

Chief Albert Luthuli Municipality

*The transparent, innovative and developmental municipality
that improves the quality of life of its people*



Recruitment and Selection Policy 2024/25

CONTROL SHEET

Policy Number	HR-19/2024
Policy Name	Recruitment and Selection Policy
Policy Status	Developed Policy
Date of last approval	MAY 2024
Policy review/development	Reviewed
Date of next review	The policy shall remain effective until such time approved otherwise by Council and may be reviewed whenever it is necessary to align it with changes of relevant legislation.
Purpose	To create a framework for decision-making in respect of employment practice(s) in Chief Albert Luthuli Municipality. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the municipality. To align it inline with Municipal Staff Regulations of September 2020.
Aims and objectives	To ensure a fair and equitable employment process, this policy shall apply to all appointments made within the municipality.
Policy custodian	Director: Corporate Services
Related Policies and Legislations	<ul style="list-style-type: none"> • Basic conditions of Employment Act (Act 75 of 1997) • Labour Relations Act (Act 66 of 1997)
Approving authority	Council
Applicability	This policy applies to all applicants
Amendments to the Policy	<p>Rule 6.3.(b) Bulletin 5,6 & 7.under selection process</p> <ul style="list-style-type: none"> • The selection process shall be conducted by a panel consisting of 3 but not more than 5 members. • A panel member must recuse himself or herself if a spouse, close family member or friend has applied for the position. • The chairperson of the panel must be the supervisor or a staff member employed at least one job grade higher than the post advertised. <p>Rule 7 (i) Bulletin 1 & 2 under Re-employment of dismissed staff</p> <ul style="list-style-type: none"> • A person who was dismissed from the municipality maybe re-employed after a cooling period. <p>Rule 7(j) under Attendance of interviews</p> <ul style="list-style-type: none"> • A candidate who cannot attend the interviews after being shortlisted and invited and submit a valid doctors' note or any valid reasons can be afforded another opportunity.
Policy Benchmark and References	GSDM Ekurhuleni Municipality
Stakeholders Consulted	Organized Labour & Committees of Council
Accountability	The Municipal Manager is accountable for the proper implementation of the policy in terms of the system Act.

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Notwithstanding the review date herein, this policy shall remain effective until such time approved otherwise by Council and may be reviewed on an earlier date if necessary.

Purpose

This policy is intended to create a framework for decision-making in respect of employment practice(s) in Chief Albert Luthuli Municipality. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the municipality.

The Policy

1. Preamble

The staffing policy and its implementation shall be fundamentally aimed at matching the human resources to the strategic and operational needs of the municipality and ensuring the full utilization and continued development of these employees.

All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees shall be non-discriminatory and shall afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.

2. Définitions

'Induction' initiation: a formal entry into an organisation or position or office.

'Nepotism' means favouritism on the basis of family relationship or friendship.

'Candidate' means an applicant for a post

'Recruitment' means the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the municipality in achieving its objectives.

'Reference check' means the gathering of information about a candidate's past history from people with whom such candidate has been associated.

'Selection' means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

All terminology not defined under clause 2 of this policy shall bear the same meaning as in the applicable legislation.

3. Legal framework

- (1) The Municipal Manager or his/her delegate shall be responsible for the appointment of personnel in terms of Section 55(1) (e) of the Local Government: Municipal Systems Act, 2000 as amended (Act No 32 of 2000).
- (2) Employment Equity Act, 1998 (Act No 55 of 1998)
- (3) Basic Conditions of Employment Act, 1997 (Act No 75 of 1997)
- (4) Labour Relations Act, 1995 (Act No 66 of 1995).
- (5) Municipal Staff Regulations

4. Scope and application

To ensure a fair and equitable employment process, this policy shall apply to all appointments made within the municipality. This policy shall not apply to appointments arising out of a procurement process, or acting appointments.

5. Objectives of policy

Chief Albert Luthuli Municipality recognizes that its employment policies, practices and procedures shall comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the municipality, its political structures and political office-bearers as well as its employees, to comply at all times and without exception with the relevant legal prescripts governing the situation concerned.

This policy is further based on the principles set out below. The Human Resources Management Section shall

- (1) be characterized by a high standard of professional ethics;
- (2) promote the efficient, economic and effective utilisation of employees;
- (3) be conducted in an accountable manner;
- (4) be transparent;
- (5) promote good human resource management and career development practices, to maximize human potential; and
- (6) ensure that the municipality’s administration is broadly representative of the South African people, with human resources management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

6. Policy content

The responsibility for the appointment of personnel rests with the Municipal Manager or his/her delegate in terms of Section 55(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000).

6.1. Post establishment

The municipality shall maintain a record of all approved posts and shall monitor all appointments against posts according to the approved staff establishment.

The post structure is aligned with the municipal IDP and approved system of job evaluation (T.A.S.K) as defined by the South African Local Government Bargaining Council.

The municipal council shall, unless it has issued delegations to any other authority, have an oversight role in the staff establishment of the municipality. Therefore, all requests for new positions and/ or unfreezing of the posts shall be approved by the Municipal Manager or his/her delegate.

6.2. Recruitment

POST LEVEL	QUALIFICATION REQUIRED
3	Grade 12 Relevant National Diploma Relevant Degree will be an advantage 3 years relevant experience
4	Grade 12 Relevant National Diploma

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	Relevant experience
6	Grade 12 Relevant National Certificate Relevant Certificate for the position applied for.
8	Grade 12 Relevant Certificate for the position applied for is an advantage.
10	Grade 12 Relevant Certificate will be an advantage
11	Grade 12
16-17	Grade 11 or ABET Level 4

(a) Determining recruitment needs

Prior to filling a post, the necessity for filling shall be assessed and motivated in writing by the Head of Department to the Municipal Manager or his/her delegate, provided that the authority to fill vacancies can only be delegated to a head of department.

(b) Validation of inherent requirements

The inherent requirements of a job shall reflect the needs of the municipality and shall be appropriate to achieve the service delivery interests of the municipality.

Prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency/job profile or job description are scrutinized as to relevance and applicability.

(c) Screening of Candidates

The screening of shortlisted candidates must take place within 21 days of the finalisation of the shortlisting by:

- Conducting the necessary reference checks;
- Contacting a candidate's current or previous employer;
- Determining the validity of a candidate's qualifications
- Verifying whether a candidate has been dismissed previously for misconduct or poor performance by another employer; and
- All recommended candidates for positions would be required to undergo a securing vetting clearance.

A written report on the outcome of the screening process must be confirmed by the Executive Mayor, in the case of the Municipal Manager, or the Municipal Manager, in the case of the Manager directly accountable to the Municipal Manager, or Director Corporate Services for other staff members before the interviews take place.

(d) Recruitment advertisement

- ✓ Electronic medium use for application/advertisement are accepted, this include LinkedIn
- ✓ The validated inherent job requirements and key performance areas shall form the basis for the advertisement/brief and all advertisements shall clearly state:

- (i) The name and location of the municipality.

- (ii) A statement that the municipality subscribes to the principles of employment equity.
- (iii) The designation of the position that is advertised.
- (iv) The minimum requirements in terms of qualification, skills, expertise and other requirements for appointment.
- (v) A summary of the key performance areas/primary duties of the position.
- (vi) A statement that the appointment shall be permanent or for a fixed term, and the term (if applicable).
- (vii) In the case of the Municipal Manager and a Manager directly accountable to the Municipal Manager, a statement that the continued employment of the successful candidate shall be subject to the annual conclusion of a performance agreement with the municipality.
- (viii) The name and contact details of the person to whom enquiries may be directed.
- (ix) A statement that canvassing shall disqualify any candidate from being considered for appointment.
- (x) An indication of the remuneration offered.
- (xi) The format and content of applications.
- (xii) The address where, and person to whom applications shall be delivered.
- (xiii) The closing date for the submission of applications.
- (xiv) A statement that applications received after the closing date shall not be accepted or considered.
- (xv) A statement that if an applicant does not hear from the municipality within 30 days his/her application was unsuccessful.
- (xvi) A statement that e-mailed and any other electronically indicated platform, applications shall be considered. NB: No faxed applications will be considered
- (xvii) A statement that interviews may be conducted virtually.
- (xviii) The correspondence will be limited to successful candidates
 - (xiv) Correspondence period is limited to 12 months

Vacancies shall be advertised internally and may at the same time be advertised externally, provided that external advertisements may only be published in a newspaper of record in terms of Section 21(1) of The Municipal Systems Act, as follows:

Nature of post		Advertising medium(any/ or of the following platforms- on indication)
Temporary positions	elementary	Local newspapers and internal/ external
Permanent occupations	elementary	Internal/external
Entry and occupations	middle level	Internally and local newspapers/ external, provincial and national
Senior management and professional occupations		Internally, provincial and national newspapers/ other electronic/ media platforms such as LinkedIn

(e) Unsolicited applications

Unsolicited applications received during the course of the municipality's operations shall be returned forthwith to the applicant stating that the municipality did not have any vacancies at the time when the application was submitted and that shall any vacancy arise, the municipality would advertise such vacancy.

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Nobody may promise or undertake to accept an unsolicited application for appointment and to submit it when a vacancy is advertised.

(f) Head hunting

Head hunting shall be applied with caution at all times, and it may be employed at any stage of the selection process, when the selection panel is of the opinion that the assessed candidates are not suitable and / or do not meet the requirements of the employment equity plan.

Normally targeted persons shall be provided with the copy of the recruitment advertisement and allowing them to apply of their own accord, unless otherwise the selection panel so decide.

(g) Application forms

- ✓ The Director Corporate Services shall design and ensure that a sufficient supply of official application forms is available and accessible at all times. Unless specifically allowed in a particular case, all applications shall be submitted on an official application form. Any applicant or category of applicants, who has not been exempted from this requirement and did not complete the official application form, shall do so before an interview.

6.3. Selection

(a) General principles governing selection

Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the municipality.

The central guiding principle for selection shall be competence in relation to the inherent requirements of the job provided that selection shall favour, as determined by the targets, suitably qualified applicants 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, i.e. attempting to solicit the influence of any person who could substantially influence the selection process by job applicants, or any other person on behalf of job applicants, for posts within the council's service is prohibited and evidence thereof shall disqualify the applicant's application for consideration for appointment.

(b) Nepotism

- The basic criteria for the appointment and/or promotion of employees in the municipality shall be appropriate qualifications and appropriate performance as set forth in the policies of the council.
- Relationship by a family or marriage shall constitute neither an advantage nor a disadvantage.
- Any poor performance or loss of productivity which is a direct result of conflict between two family members both employed in the organization can result in severe disciplinary action being implemented against both employees.

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- For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws of any of the foregoing.

(c) Selection process

- The purpose of selection is to identify the most suitable candidates from all the persons who applied and to eliminate unsuitable candidates in the fairest way possible.
- The selection process shall be conducted by a selection panel consisting of (depending and with due cognisance of the post):
 - (i) The municipal manager or his delegate
 - (ii) Manager of department/Section
 - (iii) Human Resource Manager
 - (iv) Employment equity officer, and,
- In the case of the Municipal Manager and Senior Managers, a municipal Council must appoint a selection panel to make recommendations for the appointment of candidates to vacant senior manager posts.
- Labour unions – must be invited to attend all the proceedings for recruitment and selection as observers.
- The selection process shall be conducted by a panel consisting of 3 but not more than 5 members.
- A panel member must recuse himself or herself if a spouse, close family member or friend has applied for the position.
- The chairperson of the panel must be the supervisor or a staff member employed at least one job grade higher than the post advertised.

(d) Compiling of master lists

After the closing date of an advertisement all the applications received for every specific position are captured in on the master list compiled by the Director Corporate Services. The master list shall contain, in table form, the following particulars in respect of each candidate:

- (i) The applicant's surname followed by her/his initials
- (ii) The applicant's gender;
- (iii) The applicant's race;
- (iv) The applicant's qualifications and experience relevant to the job description and job specification; and
- (v) If applicable, the nature of the applicant's disability

The Director Corporate Services shall submit the master list, together with the applications to the relevant departmental head or in the case of the appointment of a Municipal Manager or a Manager directly accountable to the Municipal Manager, to the Executive Committee.

The Director Corporate Services shall, during the compilation of the master list, take all reasonable steps and actions to establish the validity and accuracy of any certificates, diplomas and other information supplied by an applicant. If any candidate submitted or claimed that he/she had some or other certificate or diploma, qualification or experience that is disproved, such information shall be noted next to the name of the candidate in the master list.

(e) Compiling short lists

The departmental head concerned or the executive committee, as the case may be, shall select from the master list, with due regard for the numerical goals set in the municipality's employment equity plan not more than 10 applicants who in his/her opinion would be the most suitable candidates to be subjected to the selection process.

Short listing shall be done in accordance with the following order of preference –

- (i) Internal applicants
- (ii) Local applicants
- (iii) Provincial applicants
- (iv) National applicants

The relevant departmental head or the executive committee, as the case may be, shall submit the particulars of the short listed candidates to the Director Corporate Services.

(f) Notification of short listed candidates of selection proceedings

The Director Corporate Services shall notify every candidate whose name has been Short listed of the venue, date and time and nature of the selection proceedings she/he shall attend using the most reliable communications methods available.

(g) Interviewing in respect of vacancies – refer Annexure C

Except for appointments that shall be made by the Council, the Director Corporate Services or his/her designated representative, the departmental head concerned and not more than one other senior employee from the relevant department shall conduct Interviews for all positions.

The Municipal Manager or his/her designated representative shall attend and may participate in any interview for appointing an employee-

- (i) On the first level below the level of departmental head;
- (ii) As manager directly accountable to her/him; and
- (iii) In her/his department/office

Completed score sheets shall be kept in safe storage for a period of at least six months after an appointment decision has been made.

(h) Conducting proficiency tests

- One or more relevant proficiency tests (e.g. Typing tests, operating a grader etc.) may be required to be conducted before or after an interview is conducted. A proficiency test may only be required if the outcome thereof is relevant to the expected job standards that would be expected of the employee and it relates to the job description.

(i) Testing and Assessments

All prospective external applicants will be subjected to the relevant risk checks, conducted by accredited service providers/ SAPS on the following:

- Two reference checks
- CV validation and employment record verification(career gaps)

- Identity validation and verification
- Criminal record check
- Qualification check
- Personal Financial conducts on finance related positions and on any identified position

(j) Persons living with Disabilities

CALLM is committed to employ people living with disabilities and will therefore guarantee and interview to all applicants living with disabilities who meet the minimum requirements and shortlisting criteria for the position.

(7) Appointment

The appointment of an applicant may take place only in accordance with the requirements of the post concerned and the merit of the applicant.

- A person shall be at least 18 but not yet 65 years of age during appointment
- A person shall be appointed in the Council's employ if he/she's the most suitable candidate according to the panel Complies with the qualification and/or proficiency requirements as per the job description And as per the provisions of the Employment Equity Act, Section 20(3)
- Council reserves the right not to make the appointment because of financial conduct verification

(a) Appointment for a fixed term

A person appointed as –

- (i) Municipal manager,
- (ii) Manager directly accountable to the municipal manager.

The employment contract of a person appointed for a fixed term shall include, subject to applicable labour legislation, details of –

- (aa) The duties, remuneration, benefits and other terms and conditions of employment of the employer and employee;
- (bb) The term of employment, which terms may not exceed a period ending two years after the election of the next council of the municipality, provided that the term of any person appointed to work directly under the supervision and command of a political office-bearer or other councilor shall expire if that office-bearer ceases to hold that office;
- (cc) Include a provision for cancellation of the contract, in the case of non-compliance with the employment contract or the performance agreement;
- (dd) Stipulate the terms of the renewal of the employment contract, but only by agreement between the parties; and
- (ee) Reflect the values and principles referred to in Section 50, the code of conduct set out in schedule 2, and the management standards and practices contained in Section 51 of the municipal systems act.

The annual performance agreement shall be concluded within a reasonable time after a person has been appointed and, thereafter, on or before 31 July each year and shall include-

- (ff) The performance objectives and targets that the incumbent shall meet during the next financial year. Such performance objectives and targets shall be practical, measurable and based on the key performance indicators set out in the municipality's integrated development plan.
- (gg) The time frames within which those performance objectives and targets shall be met;
- (hh) Standards and procedures for evaluating performance;
- (ii) The intervals for evaluation; and
- (jj) The consequences of substandard performance.
- (kk) The annual performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed in terms of the local government: municipal finance management act, act no 56 of 2003 shall be made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan as required by the above mentioned act.
- (ll) Copies of such performance agreements shall be submitted to the council and the MEC for Local Government in the province within thirty days after signing of the performance agreements.

(b) *Appointment of employees to posts in the temporary establishment*

A person appointed to a temporary position –

- (i) Is appointed at the salary applicable to a comparable position on the permanent establishment;
- (ii) May not receive any housing and travelling benefits;
- (iii) May not become a member of a retirement fund or medical aid scheme to which the municipality shall contribute;
- (iv) Earns leave in terms of the relevant collective agreement; and is subject to the attendance requirements, rules of conduct and grievance procedures in terms of the municipality's conditions of service;
- (v) May not be appointed for a period exceeding six (6) months and may not be appointed for a consecutive period of six (6) months.

(c) *Appointment of personnel in the office of any councilor*

Only a full-time political office-bearer is entitled to one or more employees being assigned to her/him. Any position created with the sole purpose of providing administrative support to a councilor, is created in the department responsible for corporate services.

Any person employed in a post assigned to any councilor shall be appointed in terms of a written fixed term contract entered into with the municipal manager. The term of an appointment in terms of this paragraph expires automatically when the councilor to whom the employee had been assigned, ceases to be a councilor, political office-bearer or a full-time councilor of the municipality, whichever event happens first. (Head of Office, Chief of Staff, Personal Secretary and Aiders)

(d) *Appointment of replacement labour in the event of a strike*

The municipal manager may, after consultation with the relevant departmental heads and the Chief Financial Officer, employ replacement labour during a strike in terms of, and consistent with, Section 76 of the labour relations act 1995.

Every person appointed as replacement labour shall receive a letter of appointment that complies with Section 29 of the basic conditions of employment act 1997. The letter of appointment shall clearly stipulate that:

- (i) The appointment is only for the duration of the strike and that the services of the employee shall terminate immediately when the regular employees of the Municipality return to work; and
- (ii) Termination of any replacement labour employment shall not constitute the dismissal of the person concerned and that she/he shall not be entitled to any additional remuneration or compensation in respect of the completion of such period.
- (iii) The person's employment with the municipality shall come to an automatic end on expiry of the term and such termination shall not be construed as a termination based on the municipality's operational requirements, nor as an unfair dismissal.
- (iv) Accordingly, reference in this paragraph to additional remuneration or compensation to which the person shall not be entitled, includes but is not limited to, severance pay, notice pay, retirement and medical aid fund benefits to which an employee may otherwise be entitled to in the event of a termination based on an employer's operational requirements.

(e) Appointment to a permanent position

- The Director Corporate Services shall present every newly appointed employee with a letter of appointment not later than the day on which she/he starts working in terms of Section 29 of the Basic Conditions of Employment Act 1997.
- Whenever any of the details contained in such a letter change the Director Corporate Services shall inform the employee in writing of such changes.
- In the event of an employee that cannot read the relevant departmental head shall explain the content of such letter and any amendment thereof to every such employee in a language that she/he understands.

(f) Probation

- Any permanent employee who is newly appointed shall be appointed on probation. The appointing authority shall determine the period of probation at the time of making the appointment having regard for the inherent requirements of the position concerned. Any appointment on probation shall also comply with the relevant legal prescripts of the Labour Relations Act, Act 66 of 1995 and any code of good practice published in terms of the aforementioned act.
- The departmental head concerned shall evaluate the progress and performance of an employee appointed on probation on a monthly basis according to such factors, objectives and criteria as may be prescribed in terms of the municipality's employee performance appraisal system.
- All newly appointed employees shall be subjected to the six(6) months' probation period unless otherwise determined by the requirements of the post provided that the period may not exceed twelve (12) months.
- During probation, the employee will go through an orientation programme which

should provide the basic information that he/she will need in order to be able to function in the organization.

- The probationer shall receive appropriate on job training, counselling or other assistance to meet the requirements for confirmation.
- Council reserves the right to terminate the employment contract should the employee fail to meet the necessary requirements.
- The probationer receives written confirmation of appointment at the end of the probationary period if she or he has been found suitable for the relevant post.

(g) Induction

On permanent appointments, the respective Human Resource Manager shall take full responsibility for induction:

(aa) The new incumbent shall be introduced to his / her immediate colleagues by the Human Resource Manager.

(bb) The Human Resource Manager shall ensure, in conjunction with incumbent, that all appointment documentation has been completed and processed.

(cc) The Human Resource Manager shall arrange a tour / explanation for the new incumbent the range of services.

(dd) The Human Resource Manager shall explain and provide a copy of the job description relating to the new employee's specific position / job function (line management is expected to conduct a full job orientation).

(ee) The Human Resource Manager shall also explain and provide a copy of the council's Human Resources policy and procedure manual.

(ff) The head of department is responsible for the induction of each employee in his/her department in order to familiarize the employee with the department in which he/she has been appointed.

(h) Confidentiality

- By signing, the contract of employment, all employees bind themselves to an undertaking of confidentiality, whereby they shall not disclose any information pertaining to the operations of council without the permission of Council and Municipal Manager, unless required within the course of their duties, whether this be during or after termination of employment.

(i) Re-employment of dismissed staff

- A person who was dismissed from the municipality maybe re-employed after a cooling period.
- (Despite sub-regulation mentioned in bulletin 1), a person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcomes of the dispute hearing.

(j) Attendance of interviews

- A candidate who cannot attend the interviews after being shortlisted and invited and submit a valid doctors' note or any valid reasons can be afforded another opportunity.

8. Implementation and monitoring

This policy shall be implemented and effective once approved by Council.

9. Communication

This policy shall be communicated to all municipal employees using the full range of communication methods available to the municipality and can be made available to external applicants subject to the submission of a request as per the relevant acts

10. Policy review

This policy shall be reviewed annually and revised as necessary.

11. Budget and resources

The financial and resource implication/s related to the implementation of this policy shall be qualified and quantified.

12. Roles and responsibilities

Role	Responsibility
Municipal Manager (subject to his/her delegations if any)	Approves the establishment and all appointments other than Section 57 posts
Council	Develops the strategy and approves recommendations of the selection panels in respect of appointments on job levels relating to the Municipal Manager and Section 57 employees
Line director	Reviews the operational needs for advertising the positions and appoints in terms of authority and delegations by the municipal manager
Selection panels	Short-lists, conducts interviews and make recommendations on suitability of candidates.
Human resources	Custodian of recruitment selection, placement and induction processes of the FDDM and quality assurance
Labour representatives	Ensures transparency and openness in the selection processes

13. Record keeping

Adequate records of the entire selection process need to be maintained, including selection and short listing criteria: reasons for inclusion/exclusion of candidates; structured interview guide; copies of all other assessments utilized; comprehensive notes on assessment of each candidate; assessment ratings; reference checks. As in the recruitment process, these records need to be maintained for the prescribed period.

14. Penalties

Non-compliance to any of the stipulations contained in this policy shall be regarded as misconduct, which shall be dealt with in terms of the disciplinary code.

15. Dispute resolution

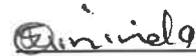
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Employment Practice Policy

Internal dispute resolution processes shall be followed in the event of any grievances and disputes arising out of the implementation of this policy. For all external candidates, the recognized labour relations mechanisms shall be applied.



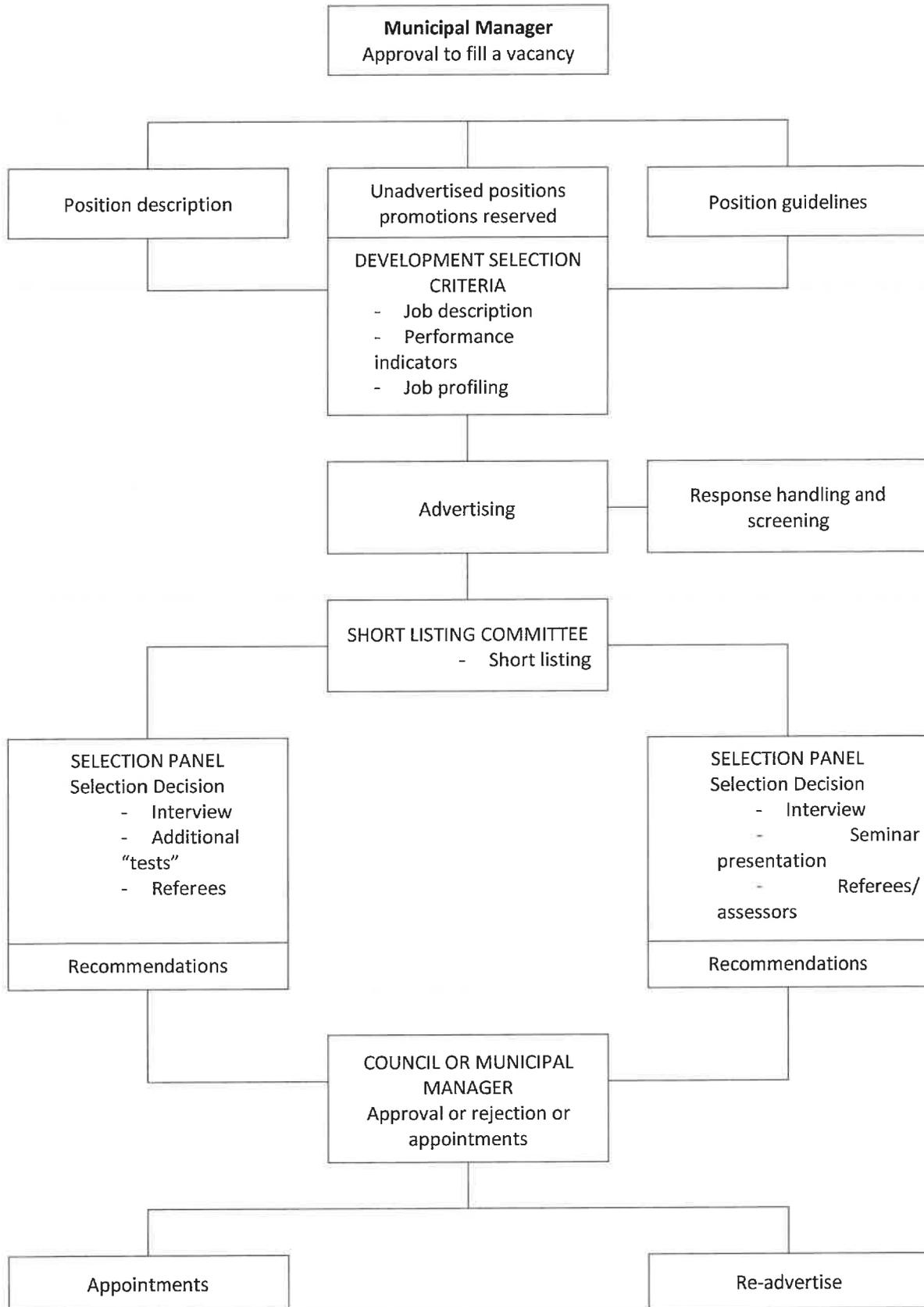
**MR. ME THABETHE (Pr. Tech. Eng)
MUNICIPAL MANAGER**



**CLLR. SV GININDA
COUNCIL SPEAKER**

Activity	Responsibility	Time
Vacancy Through resignation Dismissal Retirement Incapacity Other	Line director after approval by municipal manager or council	Municipal Manager or Council
Advertisement Internal External	Immediately after approval by Delegated authority or council	Within 1 week of recommendations submitted by the Selection Panel
Screening Rejecting non complying applications	Recruitment office	Within three (3) days from the closing date for applications in terms of the advertisement
Shortlisting	Short listing committee	Within 1 week from the closing date for applications in terms of the advertisement
Interview	Selection panel	Within 1 week from the final shortlisting
Approval	Municipal manager or council	Within 1 week of the recommendations submitted by the Selection Panel
Appointment	Line director after approval by municipal	Immediately after approval by the delegated authority or council
		Average timeframe from the date of the advertisement to appointment is five (5) weeks

Flow Chart: Employee Selection Procedures



Guidelines about conducting interviews

1. The chairperson shall welcome the candidate, thank the candidate for attending and introduce the candidate to the members of the panel.
2. The chairperson shall inform the candidate regarding the interview format, and mention the opportunity for questions at the conclusion of the interview.
3. The chairperson shall confirm that the candidate has read the position description.
4. The chairperson shall provide a brief scene setting about the organisational structure and how the position fits.
5. The head of department shall outline the duties of the post concerned and shall invite the candidate to ask questions. The panel shall give as much information as possible.
6. The chairperson and the panel members shall ask the candidate questions in order to gain as much information about the candidate as possible. The topics which shall be covered in questioning shall include but not limited to: personal qualifications, experience, work history, personal achievements, social activities, and any special circumstances applicable to the candidate.
7. Panel members shall ask interview questions as pre-determined. Where a presentation on research or seminar is made by the candidate's questions relating to the presentation of the research or seminar shall be asked to determine suitability of candidates to the job.
8. All the responses by the candidate shall be recorded.
9. Each member of the panel shall make individual assessments prior to discussion with candidates.
10. Candidates shall be advised about any special conditions (leave period, overtime, transfers, and locations) that are applicable to the post. Candidates shall be asked if they are comfortable with and can meet special conditions presented to them regarding the post.
11. The human resources official in attendance shall give a brief outline of the conditions of service. The candidate shall be invited to see the human resources official afterwards for a fuller explanation of the conditions, if the candidate so wishes.
12. After the candidate has asked questions regarding the post and the work environment and answers provided by the panel, the chairperson shall advise the candidates on the next step in the selection process and timing for decision making.
13. After the interview is completed strictly within the timeframe provided the chairperson shall thank the candidate and with one of the panel members, escort the candidate out.