

# NGAKA MODIRI MOLEMA DISTRICT MUNICIPALITY



## Personnel Recruitment and Selection Policy

**DATE APPROVED BY COUNCIL** : **29/03/2007**

**COUNCIL RESOLUTION NUMBER** : **08/2008**

**1<sup>ST</sup> AMENDMENT DATE** : **01/08/2008**

**RESOLUTION NUMBER** : **31/2008**

# PERSONNEL RECRUITMENT & SELECTION POLICY

## 1. PREAMBLE

Municipality will strive to attract the most suitable candidates for appointment according to its need. The Municipality will strive to create and maintain a diverse workforce in pursuance of Employment Equity and establish a sound human resource management function.

## 2. OBJECTIVES

The objective of this policy is to provide for a comprehensive policy that shall strive to accommodate the needs for staff provisioning in the professional, efficient and cost effective way and:

- 2.1 To create a sound procedure to attract and appoint employees within the framework of the approved Employment Equity Plan.
- 2.2 To recruit, select and place suitably qualified people who will contribute to the success of the Municipality.
- 2.3 To ensure that all recruitment activities are free of unfair discrimination practices.

- 2.4 Ensure that all potential candidates are treated equally and fairly.
- 2.5 To enhance a diverse culture and environment whereby all staff can contribute to the goals identified in the Municipality's Integrated Development Plan.
- 2.6 To strive to achieve a staff component representative of the demographic environment of the District.

### **3. LEGAL FRAMEWORK**

#### **3.1 Constitution**

The Constitution of the Republic provides that a municipality has the powers to govern themselves and their communities, including the development of systems and regulations that are subject to the both provincial and national legislation.

#### **3.2 Municipal systems Act**

This policy shall strive to comply and uphold the provision as proscribed on section 66 and 67 of the Municipality Systems Act.

#### **3.3 Municipal Structure Act**

Section 19 of the Municipality Structures Act outlines the objectives of the Municipality, and amongst them, is to reviewing its organizational and delivery mechanism for meeting the needs of its community and its overall performance.

### **3.4 Employment Equity Act**

Section 1 of the Employment Equity Act proscribes a list of prohibited grounds that needs to address unfair discrimination. It is thereof the intention of this policy to uphold and institutionalize its objects.

### **3.5 Basic Conditions of Employment Act**

This policy shall adhere to the minimum conditions of service as provided for by the Basic Conditions of Employment Act.

### **3.6 Labour Relations Act**

This policy shall adhere to the objects of the Labour Relation Act, which amongst them is to advance social justice, labour, peace and the democratization of the workplace. Therefore this policy shall provide a

systematic and procedural mechanism for personnel recruitment.

### **3.7 South African Local Government Collective Agreements on the Conditions of Service**

In accordance with the provisions of the Labour Relations Act, from time to time stakeholder within the sector of local Government meet to discuss issues of common interest, which then result in a form of collective agreement that regulates conditions of service. This policy shall strive to adhere and comply with these conditions of service as entered into from time to time.

## **4. SCOPE OF APPLICATION**

This policy shall apply to both internal and external applicants.

## **5. RECRUITMENT**

### **5.1 PRE RECRUITMENT REQUIREMENTS:**

**5.1.2** To enable the Municipality to recruit timeously the appropriate caliber of person within the reasonable period of time in the most cost effective manner, and to enable Council to approve

any appointment either directly or by means of delegated powers, the following documents should be in place and be adhere to:

**5.1.2.1** An approved institutional organogram

**5.1.2.2** An approved personnel Budget

### **5.1.3 HEAD OF DEPARTMENT**

**5.1.3.1** The following documentation should be obtained and verified by the Head of Department/ departmental manager:

5.1.3.1.1 An approved job description

5.1.3.1.2 An approved personnel budget

5.1.3.1.3 An approved organogram

**5.1.3.2** It is a prerequisite that before the filling of any post, the Head of department in consultation with Human Resource/ Employment Equity Manager to conduct a walk-in audit on the necessity to fill a specific vacancy should not be commence and job evaluation must be conducted or Human Resources must be requested to advice accordingly. Any deviation from the existing requirements, which may have financial implications,

should be costed and be submitted to the relevant Portfolio Committee or Mayoral Committee for approval.

#### **5.1.4 Human Resource Section**

- 5.1.4.1 All relevant documentation has been received
- 5.1.4.2 All necessary documentation has been duly authorized
- 5.1.4.3 Job description, post level, qualification and experience requirements are correctly stated
- 5.1.4.4 Salary scales are correctly indicated.

#### **6. ADVERTISING PROCEDURE**

Whenever a vacancy occurs the following procedures should be followed:

## **6.1 INTERNAL ADVERTISEMENT**

6.1.1 Human resources section, in cooperation with the relevant department manager should initiate either an internal advertisement or simultaneously an internal and external advertisement.

6.1.2 All advertisement for post on level 4-14 shall be done internally first, thereafter, externally.

6.1.3 In the case of introductory post levels (**i.e. 15 & 18 only**), Head of Department will submit a motivation to Municipal Manager for approval of filling the vacancies and submit to human resources to process. Only these post levels may be excluded from an obligation to advertise in a formal media; however fair and legally defensible selection criteria should be employed.

6.1.4 Vacant positions will be placed on the notice boards.

6.1.5 The duration for internal advertisement shall be ten (10) working days and for external fifteen (15) working days.

6.1.6 In all instances preference should be given to appropriately/suitably qualify internal applicants.



## **6.2 EXTERNAL ADVERTISEMENTS**

6.2.1 All advertisements for posts on level 1-3 and for section 57 positions will run concurrently (i.e. internally and externally).

6.2.2 External advertisements shall be placed on both local and national newspapers and notice boards.

6.2.3 All advertisements of the Municipality shall contain a clause stating, “Ngaka Modiri Molema District Municipality is an Equal Opportunity Employer”.

## **7. TARGETED RECRUITMENT OR HEADHUNTING**

7.1 Where suitable applicants could not be obtained the normal recruitment process, targeted recruitment or headhunting will apply.

7.2 Targeted recruitment is undertaken with the purpose of identifying suitably qualified candidates or applicants from designated groups for appointment in accordance with approved Employment Equity Plan.

7.3 In the case of targeted recruitment, due processes of recruitment may not be followed, however there should be a satisfactory prove/evidence that an attempt to secure suitable candidate through due processes were unsuccessful.

## **8. AUTHORITY TO APPOINT**

### **8.1 MUNICIPAL MANAGER**

8.1.1 The Municipal Manager shall be appointed by Municipal Council.

8.1.2 The panel will consist of members of the Mayoral Committee and Human Resources Manager.

8.1.3 The panel will also be responsible for short-listing of candidates and for conducting of interviews.

### **8.2 MANAGERS ACCOUNTABLE TO MUNICIPAL MANAGER**

8.2.1 Managers accountable to Municipal Manager shall be appointed by Municipal Manager in consultation with Executive Mayor.

8.2.2 The panel will consist of MMC for Corporate Services, Municipal Manager and Human Resources Manager.

8.2.3 The panel will be responsible for short-listing of candidates as well as conducting interviews.

### **8.3 POSITIONS ON POST LEVEL 02 TO 03**

8.3.1 Employees on post level 02 and 03 shall be appointed by the Municipal Manager in consultation with the Head of Department.

8.3.2 The panel will consist of MMC for Corporate Services, Municipal Manager, relevant Head of Department and Human Resources Manager.

8.3.3 The panel will also be responsible for short-listing as well as conducting interviews.

### **8.4 POSITION ON POST LEVEL 04-18**

8.4.1 To be appointed by the relevant Head of Department in consultation with the Municipal Manager.

8.4.2 The panel will consist of MMC for Corporate Services, Municipal Manager, relevant Head of Department and Human Resources Manager.

8.4.3 The panel will be responsible for short-listing of candidates as well as for conducting interviews.

8.4.4 The Municipal Manager **may** appoint a person/s to become member of the panel because of that person's expertise in a particular field.

8.4.5 Where there are two equally good candidates, the Municipal Manager shall make the final selection in consultation with the Head of Department.

## **9. SHORTLISTING PROCEDURE**

9.1 The following process is to be used for short-listing of applicants.

9.2 Human resources section representation in conjunction with the relevant departmental manager and the union representative (with observer status) completes the short-listing process.

9.3 Applicant should possess the minimum academic qualification and experience as set out on the advertisement. To make the recruitment market comprehensive and inclusive as possible, the definition for a three years degree or relevant qualification should be interpreted as wider as possible, but taking into consideration the number of years of academic studies.

9.4 Before each short-listing process start, selection criteria should be determined with consensus of present stakeholders.

9.5 Deviations from the inherent requirements of the post/job may not be accepted in any way.

## **10. INTERVIEW PROCESS**

- 10.1 The Human Resources section must in all instances invite the short-listed applicants, the union representative (as an observer during the interview process) the employment equity manager and all other interview panel members.
- 10.2 Invitation of stakeholders to the interview process must be always be done in writing.
- 10.3 The purpose of the union is to monitor and evaluate the process of recruitment on a continuous basis.
- 10.4 Unions are excluded from decision-making process but have the right to request reasons why a specific applicant was more suitable and preferred than another applicant.
- 10.5 The Municipality will use the same panels that conducted short-listing for interview process.
- 10.6 Standard written questions are to be prepared by the department where the vacancy exists, in conjunction with the human resource section.
- 10.7 Questions asked during the interview should be non-discriminatory

and should contain the essential elements of the job (i.e. be based on job description and on competency specifications as required by the advertisement)

10.8 Questions relating to age, race, national origin, religion, marital status, sexual orientation, number of dependants, childcare arrangements may not be asked.

10.9 All interviews will be structured interviews with the same set of questions that will be asked all candidates for a specific position.

10.10 All candidates will be allocated the same amount of time.

10.11 The Human Resources will keep minutes of the interview proceedings including the attendance register of panel members.

## **11. REFERENCES CHECKING**

11.1 Human Resources will conduct reference checking with the purpose of verifying information provided by the applicant during selection process.

11.2 Reference checking shall be conducted on all short-listed candidates **after** the interviews only.

11.3 The same type of reference checks must be conducted on all short-listed candidates.

11.4 Integrity reference checks shall also be conducted to verify qualifications of job applicants and to investigate whether candidates have criminal records if related to the requirements of the job.

## **12. OFFER OF EMPLOYMENT AND REGRET LETTERS**

12.1 The Human Resources will prepare an offer of employment for successful candidate, which must be signed by the Municipal Manager.

12.2 The offer of employment shall indicate the time frames within which the applicant may respond to the offer.

12.3 Letters of regret will be issued to all applicants who came for the interviews but have been unsuccessful.

12.4 For the benefit of those applicants not short-listed, the advertisement shall include the phrase “all applicants not invited for interview within a specific period after closing date for application, should accept that they were not successful”.

### **13. CASUAL/CONTRACT APPOINTMENTS**

13.1 The use of casual/contract personnel should be discouraged if and where possible however it should be acknowledged that there are times and situations where temporary personnel may be required or used for specific purpose and specific periods.

13.2 Casual/contract appointment shall be considered only if there is a project to be done or when an employee is on leave for duration of a month or more if there's an additional workload that cannot be accomplished within a reasonable period by normal staff structures.

13.3 The request for such project or appointment must be motivated by the Department Head and approved by the Municipal Manager prior to any appointments being made.

13.4 All casuals/contract appointments shall not be longer than six months period.

13.5 The Human Resources Section shall handle all cases of Casual/contract appointments.

### **14. RECORD KEEPING**

14.1 The Municipality shall keep records of all documents relating to each step of recruitment



14.2 The records kept shall include the following:

14.2.1 Copies of advertisement

14.2.2 Summary of applications.

14.2.3 Curriculum vitae

14.2.4 Records of short listing

14.2.5 Interview questions

14.2.6 Attendance register

14.2.7 Job offers

14.2.8 Acceptance and decline of offers.

## **15. PROBATION**

15.1 All employees are appointed on probationary period of six months extendable for another six months subject to poor performance, except in case of internal appointments.

15.2 The probationary period may be ***extended in line with the provisions of schedule 8. clause 8 of the LRA.***

15.3 A standard uniform system must be implemented to evaluate the new employee's performance during the probation period.

15.4 The relevant divisional in co-operation with the direct

supervisor must submit reports on the progress of the newly appointed employee to the departmental manager on a regular basis during the probation period.

15.5 The report on the progress of the newly appointed employee must be submitted to the Human resources section on a six month basis, with the signature of such employee.

15.6 The departmental manager may implement the necessary mentoring and training, if deemed necessary. This should be done in line with the Skills Development Act and Employment Equity Act.

## **16 CITIZENSHIP**

16.1 Before applicants who are non-South African citizens can be appointed by the Municipality, such applicants should be in possession of either:

16.1.1 A permanent residence permit

16.1.2 Temporary work permits covering the contemplated period of employment.

16.1.3 Certified copies of the above-mentioned documentation are to be submitted to the Municipality prior to appointment for verification.

## **17. PAYMENT OF TRAVELLING COSTS**

- 17.1 Traveling costs of persons residing outside the District jurisdiction, who must travel to Mafikeng for interviews, will be reimbursed in terms of the tariffs set/used by the Municipality
- 17.2 Relocation costs will be reimbursed by council in terms of the tariffs set/ used by the municipality
- 17.3 Temporary Accommodation for all new employees residing outside the jurisdiction of the municipality shall be settled by the municipality for a period not exceeding 3 months.

## **18. SKILLS/PSYCHOMETRIC TESTING**

- 18.1 Skills testing and other similar test or assessment of an employee are prohibited unless the test/assessment is being used:
- 18.2 Has been scientifically proved/shown to be valid and reliable
- 18.3 Can be applied fairly to all employees and
- 18.4 Is neither biases nor discriminatory against any employee or group.

## **19. DECLARATION/CONFLICT OF INTEREST**

19.1 Family members and relatives of the current employees/councilors will be allowed to apply and will be considered for appointment in the same manner as any other applicant.

19.2 In order to act in a fair and transparent manner, any member of a selection panel (during the short-listing and/or interview process) must be rescues him/herself whenever such member becomes aware that a family member, relative or close friend has applied for a position and such member may not form part or be present during the short-listing or interview process.

## **20. DISPUTE PROCEDURE**

20.1 Any dispute or objection arising from the implementation of this policy should be handled in terms of the provisions of the Labour Relations Act and its amendments as done from time to time and the collective agreements as provided for by the SAGBLC.

## **21. AMENDMENTS**

21.1 This policy is subject to a review on an annual basis.

# NGAKA MODIRI MOLEMA DISTRICT MUNICIPALITY



## PERSONNEL RECRUITMENT AND SELECTION POLICY

DATE APPROVED BY COUNCIL : 29/03/2007

COUNCIL RESOLUTION NUMBER : 08/2000



