

EMAKHAZENI LOCAL MUNICIPALITY



RECRUITMENT AND SELECTION POLICY

Recruitment and Selection Policy

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1 Introduction

Recruitment is not only one of the most important ways in which the Municipality meets its human resource capacity requirement; it is also one of the prime instruments for achieving employment equity. In planning for recruitment, a human resource plan must be established and time, cost, staff requirements and employment standards must be determined and validated.

2 Purpose

The main purpose and objective is to:

- Establish guidelines and procedures for ensuring that the selection of candidates is undertaken in a justifiable, equitable and fair manner.
- The policy also intends to enable the Emakhazeni Municipality to fill vacancies and appoint staff to ensure effective service delivery

3 Scope of Application

This policy is applicable to all potential employees of Emakhazeni Municipality regardless of the nature of their work contracts.

4 Definitions

The following definitions are relevant to this policy:

For the purposes of this policy the following definition(s) apply:

“Publicity”:	Those activities, which are aimed at creating a professional impression of the Emakhazeni Municipality as employer, with the view to stimulating the interest of prospective employees.
“Recruitment”:	Recruitment is processes of acquiring applicants, externally or internally, who are available and qualified to fill vacant positions in an organisation. This includes communicating with actual or potential job seekers, motivating them to apply and persuading candidates to join the organisation. The objective is to attract candidates of the right quality in sufficient numbers.
“Accessibility”:	Any publicity or recruitment action that should within reason, be aimed at, the broadest possible sector of the available human resources taking into account, the costs and practicability.
“Professionalism”:	Publicity and recruitment that should be undertaken in a manner that creates a positive and professional image of the Emakhazeni Municipality.
“Employment Equity”:	Equality-equitable representation and retention of human resources.
“Disability”:	In this context, an individual who is incapacitated either physically or mentally.

“Employment”

To offer formally a position to a successful candidate identified through a selection process and the consequent assumption of duty of that candidate.

5 Recruitment and Selection Policy Guidelines

5.1 Guiding Principles for Recruitment and Selection

5.1.1 Employment Equity

All recruitment methods must be equal opportunity positions since the Emakhazeni Municipality acknowledges the need to equalise opportunity by providing greater access to people who have been systematically discriminated against in the past. In some instances, certain positions will be clearly earmarked for Affirmative Action purposes.

5.1.2 Availability of Relevant Skills

Recruitment actions must be undertaken with a view to seeking, from the relevant target group, the ideal candidate with the necessary training, skills, competencies, potential and knowledge relevant to the requirements of the post.

5.1.3 Reliability

Reliable job descriptions must be formulated to ensure that recruitment is non-discriminatory and is in accordance with job related requirements.

5.1.4 Cost Effectiveness

Recruitment must be conducted in a cost-effective manner and in accordance with job related requirements.

5.2 Terms and Conditions for the Recruitment

5.2.1 Recruitment

5.2.1.1. There should be a demonstrable need for the filling of the vacant position(s) within the Emakhazeni Municipality prior to embarking on the recruitment and selection process.

5.2.1.2 The future human resources needs must be based on a proper Human Resource Plan.

- 5.2.2 Funds for the filling of vacant positions must have been provided for in the medium-term expenditure framework.
- 5.2.3 Funds for the proposed recruitment action(s) must also be available and the action(s) must be economical and affordable in the context of the available funds.
- 5.2.4 Recruitment of staff will be a joint effort by both line managers and the Human Resource Services.
- 5.2.5 Relatives of an employee shall not be employed to work directly under the supervision of any relative (by blood or marriage).
- 5.2.6 Any individual applying for employment may be subject to reference checks, competency or suitability testing.

5.2.2 Publicity and Recruitment

- 5.2.2.1 The Emakhazeni Municipality shall ensure that the recruitment and selection process of employees is underpinned by the following:
 - a) Ensuring that recruitment practices are fair and equitable;
 - b) Allowing all prospective employees a fair opportunity for applying;
 - c) Ensuring that recruitment practices are competency-based and free of cultural bias;
 - d) Legitimising the Emakhazeni Municipality's approach to recruitment of internal staff;
 - e) Ensuring that all applicants are treated in a client friendly and humane manner; and
 - f) Ensuring that the redeployment of supernumeraries should, where applicable, enjoy preference.

5.2.3 Methods of Publicity

A wide variety of publicity methods may be utilised depending on the specific needs and situations in the Emakhazeni Municipality. These may include:

- a) Career descriptions and information brochures;
- b) Articles in newspapers, magazines and professional publications;
- c) Career exposition.

5.3 Methods of Recruitment

In general, the sources of employees can be classified into two types, internal and external sources. Internal sources are those who are already serving/appointed while external sources are those who are going to be recruited for appointment.

A vacancy within the Emakhazeni Municipality has the advantage of succession planning and it stimulates the preparation for possible transfers or promotions, increasing the general morale and generally providing more information about job candidates through analysis of work history within the Emakhazeni Municipality.

An internal search on the skills audit of personnel can flag personnel with minimum requirements for the vacant post and, if no suitable candidate is found, then the Emakhazeni Municipality may utilise the option of job posting within the Emakhazeni Municipality. From

the perspective of the employee this method provides flexibility and greater control over career progress.

Depending on the needs of the Emakhazeni Municipality, a wide variety of methods may be utilised. Some of these methods include:

a) Study Aid

This method will enable the Emakhazeni Municipality to provide for a specific and/or scarce human resources need on a long-term basis. This provision must form part of the human resource plan in order to ensure suitable absorption of students within the establishment when they become available after completion of their study programmes. Study Aid entails:

- a) Part-time study by means of financial assistance to an official.

b) Waiting List

The Emakhazeni Municipality must ensure that a proper register is kept of suitable candidates for appointment so that when a post becomes vacant, such candidates may be considered. This method is to be used in filling entry grade positions only, for example messengers, administration/registry clerks and so on.

c) Referrals

This method entails referring and recommending employees from within the Emakhazeni Municipality, which is a very cost-effective way of recruitment.

d) Posting

This method of recruiting has a low cost impact and should be used for entry-level posts which include messengers, administration clerks etc. Placing advertisements on notice boards in the various provincial offices and other municipalities, public institutions, such as police stations and post offices, may also be used.

For this method to be successful, it must be communicated to the general public so that they are aware of places to check if they are seeking employment. Due to the cost factor, no post at entry level, except for technical staff for a specialist field, will be advertised in the newspaper unless posting as a recruitment method was used and no suitable candidates could be found.

e) Networking

This method entails references and recommendations by professional associations and recruitment agencies etc., which provide opportunities for their members to be placed in jobs through networking.

A database of various professional associations and recruitment agencies etc. must be available within the Emakhazeni Municipality from which candidates can be sourced. It must, however, be ensured that employment resulting from this method of recruitment does not infringe on the principles of equal opportunity and accessibility. Should a recruitment agency be utilised, then the financial regulations should be adhered to.

f) Advertisements

Advertising is another method of recruiting suitable candidates for vacancies. Through effective advertising, the Emakhazeni Municipality must endeavor to ensure that all persons are considered for employment on the basis of their skills, knowledge, competencies and training without regard to race, creed, colour, religion, gender or social origin.

The advertisement of vacancies should aim to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged. The Human Resource Services in consultation with the Municipal Manager can advertise any vacant post at senior management level nationally, simultaneously both inside and outside the municipality.

The Human Resource Services in consultation with the Municipal Manager shall advertise any vacant post, other than a post for senior management, within the Emakhazeni Municipality, as a minimum, but may also advertise such posts in the following areas:

- a) Within the rest of the Municipality;
- b) Outside the Municipality either provincially or nationally; or
- c) Through other acceptable means of recruitment.

The Emakhazeni Municipal Manager or the delegated authority may fill a vacant post without complying with the requirements, as set out above except the Municipal Manager and Senior Manager's positions if,

- a) The Emakhazeni Municipality can utilise supernumerary staff of equal grading in the post;
- b) The Emakhazeni Municipality can absorb into the post an employee appointed under an affirmative action programme (if he/she meets the requirements of the post); or
- c) The Emakhazeni Municipality plans to fill the post as part of a programme of laterally rotating or transferring employees to enhance organisational effectiveness and skills.

The Emakhazeni Municipality will also be guided by and adhere to the provincial circulars, SALGBC' Main Collective Agreement, SALGA's guidelines/agreements and on the filling of posts and both internal and external advertisements should follow the same criteria.

All requests for the advertising of posts must be done on the prescribed form or letter of request to fill vacant posts as approved by the Municipal Manager. Only one level of vacant position should be placed in an advertisement. The language used in the advertisement must be clear and simple

The advertisement must reflect and include the following:

- a) Affirmation that the Emakhazeni Municipality supports equal opportunity and that the opportunity to apply is open to all;
- b) The job specifications and requirements;
- c) The relevant job-related criteria;
- d) The closing date for application (four weeks immediately or a shorter period of not less than seven (7) days following the publication date of the advertisement);
- e) Person to be contacted for more information; and
- f) Any other requirements (e.g. Providing updated *curriculum vitae*, where application forms can be obtained, requirements for health and security clearances (where these are justified by the inherent nature of the work) must be clearly stated.

g) Skills Inventory/Succession Planning/Transfer of Employees

The Emakhazeni Local Municipality believes strongly in the concept of promotion from within, a method that would ensure succession planning within the Emakhazeni Municipality. A database containing the skills of all the human resources of the Emakhazeni Municipality will be kept and updated as and when employees acquire further skills and competencies. The database will enable the Emakhazeni Municipality to source successfully from within the Emakhazeni Municipality and to determine potential managerial candidates.

The municipality may transfer an employee between departments in terms of the Collective Agreement subject to the employee agreeing with the arrangement

h) People with Disabilities

The Emakhazeni Municipality will be able to recruit people with disabilities by liaising with the various organisations that concentrate on advocacy and development work aimed at empowering people with disabilities.

i) Skills Search or “Head Hunting”

This may be used to identify candidates for senior posts or in areas where skills are scarce, provided it can be proven that the special requirements of the positions in question are likely to render more traditional advertising methods ineffective. Final approval of the Municipal Manager to be sought at the onset of process.

6.2.5 General Measures

When filling promotion posts, it is imperative that an outside candidate is only appointed if no suitable candidate can be found in the Municipality, the exception to this being posts that have been specifically designated for Affirmative Action purposes. At the time of the final selection process, care should be taken to ensure that all candidates compete equally. This implies that they must be evaluated against the same requirements and criteria. Such an approach will make the selection committee's presentation of their motivation regarding their choice of candidates much easier. A selection committee must be careful not to create any expectations during an interview.

5.4 Selection Process

5.4.1 Guiding Principles for Selection

a) Fairness

The selection process should not discriminate against external and/or internal applicants, nor against any applicant/candidate on the grounds of race, colour, gender, disability, age, religion, belief, culture, marital status, sexual orientation, domestic circumstances or any arbitrary ground.

b) Equity

All candidates should be measured against the same objective criteria with due regard to the need for diversity and the representation of the Emakhazeni Municipality. Such criteria should be drawn up in advance in completing the selection process.

c) Transparency

In order to be able to demonstrate the openness and fairness of the selection process, written records must be kept.

d) Nepotism

Where conflicts of interest arises in the making of any decision regarding employment, the Emakhazeni Municipal Manager or his/her delegate shall make a decision only after considering a recommendation from an independent panel consisting of at least two persons.

The Emakhazeni Municipal Manager or his/her delegate shall make written record as to the reasons for any deviations from the recommendations of an independent panel. The Emakhazeni Municipal Manager or his/her delegate, employees or prospective employees shall not accept nor seek material compensation of any kind in return for specific employment decisions.

e) Cost Effectiveness

The recruitment action must be cost effective in terms of impact, layout and/or choice of media.

5.4.2 General Provisions for Selection

- 5.4.2.1 The suitability of a candidate must be determined with due consideration for the specific requirements as stipulated in the relevant post description, post and person specification, as well as key performance areas of the post. In other words, only a person's competence, knowledge, level of training, skills and potential for a specific post may be taken into consideration.
- 5.4.2.2 Uniform standards have to be maintained during the selection process in order to ensure equal treatment and fair competition amongst candidates.
- 5.4.2.3 Methods and/or instruments utilised in the selection process should be free of racial or gender bias and must be valid and objective.
- 5.4.2.4 If a specific post has been identified to be filled in accordance with the Emakhazeni Municipality's Affirmative Action (AA) programme, then candidates who comply with the programme framework get preference.
- 5.4.2.5 An offer of employment on certain positions determined by the Accounting Officer shall be subjected to reference checks. At least 2 verbal or telephonic references with a written record by the caller should be obtained before selection is confirmed.
- 5.4.2.6 Managers must not approach individuals they have identified as suitable for a particular position prior to approval by the Emakhazeni Municipal Manager or delegated authority.
- 5.4.2.7 The criteria on which selection is based should relate only to the inherent requirements of the duties to be undertaken. The wide variety of ways in which suitability can be assessed should be taken into account. For example, competencies acquired through previous experience or training, demonstrated interpersonal skills, decision-making capacity and learning potential are all equally important. Qualifications alone should not predetermine suitability.
- 5.4.2.8 The criteria should incorporate the goal of achieving representation and advancement of previously disadvantaged groups.

5.5 The Selection Procedure

5.5.1 Purpose of the selection procedure

The selection process is aimed at obtaining verifiable information such as the reasons for:

- a) Why a specific candidate has been identified as the most suitable; and
- b) The unsatisfactory rating of certain applicants/employees who applied to fill the position; or the justified appointment of a person from outside the Municipality.

The selection process usually commences after all possible applications for a specific post have been received and is concluded after the final approval has been obtained.

Selection involves identifying competent and qualified applicants suited for a job. Selection is a social and interactive activity and research recommends use of structured and tested methods.

The following are some of the selection methods:

- a. Interviews
- b. References
- c. Analysis of candidate career/life data
- d. Evaluation of candidate behaviour/performance in group activities
- e. Work samples/experience
- f. Skill testing with task/work simulations
- g. Knowledge, aptitude and psycho-metric tests

Recruitment and selection are key mechanisms whereby an organisation meets its human resource capacity requirements and the prime instruments for:

- a) Achieving employment equity;
- b) Making the organisation accessible for job seekers; and
- c) Providing staff with equal opportunities for their advancement.

The following outlines the selection processes and procedures.

(a) Selection Phases

Phase I: Screening of Applications

A panel for screening applications/short listing consisting of Human Resource Practitioners and other relevant officials as appointed by the Municipal Manager will undertake selection.

The application documents are screened to determine whether they have been completed correctly.

The application forms of all the candidates should be scrutinised and the information furnished checked against the supporting documents in respect of date of birth, citizenship, health, character, educational qualifications and work experience. Where necessary, additional information must be requested or the information provided verified. The thoroughness with which this phase is conducted determines the success of the subsequent selection activities. The individual applications are compared with the advertised post's requirements. Candidates who do not comply with the advertised requirements may, at this stage, be eliminated with the noting of reasons.

Phase II: Pre-Selection

It may occur that, a large number of applicants for a specific post are unsuitable, while certain candidates clearly distinguish themselves from the others in meeting the relevant requirements. Under these circumstances, it is not necessary to put all the candidates through a further intensive selection process.

Candidates whose profiles, as formulated from the application documents and supplemented by further relevant information or telephone interviews and, when measured against the requirements of the post, cannot compete with other candidates, can at this stage be eliminated.

Such elimination must be done in a justifiable manner and must be documented so that the reasons for elimination are available when the filling of the post is finally considered.

Phase III: Psychological Testing and Similar Assessments

The use of tests is optional and candidates must be told beforehand when tests are to be used in the selection process.

Guidelines for the use of tests:

- a) Tests must only be determined, interpreted and results thereof be discussed with the candidates by Human Resources Practitioners who are trained and qualified to do so.
- b) Tests should be relevant to the job.
- c) Tests should be valid and reliable. The validity and reliability of tests performed by different target groups should therefore be investigated before using any such tests.
- d) Tests should not be biased.
- e) No selection decision should be based on test scores alone. Learning potential and competency assessment should also be considered.

Phase IV: Selection

Once the pre-selection process has been completed, and arrangements made to have the short-listed candidates taken through the psychometric testing (where applicable), the reference checks must be taken to eliminate further, candidates who do not qualify for the next selection stage.

During the final selection phase, the suitability of each of the candidates on the shortlist is thoroughly considered by means of an interview, first equating each one's suitability with regard to the performance areas of the post and then comparing them with one another.

5.6 The Interviews

The preferred selection method is that of using panel interviews.

A panel for interviewing will consist of Human Resource Practitioners, other relevant officials from Emakhazeni Municipality as appointed by the Municipal Manager, with union representatives sitting observers in the meeting.

The selection committee shall comprise at least three members representing employees of a grading which is equal to and/or higher than the grading of the post to be filled and/or suitable persons from outside the Municipality , provided that:

- f) The chairperson of the selection committee, who is an employee, shall be of a grading higher than the post to be filled; and
- g) In the event that the manager of the component within which the vacant post is located is graded lower than the vacant post, such a manager may be part of the selection committee.

A selection committee shall, where possible, include adequate representation of historically disadvantaged persons.

Employees of a grading which is lower than the grading of the post to be filled may provide a secretarial or advisory service during the selection process, but shall not form part of the selection committee.

The selection committee should make a motivated recommendation on the most suitable candidate.

5.7 Pre-Interview Planning

- a) Managers must acquaint themselves with the job opening through obtaining an updated job description and person specification;
- b) Decide on the key factors to be considered and plan questions to be asked.
- c) Review information about the applicant.
- d) Arrange for the interview to be conducted in a location free from interruptions and which creates a feeling of privacy.

5.8 Opening the Interview

- a) Put the applicant at ease.
- b) Start with the outline of the purpose of the interview.
- c) Describe the format of the interview to be conducted.
- d) Inform the applicant that notes will be taken or recorded during the interview and that these will be treated confidentially.

5.9 Background Review

- a) A quick review of the candidate's background, educational qualifications, the relevant work experience, etc. will provide useful information on the applicant.

5.10 Soliciting Answers to Planned Questions

After obtaining the background overview, the interviewer must indicate to the applicant that the next section of the interview requires him/her to give specific information about past experience. Planned questions may be modified according to the background of the applicant. In addition, the information available must be studied, paying particular attention to:

- a) Gaps in the employment history;
- b) Reasons for leaving a job (probe and cross reference with checks);
- c) Likes and dislikes in previous job (probe and cross reference);
- d) Personal goal and ambitions (is there anything tangible to support these); and
- e) Achievements in work (probe and cross reference).

5.11 Flexibility

If there is the likelihood that the applicant, if successful, may either immediately or in due course be transferred geographically, then it is important that this job requirement is clarified at this stage of the interview.

5.12 Providing Information About the Job and Emakhazeni Municipality

The next responsibility is to provide the applicant with information about the job and the Emakhazeni Municipality and to respond to the applicant's questions. The responsibility is usually divided among

the interviewers: - the Human Resource Practitioner provides the applicant with information on fringe benefits, salary and career prospects and the line manager describes issues such as specific duties, work environment and management style. Once this aspect has been completed it is time to end the interview.

5.13 Closing the Interview

When ending the interview the following steps must be followed:

- a) Ask the applicant if he/she has any further questions regarding the job and the Emakhazeni Municipality;
- b) Inform him/her of the time frame of making a selection decision and obtaining approval; and
- c) Thank him/her for attending the interview before escorting him/her to the reception area.

6 Roles and Responsibilities

6.1 The Role of the Human Resource Function:

- a) Develop a recruitment work plan this includes draft recruitment schedule, acknowledgement of applications, etc;
- b) Select an appropriate recruitment method;
- c) Obtain confirmation that a post is required to perform the mandate of the Emakhazeni Municipality, Identify and reserve funded post(s) on personal management system;
- d) Drafting and approval of advertising content;
- e) Publicising;
- f) Payment of the selected service provider;
- g) Establish selection committees and notify members selected, develop short-listing criteria and document minutes of short listed candidates;
- h) Develop selection criteria and notify short listed candidates and arrange appointments for interviews; and

6.2 The Role of the Line Manager

The Line Manager identifies a vacancy and completes the staff requisition form or submit a letter of request to the Municipal Manager for approval

7 Monitoring, Evaluation and Reporting

The Human Resource section will monitor the implementation of the policy and the guidelines.

8 Annexures

Request Form

Application Form for employees other than Senior Managers

Application form for Senior Managers

Form for appointment of Selection and Interviewing Committee