



HUMAN RESOURCE POLICY RECRUITMENT AND SELECTION

Policy No: NLMHREN002	Effective Date: 01 April 2008
Approved:	Review Date: 01 April 2009

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, subject to Labour Law Dispensation or operational requirements.

1. SCOPE

To ensure a fair and equitable employment process, this policy shall apply to all appointments made within Ngwathe. This policy will not apply to appointments arising out of a procurement process, acting appointments or rotating portfolios to which staff is elected by popular voting.

2. PREAMBLE

2.1 For purposes of this policy, an employee shall mean any candidate or person who applies for a position, whether permanent, fixed term or temporary.

- 2.2 Ngwathe strives to be an equal opportunity employer, bearing in mind the statutory and operational requirements embodied in legislation and other policies of Ngwathe.

3. POLICY

3.1 Post Establishment

- 3.1.1 Ngwathe will maintain a record of all approved posts and shall monitor all appointments against posts according to the approved staff establishment;
- 3.1.2 The post structure is aligned with the approved system of job evaluation of Ngwathe;
- 3.1.3 The Council shall, unless it has issued delegations to any other authority, have an oversight role in the staff establishment of Ngwathe. Therefore, all requests for new positions and/ or unfreezing of the posts must be approved by the Municipal Manager or his delegated authority.

3.2 Recruitment

- 3.2.1 Any post that falls vacant creates an opportunity for the department to review its operations, employment equity targets, succession planning status and sustainability. Therefore, it is imperative for the Line Manager to consider redesign of positions in his or her department, including the possible “freezing” of positions. Should a Line Manager redesign the post or wish to implement any material changes to the post, a motivation must be made through the line Director to the Municipal Manager for his consideration and approval.

- 3.2.2 Any position that falls vacant must, after approval by the Director of Corporate Services, be advertised in the media which he may decide on from time to time, subject to the employment equity policy, operational requirements and financial constraints of Ngwathe provided that vacant posts of levels 5 (five) to 18 (eighteen) shall be advertised internally and if no suitable candidate is found, it shall be advertised as above;
- 3.2.3 Clear and inherent job requirements shall be established for all positions, to ensure fair and equitable process of recruitment to Ngwathe. For this purpose, the Human Resources Department must be consulted to assist with proper job profiles prior to advertising of positions;
- 3.2.4 A single point of entry, coordination and control point for all applications shall be the Human Resources Manager –Human Resources Department;
- 3.2.5 Canvassing of appointments by candidates or their relatives to advertised positions shall disqualify the affected applicants.

3.3 Selection

An objective system of selection, e.g. targeted selection, should be considered to ensure fair, equitable and legally defensible selection process.

- 3.3.1 The employment equity plan of Ngwathe shall serve as a basis for selection decisions. In the event that this is not possible due to lack of suitable candidates, the provisions of paragraph 3.3.8 and or succession planning may be invoked;

- 3.3.2 The Director: Corporate Support Services or his delegate shall constitute selection panels for advertised posts on the basis of post levels; skills required for the interviewing process, as well as considerations made for unions/staff association;
- 3.3.3 With the exception of Human Resources who are regarded as experts in the process and representatives of staff, no panellist shall be a level below the post being filled. Members of the panel shall take an oath of secrecy for each interview they are asked to conduct. Panel members must be accordingly trained in recruitment aspects, and only those who are trained will form part of the selection panel;
- 3.3.4 The Selection Panel should in addition to Human Resources representation, comprise at least a person with knowledge of the inherent requirements of a particular job in the management and above positions.
- 3.3.5 Ngwathe selection process will include: advertising of the posts, response handling, short-listing by panel, interviewing by panel, simulations for applicable positions as the panel may determine from time to time, reference checks, approval by the Municipal Manager or his delegated authority, offer of employment and regret letters, and finally the orientation and induction programme. All employees shall be subject to Ngwathe selection process to ensure consistency and fairness;
- 3.3.6 Ngwathe will consider compensating the reasonable and actual costs pertaining to travelling of candidates who come from areas 50km radius outside the actual place of interview to attend interviews at rates to be determined by the Chief Financial Officer in consultation with the Municipal Manager from time to time;

- 3.3.7 In line with paragraph 3.3.3 of this policy, all short-listing must be conducted by a competent and duly constituted panel to enhance the decision making processes, avoid any bias in the selection process and ensure joint responsibility of members to recommendations made;
- 3.3.8 Suitability of candidates will be as determined by the Employment Equity Policy, the current operational reality (including scarce skills) of Ngwathe, and its employment equity plan, as amended from time to time following the recognised processes;
- 3.3.9 A recognised union representative shall be a panellist with an observer status on levels other than section 57 or higher recruitment processes;
- 3.3.10 Duly constituted and competent panels may only make recommendations regarding the suitability of candidates for advertised positions to the Council or Municipal Manager or their delegated authority as the case may be. The Council or Municipal Manager or their delegated authority, as the case may be, will appoint or reject the recommended candidates;
- 3.3.11 With the exception of casual employees, who may be appointed by the Line Manager in consultation with the line Director, no candidate, may be appointed to Ngwathe establishment without the approval of the Municipal Manager or his delegated authority.

3.4 Appointments

- 3.4.1 Upon approval of candidates by the Council or Municipal Manager or their delegated authority, the Council or Municipal Manager or their delegated authority as the case may be, will determine the salary applicable to the level of the position on offer based on the existing salaries of current employees and the applicable salary dispensation of the suitable candidate;

- 3.4.2 In the event that the skill being recruited is declared scarce within Ngwathe, salary offers may be up to the maximum of the applicable salary scale;
- 3.4.3 The Director: Corporate Services or his delegate shall reduce all offers of employment to writing, subject to applicable statutes and regulations promulgated thereunder, labour legislation and Ngwathe policies and procedures;
- 3.4.4 All permanent appointments including Section 57 appointments are subject to the compulsory membership of Ngwathe's employee benefit funds. All employees are subject to an approved performance management system.
- 3.4.5 All new employees shall be subjected to a probationary period of at least 3 months provided that the Municipal Manager and Section 57 Managers shall serve 12 months probation during which period the parties shall ascertain competency and organisational fitness. In the event that an employee does not perform satisfactorily during this period, fair and equitable procedures relating to dismissals on probation shall apply.

3.5 Foreign Appointments

- 3.5.1 Foreign appointments shall only be made subject to scarcity, in the event that Ngwathe unsuccessfully recruited candidates to vacant positions, and with a view to developing capacity in a particular field;
- 3.5.2 Such appointments shall be made on a fixed-term period of no longer than 3 (three) years, subject to applicable legislation and regulations governing same;

3.5.3 In the event that Ngwathe has concluded agreements with foreign institutions, including staff exchange, such agreements will be subordinate to South African legislation and regulations governing the appointment of foreign employees in so far as inward exchanges are concerned.

3.6 Dispute Resolution Mechanism

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 recognised labour relations mechanisms shall be applied.

3.7 Orientation and Induction

3.7.1 All new employees shall undergo a compulsory 2 (two) days) orientation and induction programme of Ngwathe, prior to assuming their duties.

3.7.2 All relevant Ngwathe policies including but not limited to disciplinary codes and procedures, operational policies and working environment shall be brought to the attention of employees during an induction and orientation program.

4. STAKEHOLDER ANALYSIS

Role	Responsibility
Municipal Manager / Director Corporate Services (subject to its 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

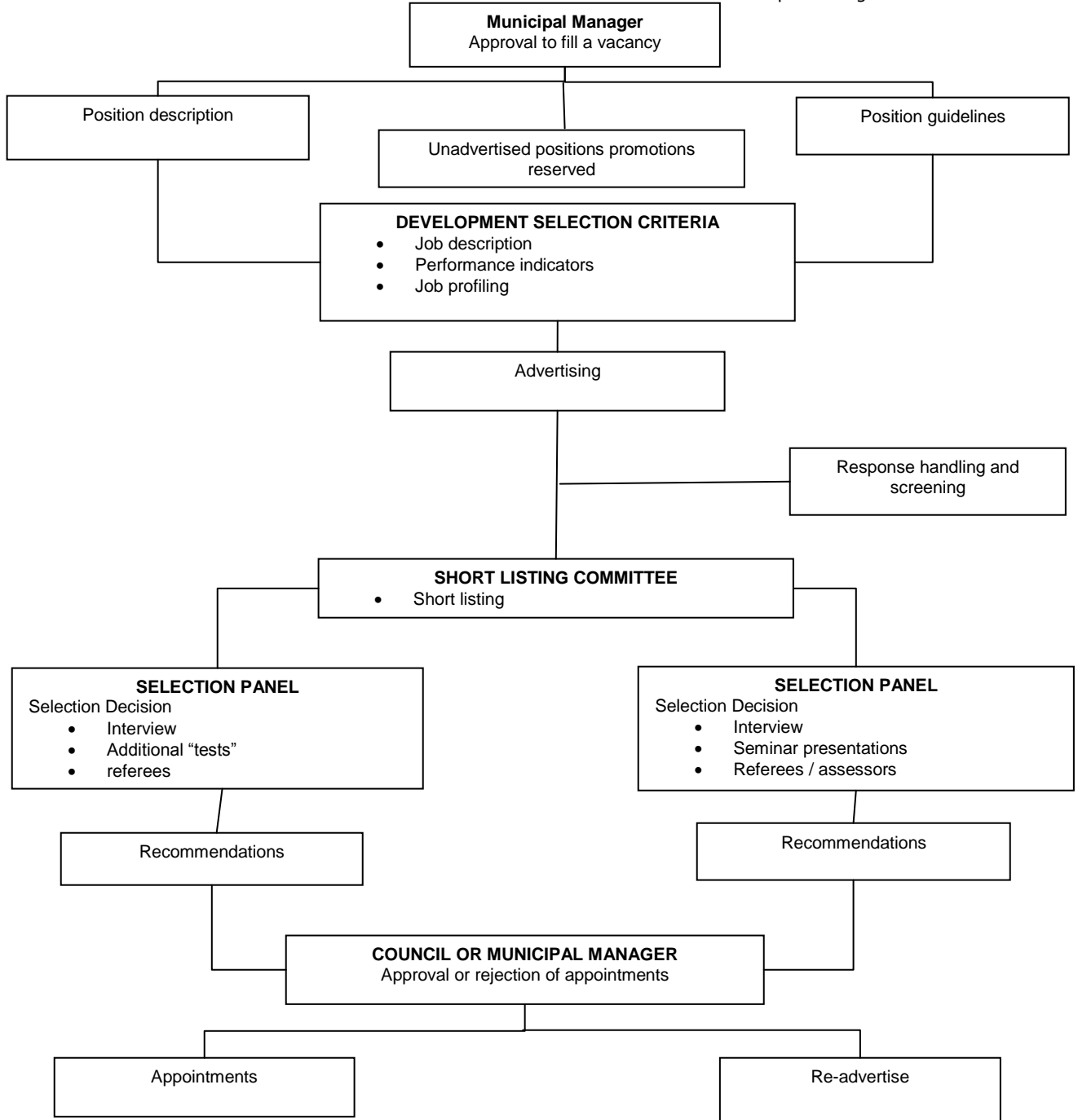
Line Manager	Reviews the operational needs for advertising the positions and appoints in terms of authority and delegations by the Municipal Manager
Selection Panels	Short-lists, conducts interviews and make recommendations on suitability of candidates.
Human Resources	Custodian of recruitment selection, placement and induction processes of Ngwathe, and quality assurance
Labour Representatives	Participates in selection panels to ensure transparency and openness in the selection processes

SECTION B
5. PROCEDURES

The following flow chart should serve as a guideline on Employee Selection Procedures:

Non Section 57

Municipal Manager and Section 57



RECRUITMENT TIME FRAMES

The following times frames should serve as a guideline for turnaround on recruitments.

ACTIVITY	RESPONSIBILITY	TIME
VACANCY <ul style="list-style-type: none"> • through resignation • dismissal • retirement • incapacity • other 	Line Manager to motivate filling of post to MUNICIPAL MANAGER	Within 2 (two) weeks of occurrence of vacancy or as soon as reasonably possible
ADVERTISEMENT <ul style="list-style-type: none"> • internal • external 	Director: Corporate Services or Human Resources Department on referral by Director: Corporate Services to request job profiles and place advertisements	Responses to advertisements are for 2 (two) weeks period with a grace of an additional 3 (three) days for posted applications
SCREENING <ul style="list-style-type: none"> • rejecting non complying applications • filing complying application 	Human Resources	Within 3 (three) days from the closing date of applications in terms of the advertisement
SHORTLISTING	Short Listing Committee	Within a week from the closing date of applications in terms of the advertisement
INTERVIEW	Selection Panel	Within a week from the final short listing
APPROVAL	Municipal Manager authority or Council	Within a week after recommendations submitted by the Selection Panel
APPOINTMENT	Line Director after approval by Municipal Manager or Council	Immediately after approval by delegated authority or Council
		Average time frame from the date of advertisement to appointment is 5 (five) weeks

Same
Week

5.1 Vacancy Creation

- 5.1.1 The staff establishment of Ngwathe will be updated from time to time, by the Municipal Manager in consultation with the Council.
- 5.1.2 In the event that a vacancy arises, such will be reviewed by the Line Manager and ultimately the Municipal Manager on the basis of the operational requirements of Ngwathe and the staff development needs of the department.
- 5.1.3 If the Municipal Manager is satisfied that the position should be advertised, the relevant documentation (job specification and request for advertising) should be submitted to the Director Corporate Services to facilitate the process.

5.2 Advertising

- 5.2.1 All positions on level 4 (four) and higher will be advertised in a national newspaper. The rest of the levels will be firstly advertised internally on Ngwathe Bulletin Boards and thereafter externally if no internal candidates were found.
- 5.2.2 All advertisements will reflect that Ngwathe is an Equal Opportunity Employer.
- 5.2.3 Advertisements should be based on the cost effectiveness and accessible media.
- 5.2.4 Advertisement of posts shall reflect a closing date for the receipt of applications and no applications shall be accepted or considered after the closing date.
- 5.2.5 Advertisements of post shall reflect that if no communication is received within a three week period from closing then such application should be deemed to be unsuccessful.

5.3 Response Handling

- 5.3.1 The Human Resources should screen the applications within three (3) days after the closing date of advertisements. Applications which do not comply with the minimum criteria relating to qualifications, documents required, closing date, and experience may be rejected by the Human Resources Department, subject to the approval of the Director: Corporate Services.
- 5.3.2 After screening, all accepted applications should be filed and forwarded to the Short Listing Committee for short listing.
- 5.3.3 The Human Resources Department should retain the custodianship of the filed applications and no file may leave the Human Resources Department without the prior consent of the Director: Corporate Services

5.4 Short listing

- 5.4.1 A Selection Panel in accordance to different levels in terms of this procedure shall be the Short listing Committee.
- 5.4.2 The Director: Corporate Services must convene a Short-listing Committee within a week after the closing date, at the venue determined by him or her, and facilitate the process through the Human Resources Department.
- 5.4.3 A Short-listing Committee may proceed to convene and shortlist candidates if some members are not present provided that at least 50% of non observing members are present. However being the relevant Line Manager and Human Resources or their representative nominees must be present at all times.
- 5.4.4 The Short listing Committee must consider but not limit itself to the following when short listing:

- 5.4.5 The work environment and operational requirements in which the position functions;
- 5.4.6 Claims made by candidates into the context of the work environment and inherent operational requirements;
- 5.4.7 Whether the experience described demonstrate the candidate's understanding of the inherent operational requirements of the position;
- 5.4.8 The level of candidates' formal skills and competences; and
- 5.4.9 Any other factor that in the view of the committee requires consideration in the best interests of the Ngwathe.
- 5.4.10 The Short listing Committee should immediately after the short listing convene as a Selection Panel for purposes of determining the following:
 - 5.4.10.1 The content, structure and evaluation of the interview/seminar/research presentation and order it in a logical way;
 - 5.4.10.2 Finalise the interview questions and/or other assessment method(s) related to the criteria;
 - 5.4.10.3 Dates, time and place for interviews;
 - 5.4.10.4 The order of candidates to attend interviews;
 - 5.4.10.5 External panelist(s) to be invited for interviews, and
 - 5.4.10.6 Any other related matters for the successful process of interviews.
- 5.4.11 The Human Resources Department should immediately after short listing and determinations of the selection panel, proceed to inform and advise the short listed candidates regarding:
 - 5.4.11.1 Interview time, date and venue
 - 5.4.11.2 A seminar topic or research presentation and
 - 5.4.11.3 The approximate time the process will take.

5.4.12 The Human Resources Department should ensure that all necessary equipment such as projectors, if needed, is arranged with candidates prior to attending interviews.

5.4.13 Prior to the interview the short listed candidates must sign a Non Disclosure Undertaking and Reference Consent. At the time of an invitation to interview, candidates should be made aware of this requirement.

5.5 Selection Panel

5.5.1 Selection Panels interview and recommend suitable candidates to Council or the Municipal Manager for approval. A selection panel member should not be a level lower than the post to be filled, unless that panel member serves in the observer capacity or is the Manager: Human Resources Department or his nominee.

5.5.2 The selection panel shall comprise the following:

5.6 The Municipal Manager

As prescribed by the Local Government Systems Municipal Structures Act and Local Government Municipal Systems Act

5.7 Section 57 Managers

5.7.1 As prescribed by the Municipal Structures Act and Systems Act with the following representation as a guideline:

5.7.1.1 The Municipal Manager

5.7.1.2 The Executive Mayor (Chairman)

5.7.1.3 A member of Mayoral Committee

5.7.1.4 The Speaker

- 5.7.1.5 A Municipal Manager from another Municipality nominated by the Executive Mayor should he deem it necessary.
- 5.7.1.6 Two members of the Municipal Council
- 5.7.1.7 Human Resources department representative

5.8 Other posts

- 5.8.1 A Line Head, being the Chairperson of Department or his delegate (Section 57 Manager)
- 5.8.2 The Municipal Manager if the post is that of a person reporting and accountable to the Line Head of Department
- 5.8.3 The Line Manager
- 5.8.4 Human Resources representative
- 5.8.5 A labour representative from a recognized union who must act as an observer
- 5.8.6 An employment equity officer
- 5.8.7 An expert as invited by the Line Head of Department
- 5.8.8 Any other person invited by the Line Head of Department in consultation with the Municipal Manager

5.9 Interviews

- 5.9.1 Interviews must be completed as soon as possible after the date of final short listing
- 5.9.2 A Selection Panel may proceed to convene and interview candidates if some members are not present provided that at least 50% of non observing members are present. However the Chairperson and Manager: Human Resources or their nominees must be present at all times.

5.9.3 The guidelines regarding the conducting of interviews are contained in the appendix to this procedure marked A.

5.10 Selection

5.10.1 To determine job and organisational fit by candidates, a Human Resources official and the relevant Line Manager may conduct follow-up interviews with the employee.

5.10.2 After the completion of interviews members of the Selection Panel should submit their views on each candidate in a prescribed scoring form and discuss to arrive at a decision of the most suitable candidate and a reserve candidate. A reserve candidate is necessary to fill the post in the event that the most suitable candidate rejects the offer of employment or the Council or Municipal Manager as applicable does not approve the recommended candidate.

5.10.3 Each member's first and second choice should be indicated on a prescribed form.

5.10.4 The choice of the most suitable candidate should be arrived at objectively and by consensus.

5.10.5 The Human Resources Department will immediately after the choice of the most suitable candidate is made, arrange with the Director: Corporate Services to channel the Panel's recommendation to Council or the Municipal Manager, as the case may be, for approval of the recommended candidate for appointment.

5.10.5.1 Division in Resolution by Selection Panel

In a case where there is a division between the Selection Panel members, the matter is referred to the Municipal Manager of the delegated authority or Council for final consideration and determination by them as the case may be.

5.10.6 No official recommendation of the most suitable candidate can be made until such time that reference checks have been made by the Human Resources Department and the Line Manager or their nominee serving in the Panel are satisfied that the reference report is not adverse.

5.11 Reference Checks

5.11.1 The purpose of a reference is to obtain information on the following about the Candidate from persons nominated as referees or any other source:

5.11.1.1 workplace behaviour, provided that workplace behavior shall be objectively viewed with utmost caution;

5.11.1.2 indication of experience and skills;

5.11.1.3 nature of the current job activities; and

5.11.1.4 Criminal records where the post requires by virtue of law, that the Candidate not to have previous convictions of certain crimes.

5.11.1.5 All answers from reference checks must be recorded and compiled into a reference report in a prescribed form.

5.12 Offer of Employment

5.12.1 Upon final approval of a recommended Candidate, the Deputy Director: Corporate Services will write regret and offer letters to unsuccessful and successful candidates, respectively.

5.12.2 Successful candidates will be invited to accept or reject the offers as made.

6. REVIEW PERIODS

The policy will be reviewed as the labour law dispensation and operational requirements of Ngwathe change from time to time.

7. AUTHORITY

Formulation Policy	:	Municipal Manager
Authorisation Policy	:	Council
Ownership and Maintenance Manager	:	Director Corporate Services

APPENDIX A

Guidelines about Conducting Interviews

All Interviews to be conducted on a prescribed Targeted Selection interview format which is to be drawn up and circulated to Interview Panel prior to interview taking place.

1. The Chairman will welcome the candidate, thank the candidate for attending and introduce the candidate to the members of the panel.
2. The Chairman will inform the candidate regarding the interview format, and mention the opportunity for questions at the conclusion of the interview.
3. The Chairman will confirm that the candidate has read the position description.
4. The Chairman will provide some brief scene setting about the organisational structure and how the position fits.
5. The Head of Department will outline the duties of the post concerned and will invite the candidate to ask questions. The panel will give as much information as possible.
6. The Chairman and the Panel members will ask the candidate questions in order to gain as much information about the candidate as possible. The topics which must be covered in questioning will 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 will 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 should be asked to determine suitability of candidates to the job.
8. All the responses by the candidate should be recorded.

9. Each member of the panel must make individual assessments prior to discussion with candidates.
9. Candidates must be advised about any special conditions (leave period, overtime, transfers, and locations) that are applicable to the post. Candidates must be asked if they are comfortable with and can meet special conditions presented to them regarding the post.
- 10 The Human Resources official in attendance will give a brief outline of the conditions of service. The candidate will be invited to see the Human Resources official afterwards for a fuller explanation of the conditions, if the candidate so wishes.
11. After the candidate has asked questions regarding the post and the work environment and answers provided by the panel, the Chairman should advise the candidates on the next step in the selection process and timing for decision making.
12. After the interview is completed strictly within the timeframe provided the Chairman will thank the candidate and with one of the panel members, escort out him out.