



RECRUITMENT AND SELECTION POLICY

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CITY OF MBOMBELA

RECRUITMENT AND SELECTION POLICY

1. POLICY STATEMENT

It is believed that Human Resource is our most important asset and guarantee for an effective organisation. To this end we strive in our provisioning efforts to attract the most suitable candidates for appointment in accordance with the functional needs of Council. We are committed to create and maintain a diverse workforce in pursuance of Employment Equity and establishing a sound human resources management function.

2. POLICY OBJECTIVES

The objective of the Recruitment and Selection Policy for City of Mbombela is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way as to the effect that:

- No unfair discrimination practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment of the area it serves.
- Introduction of fair and objective principles and procedures for that staffing of the employer.
- Provision of guidelines for the appointment of candidates to the employer.
- Establishing principles and procedures insuring that the Employer complies with 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 interviews, the conducting of interviews and the appointment of candidates to the permanent staff of the Employer.

3. INTENT

To ensure personnel provisioning that accommodates a comprehensive process which is a result of an agreement reached between all stakeholders concerned the Policy should be inclusive of the following processes:

- Recruitment procedure
- Selection procedure
- Advertising procedure
- Interviewing procedure
- Qualification and experience requirements

4. FOUNDATIONAL PRINCIPLES

- The staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Employer and ensuring the full utilization and continued development of these employees.
- Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Employer.
- The responsibility of the Employer is to determine the strategic and operational needs of the Employer and the relevant reporting and managerial structures of the organization.
- All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.
- With reference to the Constitution of South Africa, Act 108 of 1996 as amended and the provisions of Chapter II of the Employment Equity Act, 55 of 1998, under no circumstances should any person be refused employment on any arbitrary 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.
- City of Mbombela is an employment equity employer and as such, preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act of 1998 as consisting of black people, women and people with disabilities.
- Councillors shall only participate in the recruitment and selection process of Senior Managers as defined by the Local Government: Municipal Systems Act of 2000, as amended.

5. EMPLOYMENT EQUITY AND AFFIRMATIVE ACTION

Elimination of unfair discrimination:

- City of Mbombela shall take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.
- It is affirmed that it will not constitute unfair discrimination to take affirmative action measures consistent with the purposes of the Employment Equity Act of 1998 as set out in this policy or to distinguish, exclude or prefer any person on the basis of an essential requirement of any job.
- 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.

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 Employer.

Affirmative action:

- As a designated employer City of Mbombela 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 in the Employment Equity Act as a generic term meaning Africans, Coloureds and Indians.
- Affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of the Employer.
- Affirmative action measures include, but are not limited to the following:
 - (a) measures to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;
 - (b) measures designed to further diversity in the workplace based on equal dignity and respect of all people;
 - (c) 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;
 - (d) measures to ensure the equitable representation of suitably qualified people from designated groups in all occupational levels in the workforce of the Employer;
 - (e) measures to retain and develop people from designated groups and to implement appropriate training measures, including measures in terms of the Skills Development Act of 1999.
- No provision in this policy should be construed 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.

Other steps:

- As employer, City of Mbombela must take reasonable steps to consult and reach agreement on matters listed in section 17 of the Employment Equity Act with its employees or representatives nominated by the employees, subject to the provision of section 16 of the Employment Equity Act.
- City of Mbombela must collect information and conduct an analysis in the prescribed form of its employment policies, practices, procedures and the working environment

in order to identify employment barriers which adversely affect people from designated groups in terms of the provisions of section 19 of the Employment Equity Act of 1998.

- City of Mbombela must prepare and implement an employment equity plan, which will achieve reasonable progress towards employment equity in the Employer's workforce and such plan shall contain, at the very least, the information listed in section 20(2) of the Employment Equity Act of 1998.
- City of Mbombela shall comply with the provisions of section 21 (reporting to the Department of Labour), section 23 (preparation of successive employment equity plans) and all other provisions of the Employment Equity Act of 1998.

Accountability:

The responsibility for taking affirmative action measures and ensuring compliance with the provisions of the Employment Equity Act of 1998 is upon the Municipal Manager.

6. RECRUITMENT AND SELECTION

6.1 Recruitment

Pre-recruitment requirements:

To enable Council timeously to recruit the highest calibre of person in the shortest period of time in the most cost-effective manner, the following processes should be adhered to:

Council/Municipal Manager

To enable Council or the Municipal Manager to approve any appointments either directly or by means of delegated powers, the following documentation should be in place:

- An approved organogram
- An approved staff budget
- Approved qualification/skills and experience requirements
- A Recruitment and Selection Policy

Department Corporate Services: Human Resources

The following documentations are needed before the Department may start the recruitment process:

- An approved organogram
- An approved job description
- A Council resolution or delegated authority to fill a vacancy
- Approved qualification/skills and experience requirements
- A fully completed personnel requisition form
- Existing vacancy
- A Recruitment and Selection Policy

Human Resources must ensure that:

- All relevant documentation has been received.
- All necessary documentation has been clearly authorised according to the delegated powers.
- Job description, job levels, qualification and experience requirements are correctly stated.
- Salary scales are correctly indicated.
- Vacancy has been noted on the computer/administrative system.
- All appointments are made in accordance with the target setting in terms of the Employment Equity Act.

General Manager/Chief Financial Officer

- An approved job description
- An approved staff budget
- Existing vacancy
- A Recruitment and Selection Policy
- A fully completed personnel requisition form

6.2 Recruitment Advertisement

- **Drafting of Advertisement:** The information as referred to above shall form the basis for the advertisement and all advertisements shall clearly state the relevant job level, qualification and experience requirements, as well as application procedures together with closing dates for the receipt of application.
- Advertisements for positions on levels T 3 to T 11 shall first be placed internally in order to promote upward mobility of employees.
- External advertisements for positions on levels T 3 to T 11 shall only be placed in appropriate media if no appointment could be made after the internal recruitment drive.
- All advertisements shall be circulated internally by placement on designated notice boards.
- External advertisements shall be placed in appropriate media, ensuring maximum access to applicants.
- The organizational targets, inter alia, shall determine whether recruitment activities are internal or external or both.
- The services of external employment/personnel agencies may be utilized for recruitment purposes. The selection of such agencies will comply with the Supply Chain Management Policy.
- All levels of managerial and administrative staff in the offices of Political office bearers and in offices of Section 54(A) and 56 senior managers shall be advertised externally and the employment contracts of newly appointed managerial and administrative support staff in the offices of Political office bearers and offices of section 54(A)/56 Senior Managers shall be linked to the

term of office of the relevant Political office bearer or relevant section 54(A)/56 Senior Manager.

6.3 Selection

General Principles governing selection

- Selection criteria shall be objective and related to the essential requirement of the job and realistic future needs of the Municipality.
- The central guiding principle for selection shall be competence in relation to the essential requirements of the job provided that selection shall favour, as determined by the target, suitably qualified applicant as defined in Section 20(3) of the Employment Equity Act.
- Unless formal or statutory qualifications are clearly justified as essential for the job, relevant experience/performance, training (internal/external) as reflected and measured through competencies and potential for the prospective vacancy, shall be an important criterion.
- Canvassing by job applicants or any other person on behalf of job applicants for the posts within the Council's service, is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.
- Deviation from academic requirement may not be accepted where legal requirement should be met and after placement of recruitment advertisement.
- All applications should be in the possession of Human Resources before or on the closing date, and the record of such application forms shall be maintained by Human Resources.
- Application forms should be fully completed.
- The application form should be signed by the applicant personally.
- Any misrepresentation or untruths will lead to the disqualification of that application.

7. ASSESSMENT METHODOLOGY

The Municipality will only make use of assessment techniques which:

- (a) Have been shown to be valid and reliable,
 - (b) Can be applied fairly to all employees,
 - (c) Are not biased against any employee or group.
- All parties will uphold the strictest confidentiality in respect of any information supplied.

- The assessment process is an integrated process and the final decision shall be based on the result of the whole process.
- The Human Resources function is responsible for insuring the integrity of the assessment process and the use and the application of assessment techniques.
- Medical testing will only be utilised if required or permitted by the legislation or if it is justified in the light of medical facts with regard to the essential requirements of the job.

Competence based interviews

- All interviews will be structured interviews with the same questions posed to all the applicants interviewed for a specific vacancy. When determining the successful candidate, the interviewing panel should endeavour to reach consensus on the successful applicant. If no consensus is reached, the ruling of the Municipal Manager would be final.
- Any member of the interview panel is required to withdraw from an interview panel should they have a personal interests or bias in regard to any of the applicants.

Other assessments -

Competency or psychometric testing

All posts at Top and Senior Management will be subjected to a competency or psychometric test in order to ascertain the competency level of the preferred candidate to the post. The results of the exercise will be consolidated with the results of the interview session in order to recommend a suitable candidate for appointment in the post.

Job related tests

Job related and other similar assessments of an employee are permissible if the test or assessment being used:

- (a) Can be applied fairly to all employees.
- (b) Is not biased against any employee or group.
- (c) Agreement should be reached between all stakeholders if and what testing to be conducted PRIOR to applicants being interviewed, e.g. testing for driver's positions.

Nepotism

A definition of nepotism is "*undue favouritism*". One can also define nepotism as the preferred option in candidate selection during the recruitment process, because the candidate is a relative or personal friend of the person making such an appointment.

Principles to be adhered to

- Family, friends and relatives may still apply for positions, but that the representatives on the selection panel should declare their interest and excuse themselves when family, friends and relatives are considered for appointment.
- A further guidance is that Council should try to avoid placing family relatives in the same Department.
- That the status quo remains regarding family and members who are presently employed by Council.
- That the spirit of the Code of Good Conduct be adhere to.
- Family members be indicated on the application form and failure to do so could lead to disciplinary measures being taken.

Reference checking

- Only referees as provided by the applicant will be contacted. Under the following circumstances the lack of a reference shall be used to disqualify an applicant:
 - Applicant has had no previous experience; and
 - The current employer is the only source of reference.
- No reference checking will be conducted on an applicant before an interview is conducted, but pre-screening to validate information on the Curriculum Vitae may be conducted in relation to the essential requirements of the job.
- The reference shall be based on the essential requirements of the job and be conducted in a structured format by Human Resources and Line Management in consultation with Human Resources.
- All rating of candidates against the identified competencies, to be done on the basis of a standardised methodology and the selection panel to be trained in such methodology.

Vetting

- Shortlisted candidates will be subjected to a personnel vetting process as and when required by City of Mbombela.
- Notice of personnel vetting will be included in the recruitment advertisement when required.
- All qualifications of the successful candidate will be verified before the final offer of employment is made.

Probation

- Council recognises that new employees will need a period of time to become familiar with the organisation and to progress toward competing in their position.

- The purpose of the probation period is to provide orientation, guidance, on the job training and coaching to the new employee, allowing them the opportunity to learn and fulfil the requirements of their new position. This period is also the final and critical phase of the selection process that will provide to evaluate the hiring decision. To do this effectively, the supervisor/manager will be required to regularly monitor, measure and review the new employee's level of performance during the probation period.
- During this time the new employee will be evaluating and adjusting to his/her new position and work environment to determine if expectations are being met and assessing his/her overall fit to the organisation and its mission, fundamental principles and values.
- Council may appoint a permanent employee on probation for a fixed period not exceeding six months, subject to the following conditions:
 - If Council is of the opinion that such employee has successfully completed his/her probationary period, Council shall confirm such employee's appointment in writing.
 - If Council, on or before the date of completion of the probationary period of such employee, is of the opinion that he/she is not fit for the post occupied by him, Council May –
 - in writing and stating the reasons therefore, extend the probationary period of such employee once only for a fixed period not exceeding six months; or
 - give such employee at least one working month's written notice that his/her services will be terminated on a specific date: Provided that a fair procedure has been followed.

Feedback to candidates

- Human Resources will on request, provide feedback to unsuccessful candidates for career development purposes.
- All shortlisted applicants for advertised posts will be informed in writing of the outcome of the selection process in regard to their application.
- The Human Resources Practitioner informs the successful candidates and makes a verbal employment offer (remuneration, benefits, commencement date).
- All persons appointed to the organisation accept the appointment by way of signing the employment contract prior to commencement of duties.
- Enquiries from unsuccessful candidates are dealt with by the Human Resources Practitioner in conjunction with Line Management.
- In the case of selection processes for level T 18 to T 15 candidates, the Municipal Manager or his/her nominee will inform the successful and unsuccessful candidates of the outcome of the process. Once the employment contract has been signed,

Human Resources will take over the management of the relevant Human Resources processes for appointment.

8. INDUCTION

- All newly appointed employees will participate in the Organisation's Induction Process.
- Existing employees may go through a process of re-induction.

9. TEMPORARY EMPLOYEES

- One should distinguish between temporary staff and casual employment. **CASUAL EMPLOYMENT** refers to an ad hoc request for additional staff which is not indicated on the organogram or positions which are unoccupied for a specific period. The status quo is to remain for these appointments. This refers to the General Manager employing the most suitable applicants which is readily available in the shortest period of time. No target settings need to be accommodated for these appointments. Examples of appointments of this nature are Students and replacements for employees who are readily not available at work for a longer period.
- **TEMPORARY EMPLOYMENT** refers to the situation where an individual is appointed in a position reflected on the Organogram of the Council with the intention to fill the vacancy at some stage in the future. The purpose behind the under-mentioned procedure is to eliminate any unfair advantage that a temporary employee may have when the position is filled on a permanent basis.
- The use of temporary personnel should be discouraged if and where possible. Temporary personnel should only be used to alleviate seasonal or temporary additional workload that cannot be accomplished with normal staff structures.
- Normal staff structures should be designed to accommodate for most events in the daily activities of each department. It is however acknowledged that there are times and situations where temporary personnel may be used.
- The following procedure for the filling of temporary positions is set:

Step 1: A personnel requisition form is to be completed by the relevant department and sent to the Senior Manager: Human Resources for finalisation. As the appointment of temporary staff often advantages the incumbent when the position is filled on a permanent basis, the applicable occupational categories as per target setting in terms of the approved Employment Equity Plan should be adhered to.

Step 2: An internal advertisement is to be placed inviting applicants through Council employees to apply for temporary appointments. If the appointment is of an urgent nature, the Municipal Manager may authorise the use of an employment agency, who should be requested to utilise employees from the local geographic area.

Step 3: Interviews for the appointment of temporary personnel may be conducted by the Directorate or a nominee in the presence of Human Resources representative.

Step 4: Human Resources must enter into a contractual agreement with each temporary appointed person.

Note: As a guideline, temporary appointments should not exceed 3 months. However departments must motivate the extension of the contract in writing to the General Manager: Corporate Services in the event that workload is still outstanding.

10. PAYMENT OF TRAVELLING AND ACCOMMODATION COSTS

Payment for travelling and accommodation costs will be dealt with in terms of the existing Subsistence and Travelling Policy of Council which may be amended from time to time.

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