members of employees .....	10
11. Waiving of the policy and Implementation provisions .....	11

## 1. PURPOSE OF THE POLICY

- 1.1 To apply consistent, transparent, procedurally and substantively fair recruitment and selection procedures;
- 1.2 To give effect to fair recruitment and selection processes;
- 1.3 To ensure that the recruitment process complies with the relevant legislations;
- 1.4 To provide an effective system to be used by line management and Corporate Services Department in filling vacant positions;
- 1.5 To provide guidelines for the systematic process through which line managers can request the approval and filling of vacancies:
- 1.6 To ensure that all candidates are selected objectively and on merit;
- 1.7 To attract and retain the interests of suitable candidates and to project a positive image of the municipality to outsiders.

## 2. APPLICATION OF THE POLICY

- 2.1 This policy is applicable and binding to both the Municipality and all candidates and shall become operative on date on which it is approved by Council.
- 2.2 This policy shall not be applicable to positions specifically created for the purposes of pursuing a particular project undertaken by the municipality.

## 3. DEFINITION OF TERMS

In this policy, unless the context indicates otherwise:-

- 3.1 “**Candidate**” means an applicant for a post.
- 3.2 “**Council**” means the Executive Committee or full Council of the Amahlathi Municipality, and/or a standing committee thereof dealing with human resources related matters, and/or any other person with delegated authority.
- 3.3 “**Municipality**” means the Amahlathi Municipality.
- 3.4 “**Recruitment**” means the activities undertaken in the human resources management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job needs and to assist the municipality in achieving its objectives.
- 3.5 “**Reference check**” means the gathering of information about candidate’s past history from people with whom such candidate has been associated and checking authenticity of certificates.

3.6 “**Selection**” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

3.6 “**Suitably Qualified person** ”means any one of , or any combination of that person/s :

**A. Formal qualifications**

**B. Prior Learning**

**C. Relevant Experience**

**D. Capacity to acquire, within a reasonable time, the ability to do the job**

3.8 “**Vacant Position**” means a position that is in the approved establishment plan, which is vacant or has become vacant as a result of resignation, death, retirement, dismissal, demotion, promotion, transfer or medical boarding.

3.9 “**Family member**” is considered to be mother, father, husband, wife, child, brother, sister or any of the preceding as a family member by marriage (“in-law”).

#### 4. RECRUITMENT PROCESS

##### 4.1 General Principles

4.1.1 The recruitment of candidates shall be undertaken by Council and recruitments shall be done only in the event of vacant **position(s) existing in the municipality’s approved Staff Establishment Plan.**

4.1.2 **The Corporate Services Department must ensure that the correct recruitment and selection procedure is followed.**

4.1.3 A candidate who canvasses support with a view to be recruited in the service of the municipality shall be disqualified for such recruitment **(this will be stated in the advertisements).**

4.1.4 The Municipality encourages the policy of open recruitment of individuals to positions on the basis of qualifications and suitability and with due regard to the provisions of the pertinent employment legislations.

4.1.5 The Municipality is determined to fill vacant position(s) with the best qualified and the best suited candidates.

4.1.6 Vacancies that arise as a direct result of the introduction of a special project to be undertaken by the municipality shall be filled in consultation with the Unions in a manner determined by Council and the recruitment for such vacancies shall not necessarily be subjected to this policy.

## 4.2 Requisition and authorization for filling of a vacant post

- 4.2.1 The Head of Department shall, inter alia, evaluate the continued need of the vacant post.
- 4.2.2 The Head of Department shall also apply his/her mind to whether the vacant post cannot be merged with another post or abolished.
- 4.2.3 Upon establishing facts about the need for filling a vacant post as is, the Head of Department shall immediately solicit ***the filling of such vacant post from the Corporate Services Department without unnecessary delays.***
- 4.2.4 Prior to proceeding with the filling of a vacant post, the **Corporate Services** Department shall verify the following about a vacant post:-
  - 4.2.4.1 Post establishment
  - 4.2.4.2 Funding for the post
  - 4.2.4.3 Applicable terms/nature of employment

## 5. RECRUITMENT ADMINISTRATION

### 5.1 Administering Recruitment Process

The **Corporate Services** Department shall be responsible for **administering** the **recruitment process** in that it shall, amongst other things:-

- 5.1.1 Provide assistance in defining job specifications for vacant positions.
- 5.1.2 Process departmental recommendations for the filling of a vacant position.
- 5.1.3 ***Prepare all advertisements for the position to be filled in consultation with the relevant Department.***
- 5.1.4 ***The internal advertisements shall be placed on the internal notice boards and be circulated for the attention of all internal staff members. All staff members who are in the payroll of the Municipality at the time of the advertisement are eligible to apply as internal applicants.***
- 5.1.5 ***Establish and convene*** the selection Committee meetings.
- 5.1.6 Prepare report to Council on recruitment matters.
- 5.1.7 The Municipal Manager and Section 57 Managers shall be advertised both internally and externally at the same time for not less than 15 working days.

5.1.8 Post levels 0 – 3 shall be advertised both internally and externally at the same time for not less than 10 working days.

**5.1.9** Post levels 4 – 13 shall be advertised internally first for not less than 7 working days. *However where there is an urgent need or the nature of the vacant post justifies that it be advertised both internally and externally, such decision shall be taken after proper consultation with Organized Labour.*

**5.1.10** The Municipal Manager and Section 57 Managers shall be advertised on both Local and National media simultaneously.

**5.1.11** *If there is only one applicant or candidate for the internally advertised post, such applicant/candidate shall be interviewed if he/she meets the requirements for the post, in order to assess his/her suitability.*

5.1.12 Post levels 0 to 3 shall be advertised on both local and national media simultaneously.

5.1.13 If there is no suitably qualified candidate found after a vacant post has been advertised externally, the post shall be re-advertised.

5.1.14 Post levels 4 to 13 shall be advertised on the local media first.

## 5.2 Procedure for applying for an Advertised Vacant Post

5.2.1 Enquiries about any advertised post shall be directed to the **Corporate Services** Department.

5.2.2 The employment application forms shall be issued to applicants and submitted together with a covering application letter, a CV, certified copies of certificates, **ID and Drivers License (where applicable)** shall be submitted by applicants.

5.2.3 All applications shall be received by the **Corporate Services** Department.

5.2.4 **Only certified copies of** documents like Identity Document, Driver's License and certificates shall be accepted from applicants.

5.2.5 All received applications shall be stamped with a date stamp and captured in the master list of applicants by the **Corporate Services** Department.

5.2.6 The Municipality shall not be held liable for the custody of application documents submitted by an applicant except as official Municipal records.

- 5.2.7 The master list of applicants shall be used as a baseline for screening and selection of the suitable candidates by the shortlisting committee.
- 5.2.8 *The master list of applicants, their CVs and the copy of the advertisement shall be presented to the shortlisting committee by the Corporate Services Department.*

### 5.3 The Selection Process

- 5.3.1 Shortlisting of candidates shall be made by a shortlisting committee.
- 5.3.2 The shortlisting **and interviewing** committees shall be established on an adhoc basis.
- 5.3.3 *The shortlisting committee shall not select more than five (5) applicants per post.*
- 5.3.4 The shortlisting **and interviewing** committees shall be constituted as follows:-

#### 5.3.4.1 Post level 0 – 3

*Municipal Manager/ his or her nominee*  
*Head of Department*  
*Line department representative*  
*Representative per Union (observer status)*  
*Corporate Services Manager/ His or Her Nominee*

#### 5.3.4.2 Post level 4 – 13

*Relevant Head of Department/nominee*  
*A line department representative*  
*Representative per Union (observer status)*  
*Corporate Services Manager/ His or Her Nominee*

***In the absence of the Head of Department, the most senior person from Corporate Services Department shall chair the short listing/interviews.***

#### 5.3.5 *Municipal Manager and Section 57 Managers*

**5.3.4.1** *The short listing / interviewing committee for the Municipal Manager and Section 57 Manager posts shall be set up by the Mayor.*

**5.3.4.2** *All short listed candidates for the positions of Municipal Manager and Section 57 Managers may be requested to make presentations on the functional areas they will be employed to perform in.*

**5.3.4.3** *The Selection Panel may use one or a combination of the following methods to collect data that will assist in making a decision to appoint or not to appoint:-*

- *Structured and unstructured interviews*
- *Reference Checking*
- *Psychometric Assessment*
- *Educational qualifications verification*

**5.3.4.5** *After the panel has decided on the candidate to be appointed, The Corporate Services Department will write a report and motivate for the appointment of the candidate recommended by the panel. The Municipal Manager will grant approval for the appointment of post levels 0-13. After the approval for the appointment has been obtained, a letter or contract of appointment will be written and sent to the recommended candidate who must indicate the acceptance of the offer of employment as soon as possible.*

**5.3.4.6** *In the case where, for whatever reason, the recommended candidate does not accept the position offered or the appointed candidate leaves the service of Amahlathi Municipality within six months after the appointment, the Corporate Services Department will motivate for the appointment of the second best performed candidate if it was indicated by the panel. If the position is not accepted by the second best performed candidate, it will be readvertised.*

#### **5.4** *The role of Councillors*

*Councillors will play an oversight role through the Standing Committee, Oversight Committee and Council.*

### **6. DETERMINATION OF PAY / REMUNERATION**

*The pay / remuneration offered to the Municipal Manager and Section 57 Managers shall always be negotiated with the Mayor in consultation with the remuneration committee.*



***The pay / remuneration for post levels 0 – 13 shall always be determined by the SALGBC agreements.***

## **7. RECRUITMENT SOURCES**

The municipality may utilize the following sources in its recruitment drive:-

### **7.1 Internal Sources**

**7.1.1 Skills inventories:** *Where a vacant position exists and there is an urgent need to have it filled, a skills inventory system may be used to search for appropriate candidates. A skills inventory is a record system listing candidates with specific skills.*

**7.1.2 Database of applicants:** *The database of applicants will be all those applications received for advertised positions. In instances where a request to advertise a position is received and the position requested is similar or identical to a position that was advertised during the last six months, the same database of applications may be used to select another short list for the second position subject to the recruiting Head of Department's approval.*

**7.1.3 Job posting (advertisement):** Vacancies within the municipality are placed on notice boards. Details of the job are provided and employees may apply.

### **7.2 External sources**

**7.2.1 Employment agencies:** The municipality instructs the agency to recruit suitable candidates. The agency advertises or uses its placement database – that is a database of persons who have provided curriculum vitae to the agency which then seek employment for them. The municipality may elect to do its own selection and Unions shall be involved in the Selection process. ***However, once Amahlathi Municipality has established its own database, such a database will take precedence over the use of employment agencies.***

**7.2.2 Referral:** This is a word – of – mouth technique in which present employees refer candidates from outside the municipality. This is an inexpensive technique which is effective in finding candidates with specific skills quickly.

**7.2.3 Professional bodies:** Accounting, engineering and scientific institutes look after the interests of their members by allowing vacancy advertisements in their publications. Opportunities for networking are also afforded through conventions.

**7.2.4 Head-hunting:** Top professional people are “hunted” through specialized agencies. The persons are approached personally with an offer to fill a vacancy. Alternatively, an advertisement is written with the specific person's CV in mind.

## 8. **EMPLOYMENT TESTS AND CHECKS**

8.1 In the process of selecting a suitable candidate for a vacancy the Selection Committee may require the selected candidate(s) to undergo ***certain tests to determine competency.***

### 8.2 **RECORD KEEPING**

**8.3 The Human Resources Department shall keep adequate records of the selection process including the following:**

**8.3.1 Copy of the approval to fill the position**

**8.3.2 Copy of the advertisement**

**8.3.3 Copy of the long list (all applications received)**

**8.3.4 Copy of the short list**

**8.3.5 Structured interview questionnaires with scores**

**8.3.6 Attendance registers**

**8.3.7 Verification of educational qualifications**

**8.3.8 Reference checks**

**8.3.9 All notes written by members of the panel**

**8.4 All records must be maintained for a minimum period of twelve (12) months after which no correspondence will be entered into with regards to the same records.**

## 9 **DISPUTE RESOLUTION**

9. Any dispute relating to both the interpretation of the provisions of this policy as well as the Municipality decision on any specific recruitment matter shall be dealt with in accordance with the dispute resolution ***mechanism*** provided for in the applicable Labour Relations legislation.

## 10. **EMPLOYMENT OF FAMILY MEMBERS OF EMPLOYEES**

10.1 In order:-

- ❖ To establish a consistent set of guidelines by which recruitment decision can be made in terms of employment of immediate family members of employees.
- ❖ To ensure that immediate family members are not employed where the decisions made in performing their duties can impact on the performance or material well-being of the other family members.
- ❖ To ensure that no nepotism and/or favouritism are practiced in selection decisions.

The following will apply:-

Only the Recruitment and Selection Committee can recommend the appointment of family members of employees in positions where they can be directly influenced by the decision of another family member.

Any Municipal functionary shall excuse himself/herself from a recruitment exercise where his/her family member is involved.

11. **WAIVING OF THE POLICY AND IMPLEMENTATION PROVISIONS**

**11.1** *This policy may be partly or wholly waived in consultation with the labour representatives i.e. Trade Unions.*

11.2 This policy shall take precedence over any decision or agreement reached prior to its existence.

**11.3** *Notwithstanding clauses 11.1 and 11.2, the policy shall be superseded by a collective agreement or a Council resolution taken after its promulgation.*

