



Senqu Local Municipality Recruitment and Selection Directive

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1. Introduction

The Recruitment and Selection Directive is to assist and direct the Municipality to manage the sourcing of human resources, and to comply with legislative requirements.

2. Scope

This directive shall apply to new appointments and those who have been placed in new positions by the council. The directive is not applicable to managers appointed in terms of Section 56 and 57 of the Municipal Systems Act, 32 of 2000. The Municipal Manager is the Accounting Officer for the execution of this policy directive.

3. Purpose

The purpose of this directive is to standardise the recruitment and selection process for the municipality.

4. Normative References

Reference is made to the documents listed below.

- Employment equity Act 1998
- Labour relations Act 1995
- Senqu's Employment Equity Plan

5. Recruitment Directive/Process

5.1 The recruitment and selection process shall:

5.1.1 Be facilitated by a trained HR Officer.

5.1.2 Commence only with a valid job profile/description in place.

5.1.3 Commence only after the Staff Requisition form has been motivated by the Director (sec 57 Manager). See Annexure 1 below

5.1.4 Be verified by the Corporate Services Manager that the vacancy

- Exists on the staff establishment (organogram)
- Is budgeted for/funded
- Not filled on or before 30 November of each financial year, then that vacancy is no longer funded.
- Has a vote number and correct post level.
- A job description must exist for the position.

5.1.5 Be preceded by a discussion between the Corporate Services Manager and the Director concerned to determine:

- If the position can be merged with another position
- If the position requires a scarce skill, a learner/intern, fixed-term contract, permanent incumbent.

5.1.6 Consult Senqu Employment Equity Plan to determine the equity requirements in order to:

- Offer equal opportunity to all applicants and employees.
- Address imbalances in the composition of the current and future manpower with regard to race, gender and people with disabilities by means of Affirmative Action programme.
- Refrain from unfair discrimination on the basis of race, colour, ethnic or social origin, gender, sexual orientation, age, religion or political affiliation.
- Plan, develop and encourage non-discriminatory and non-sexist organisational culture, structure, practices and other relevant initiatives.

5.2 Recruitment Advert

5.2.1 The recruitment advert, drawn up by an HR Officer, shall contain the inherent job requirements.

5.2.2 The inherent requirements shall include all the necessary competencies of the position.

5.2.3 Competencies include Qualifications, knowledge, Skills and Attributes.

5.2.4 An internal advert shall only be for permanent internal staff and contract workers. Currently employed interns and casual employees are regarded as being internal candidates for the purposes of this policy only.

5.2.5 Casuals and interns are eligible for consideration as internal candidates only when their contract falls within the advertisement period.

5.2.6 Learnerships / Apprenticeships are not considered part of the internal recruitment for the Municipality.

5.3 Advertising

5.3.1 All vacancies shall be advertised internally for 7 working days.

- Internal advertisement means internal vacancy website, internal email distribution system and notice-boards.

5.3.2 Internal candidates shall take precedent over external candidates to develop internal potential and attempt to meet the Senqu Municipality's obligation in terms of the Equity Plan. Only where there are no suitably qualified candidates internally shall external candidates be considered.

5.3.3 Applications shall be submitted in the form of Municipal application forms.

5.3.4 Positions from task level 11 -20 shall be advertised internally and externally simultaneously, however positions from task levels 1-10 shall be advertised internally first.

5.3.5 Advertising shall be placed in the national and local press. Critical and scarce skills must be advertised nationally where there has been insufficient response locally.

- Local press means "Newspaper with a regional footprint"
- National press means "Newspaper with a national footprint"

5.3.6 All advertised vacancies shall have a closing date. No applications will be considered after the closing date.

5.3.7 All advertised positions shall include Senqu Municipality's stance on Affirmative Action and Recognition of Prior Learning qualification.

5.3.8 Recruitment agencies, when required, shall comply with Senqu Municipality's advertising standards and logo. The HR Officer shall ensure that the municipal requirements are clearly communicated to the agency and monitor compliance with such requirements.

6. Selection

6.1 The selection criteria shall be confirmed before the selection process begins. Such criteria shall include the inherent job requirements (competencies), against which the candidates will be screened and measured.

6.2 Short-listing shall be conducted by a panel consisting of the following members:

Task levels 11-20

- Members; Corporate Services Manager, the Directors, and the HR Officer.
- Observers: Union representatives.

Task levels 1 -10

- Chairperson: Corporate Services Manager or nominee
- Members: One senior official from the recruiting department
- Observers: Union Representatives.

6.3 All shortlisted candidates shall be interviewed by the same members of the panel during interviews.

6.4 When short-listing, the committee shall consider the following issues:

- Inherent requirements of the position.
- The current Municipal Employment Equity Plan and Policy

6.5 The short-listing criteria shall be stated and captured on the recruitment file prior to the commencement of the short-listing process. Any contrary view on the criteria must be registered and captured in the recruitment file by the HR officer.

6.6 Where none of the candidates meet the short-listing criteria, the committee must then reach an agreement to either re-advertise the vacant position or consider the most suitably qualified persons to do the job from the applicants. {see EEA: sec 20 (i)}. Such an agreement shall be captured in the recruitment file.

6.7 Individuals with vested interests in the interview process, ie where relatives and family members are shortlisted, such members shall be required to withdraw themselves from the interview process to ensure fairness.

6.8 The interview environment and conditions shall be consistent from one interview to the next to ensure fairness in the process.

6.9 The interview shall be conducted in English only, except in task 1-3, whereby any of the four languages spoken in the area may be used.

6.10 Feedback on the reason for not being successful shall be captured and provided upon written request.

6.11 A written criteria upon which the selection and assessment of the individual was based shall be used to substantiate the decision for selection.

6.12 Each individual interviewing member shall capture own comments for selection purposes. HR shall be responsible for the final interview report.

6.13 The HR person is responsible for giving feedback to candidates, where required in writing.

6.14 A position will be re-advertised if only one applicant is received for a vacant position.

7. Reference Checking

7.1 Reference checks shall be completed for all external and internal recruitment process. Such reference checking shall be done in the spirit of the Labour Relations Act, 1995.

7.2 Standard format for referencing shall be used for all candidates being interviewed.

7.3 Reference checking shall include, but not limited to the following items:

- Education qualifications
- Credit record and integrity assessments (for “risk” positions)
- Authenticity of the driver's licence
- Criminal records,
- Work permit
- Authenticity of the identity document,
- Work related behavioural competencies, habit and disciplinary records.
- The reasons for leaving the previous or current employer.

7.4 Written consent shall be requested before reference check is done with the current employer of the candidate.

8. Psychometric Testing for Selection

8.1 Relevant psychometric testing is strongly recommended for all external appointments. This is to ensure that the most suitably qualified person is selected/appointed objectively in terms of all objective selection criteria.

8.2 Only shortlisted candidates shall be psychometrically tested. The results of the psychometric tests shall be disclosed to the interview panel only after the interviews had taken place.

8.3 Where internal candidates have been psychometrically tested, feedback on request by internal candidates shall be given only by a trained HR Officer and only after the selection process had been completed.

8.4 Psychological, medical and other assessments will be used only if it does not unfairly discriminate and is fair, valid and reliable. Assessments must be relevant to the inherent requirements of the job and may only be done following an initial interview.

9. Medical Examination

9.1 Pre-employment medical examination will only be conducted if it is an inherent requirement of the job.

9.2 Pre-employment for external candidates, where appropriate, shall be done in accordance with the Occupational Health and Safety and Employment equity Act, prior to the offer being made the Director shall compile the occupational risks exposure profile of the position before the medical examination is conducted.

9.3 HIV & AIDS testing without consent is unlawful, unless authorization is received from the Labour Court. Where HIV & AIDS testing is legally executed, pre and post test counselling shall be made available.

10. Administration for Recruitment and Selection

- 10.1 Proof of highest applicable qualifications shall be obtained before an offer is made to an external candidate, and such qualifications shall be verified for authenticity by the HR officer before the offer is made.
- 10.2 Certified copy of identity document and drivers license (where applicable) shall be submitted. All documents must be submitted to Human Resources Management.
- 10.3 Employment at Senqu Municipality is open to all South African citizens. Any deviation from this policy shall be approved only by the Municipal Manager, subject to such candidate having a valid work permit.
- 10.4 Candidates can be employed on probationary period in line with the provisions of EEA and LRA. (see below annexure)
- 10.5 Recruitment and personal documents shall be stored for a minimum period of 3 years, and the confidentiality of interview and medical records shall be ensured by access control. All recruitment documents shall be stored in the same file for each position.
- 10.6 Turn around time shall be calculated from the date of submission of "Staff Requisition" form to HR until the date of acceptance of offer. The standard being **60 days** for both internal and external recruitment.
- 10.7 Regret letters shall be issued to all unsuccessful candidates that were invited for an interview within 2 working days.
- 10.8 The successful candidate shall be notified by the HR person only after approval of appointment by the Municipal Manager.

11. AGE OF APPOINTMENT

- 11.1 Employment of a permanent nature shall be over the age of 18 years and not older than 65 years of age. A valid birth certificate or identity document before an offer is made may be requested by the Municipality.

12. APPOINTMENTS

- 12.1 The appointment, promotions, transfers of any employee shall be undertaken by the Municipal manager.
- 12.2 All applicants who canvass support with the Councillors or Municipal official with a view to appointment, promotion or transfer at the Municipality shall be disqualified for such appointment, promotion or transfer.
- 12.3 A transfer shall take place only at the behest of the municipality. To give effect to a transfer, an employee must agree thereto.

13. Temporary Appointments

- 13.1 All temporary appointments shall be motivated by the Director and approved by the Municipal Manager.

13.2 Temporary appointments shall be active only on a month-to-month basis where applicable, and not exceeding six (6) months.

13.3 Vacancies being advertised may be filled temporarily by any suitable candidate, while normal recruitment takes place.

13.4 Employment on a fixed-term contractual basis shall be authorised only by the Municipal manager with recommendations from the Corporate Services Manager, for durations not exceeding 5 years. Motivation on a "Staff Requisition Form" for such fixed-term contracts shall be completed by the Director and submitted to Corporate Services manager.

14. Compliance and non-compliance

Any unauthorised deviation or non-compliance to this policy may result in disciplinary action taken against the concerned employee (s) of the Municipality.

15. Definitions

"Directive" means a policy document which provides essential non-negotiable requirements.

"Accounting Officer" means the Municipal Manager of the Municipality

"Observer Status" means one representative attending the shortlisting process and the interview/s without participating in the decision-making process of making an appointment.

ANNEXURE A

PROBATIONARY PERIOD

In terms of the current Labour Relations Act, 1995: Schedule 8 Amendments, it is an acceptable employment practice to require a newly appointed person to serve a period of probation in certain circumstances. Schedule 8 amendment reads as follows: *"An employer may require a newly-hired employee to a period of probation before the appointment of the employee is confirmed"*

There is no fixed period; the duration shall be determined by the nature of the job and the time it takes to determine the person's suitability. Such probationary arrangements shall be determined in advance and be of reasonable duration. Provision is hereby made to extend such probationary conditions.

For a probationary arrangement to be legally compliant and fair, the following provisions shall be in place;

- Work Performance Standards (to KPA's, KPI's)
- An evaluation instruments/tools (Job profile/description, performance compact, agreements)
- Reasonable training to meet such standards where there is deviation from agreed standards.

It is hereby recommended that the initial period for probation be six (6) months, and a motivation for an extension shall be completed by the Director and submitted to Corporate Services manager who, in conjunction with the Municipal Manager, shall

approve or disapprove such an extension. Should the Director not be satisfied with the employee's performance, the provisions of Schedule 8 of the LRA shall apply.

ANNEXURE B

INDUCTION PROGRAM

(a) Induction Process - Important First Step

Probably the first step in the engagement process that needs to be resolved is the induction.

- How to get Human Capital off to the right start
- Induction on promotion also is critical.
- Goal is for employee to be “engaged and committed” to success
- The exercise is a process, not an event.
- Three essential elements:
 - Provisioning
 - Orientation
 - Socialization

(b) Induction Process: Provisioning

1. Pre- appointment communication

HR to set out the provisions required for a new employee before the starting date:

- I. Working space
- II. Production material and equipment to enable the employee to perform duties as required.
- III. Communication equipment, etc.
- IV. Setting out appointments with key staff for orientation purposes.
- V. Confirming all the above with the appointing manager.

2. Personal file

A personalised welcome file to set off the engagement process needs to be compiled well in advanced by HR, with the following information:

- I. A signed Welcoming Letter and Appointment letter,
- II. A contract of employment signed by the appointing manager: month-to-month, Fixed term duration, or permanent contract.
- III. Municipality brochure,
- IV. Vision and Mission Statement,
- V. People Management Policies,
- VI. Health and Safety Policy,
- VII. Performance Agreement,

VIII. Orientation itinerary schedule with confirmed dates and times

IX. Code of Conduct

(c) Induction Process: Orientation

This engagement stage involves getting the individual familiar with the surrounding, people and the new environment.

- I. Meeting the individual on the first day – appointing manager. The purpose being to clarify the role the individual will play at the municipality, and agreeing to the standards of performance via the performance agreement. Also to set out the performance review appointments and schedule.
- II. Meeting with key staff as planned in the orientation schedule, eg The Corporate Services Manager, the purpose being to discuss/train the new individual on aspects such as Human Resources Policies, Staff organisational structure, Council structure and roles, Governance Structure/spheres, the Integrated Development Programme, and the Conditions of Service, viz:
 - Leave
 - Develop and Training
 - Applicable Performance Management System
 - Conditions of Service items such as Travel & Subsistence, Telephone usage, etc
 - Reward and Recognition
 - Employee Assistance Program, etc.
- III. Orientating the individual with the physical building/environment: Toilets, Kitchen, Locker rooms, Parking, Emergency exits, the production process and machinery etc.
- IV. Orientating the individual with key staff, especially those who have direct impact on the new individual's work output,
 - To explain their roles in the organisation as well as initiate group relationships.
- V. Meeting with the superiors: Municipal manager and other senior managers. The purpose being:
 - To explain the broad vision and mission of the Municipality, its reasons for existence, and the role the individual's contribution will play in ensuring that the vision is achieved.
 - To indoctrinate and create the big picture and the service mandate of the municipality.
- VI. Meeting with the labour movement representatives and explaining the relationship with labour.
 - The purpose being to create an understanding of the role of trade unions in the organisation.
 - To get a perspective of the relationship with management from the union officials.

- To get the feel of the culture and management of unions-related matters within the municipality.
- VII. Meeting the new employee's mentor/coach, where required (eg; Interns / learners). The purpose being;
- To set the rules and obligations of the mentorship/coaching programme between the mentor/coach and the mentee,
 - To set the coaching programme/schedule of meetings to review performance issues.

(d) Induction Process: Socialisation

This engagement stage entails getting the new individual to feel at home, feel welcome in the new environment by those around him/her, with the following socialisation issues:

- I. When are tea times and lunch breaks?
- II. Where is the canteen, if any?
- III. What role does each person play in the immediate space around the individual?
- IV. What are the best traffic routes to get to work in the morning or leaving from work in the evening?
- V. What is taboo in the work place?
- VI. The do's and don't around the work place.
- VII. Smoking policy and the smoking chamber/room, if any.
- VIII. Telephone details/lists and contact numbers.
- IX. How to order supplies, filling of requisition forms and approval process, etc.
- X. Pin codes for access purposes.

EXAMPLE OF AN ADVERT



Designation:

Competencies Required (Education, Knowledge, Skills and Attributes)

Duties:

Affirmative Action stance:

Candidates who meet the above criteria are invited to apply as follow:

(SENQU MUNICIPAL ADDRESS)

Note: To email a CV, please send to the following address: xxx@senqu...

Closing date: 12 June 2010