

# **SUNDAYS RIVER VALLEY MUNICIPALITY**



## **RECRUITMENT AND SELECTION POLICY**

Reviewed by Council on 22 June 2016

# RECRUITMENT AND SELECTION POLICY

## 1. INTRODUCTION

The responsibility for the appointment of personnel rests with the Municipal Manager of the Employers or his/her delegated assignee(s) in terms of section 55 (1)(e) of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000).

The Municipal Manager or his/her delegated assignee(s), may, deviate from the provision(s) of this policy, where there is an existence of bona fide organizational or operational requirements.

## 2. OBJECTIVE

The staffing policy of the Sundays River Valley Municipality aims at:

- 2.1 introducing fair and objective principles and procedures for the staffing of the Employer;
- 2.2 providing guidelines for the appointment of candidates to the Employer;
- 2.3 establishing principles and procedures ensuring that the Employer complies with legislative principles in respect of employment equity and affirmative action;
- 2.4 setting out the procedural steps for the advertisement of a vacant post, the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent staff complement of the Employer.
- 2.5.1 To engage in a process to improve the representatives of the personnel establishment of the Council to reflect the racial and gender composition of the citizens of Council, while recognising the need to focus on customer needs, standards of effectiveness and efficiency in service delivery and an absence of discrimination based on any form of stereotyping;

## 3. BASIC PRINCIPLES

- 3.1 The staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Employer and ensuring the full utilization and continued development of these employees.
- 3.2 Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Employer.
- 3.3 The responsibility of the Employer is to determine the strategic and operational needs of the Employer, and the relevant reporting and managerial structures of the organisation.

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- 3.4 All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.
- 3.5 With reference to the Constitution of South Africa (Act 108 of 1996) as amended and the provisions of Chapter II of the Employment Equity Act 55 of 1998, under no circumstances should any person be refused employment on any arbitrary or discriminatory basis, including but not limited to race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief and/or opinion, excepting the exclusions set out in clause 4.2 below.
- 3.6 The Sundays River Valley Municipality is an employment equity employer, and, as such, preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act of 1998 as consisting of black people, women and people with disabilities.

#### **4. EMPLOYMENT EQUITY AND AFFIRMATIVE ACTION**

##### **Elimination of unfair discrimination**

- 4.1 The Sundays River Valley Municipality shall take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.
- 4.2 It is affirmed that it will not constitute unfair discrimination to take affirmative action measures consistent with the purposes of the Employment Equity Act of 1998 as set out in this policy or to distinguish, exclude or prefer any person on the basis of an inherent requirement of any job.
- 4.3 Harassment of an employee, including sexual harassment of any form, constitutes unfair discrimination and such harassment will attract disciplinary action against any employee found to have committed harassment.

##### **Application of the Employment Equity Act of 1998**

- 4.4 As a defined 'designated employer' in terms of section 1 of the Employment Equity Act of 1998, and, as such, the provisions of Chapter 3 of the Employment Equity Act are directly applicable to the Employer.

##### **Affirmative action**

- 4.5 As a designated employer the Municipality must, in order to achieve employment equity, implement affirmative action measures for people from designated groups as defined in section 1 of the Employment Equity Act of 1998. 'Designated groups' means black people, women and people with disabilities and 'black people' is defined in the Employment Equity Act as a generic term meaning Africans, Coloureds and Indians.
- 4.6 Affirmative action measures are measures designed to ensure that suitably qualified

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people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of the Employer.

- 4.7 Affirmative action measures include, but are not limited to, the following:
- (a) measures to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;
  - (b) measures designed to further diversity in the workplace based on equal dignity and respect of all people;
  - (c) making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce of the Employer;
  - (d) measures to ensure the equitable representation of suitably qualified people from designated groups in all occupational levels in the workforce of the Employer;
  - (e) measures to retain and develop people from designated groups and to implement appropriate training measures, including measures in terms of the Skills Development Act of 1999.
- 4.8 No provision in this policy should be construed as requiring the Employer to take any decision concerning an employment policy or practice that would establish an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups. This includes, but is not limited to, any decision relating to the termination of employment of any employee of the Employer for reasons not relating to the conduct or capacity of the employee or the operational requirements of the employer in terms of the provisions of Chapter VIII of the Labour Relations Act of 1995 as amended.

#### **Other steps**

- 4.9 As employer, the Municipality must take reasonable steps to consult and reach agreement on matters listed in section 17 of the Employment Equity Act with its employees or representatives nominated by the employees, subject to the provisions of section 16 of the Employment Equity Act.
- 4.10 The Sundays River Valley Municipality must collect information and conduct an analysis in the prescribed form, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups in terms of the provisions of section 19 of the Employment Equity Act of 1998.
- 4.11 The Municipality must prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in the Employer's workforce, and such plan shall contain, at the very least, the information listed in section 20(2) of the Employment Equity Act of 1998.
- 4.12 The Municipality shall comply with the provisions of section 21 (reporting to the Department of Labour), section 23 (preparation of successive employment equity plans) and all other provisions of Chapter III of the Employment Equity Act of 1998

#### **Accountability**

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

## 5. ELEMENTS OF RECRUITMENT AND SELECTION

### 5.1. RECRUITMENT

#### 5.1.1 The need to fill a post:

Prior to filling a post, the necessity for filling shall be assessed via a process approved by the Municipal Manager.

#### 5.1.2 Validation of inherent requirements:

The inherent requirements of a job must reflect the needs of the organisation and must be appropriate to achieve the business interests of the organisation.

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

Such validation is undertaken by Human Resource Department in consultation with Line Management.

#### 5.1.3 Recruitment Advertisement:

Before advertising a vacant position, permission to do so must be obtained from the Municipal Manager.

- **Drafting of an Advertisement**

The validated information as referred to above shall form the basis for the advertisement and all advertisements shall clearly state the relevant job requirements, application procedures together with closing dates for the receipt of application.

Advertisement shall be circulated internally by placement on designated notice boards and other appropriate places.

External advertisements shall be placed in appropriate media / publications approved by the Municipal Manager ensuring maximum access by the designated groups

The organizational targets, inter alia shall determine whether recruitment activities are internal or external or both.

All applications shall be in written format.

The services of external employment / personnel agencies may be utilised for

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recruitment purposes.

The selection of such agencies will comply with the Procurement Policy.

The format of the application form should be simple, based on job related information.

Records shall be maintained for all applications received in response to advertised posts as well as ad-hoc applications received by Human Resources. Such records shall be kept for a period of one year.

## **5.2. SELECTION**

### **5.2.1 General Principles Governing Selection**

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

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.

Minimum requirements may be relaxed for internal advertisements in order to promote employees.

Unless formal or statutory qualifications are clearly justified as essential for the job, relevant experience/performance, training (internal/external) as reflected and measured through competencies, and potential for the prospective vacancy shall be an important criterion.

Canvassing by job applicants or any other person on behalf of job applicants, for posts within the Council's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.

### **5.2.2 Role of participants in the selection process**

Line Management and the Human Resources Department take joint responsibility for structuring the selection process. The monitoring role of the AA / Equity Office is acknowledged.

The Unions have observer status in the interview process.

### **5.2.3 Compiling the short list**

The short list of applicants is drawn up by Line Management and Human Resources and based on the agreed selection criteria.

### **5.2.4 Selection and assessment methodology**

The organization will only make use of assessment techniques which

- a) have been shown to be valid and reliable
- b) can be applied fairly to all employees
- c) are not biased against any employee or group.

All parties will uphold the strictest confidentiality in respect of any information supplied.

The assessment process is an integrated process and the final decision shall be based on the results of the whole process.

The Human Resources Department is responsible for ensuring the integrity of the assessment process and the use and application of assessment techniques.

Medical testing will only be utilised if required or permitted by legislation or if it is justified in the light of medical facts with regard to the inherent requirements of the job.

#### **5.2.5 The assessment process**

- **Competency-based Interview**

The interview panel should comprise of at least the appointing authority / line management and a Human Resources Practitioner. All members of the interview panel are required to abide by the principles contained in this Policy.

The interview panel is responsible for ensuring that the interview is structured by use of consistent questioning techniques across interviews with questioning related to the requirements of the job and shall not discriminate on the basis of race, gender and disability.

Any member of the interview panel is required to withdraw from an interview panel should they have a personal interest or bias in regard to any of the applicants.

#### **5.2.6 Rating**

Reference checking: Only referees as provided by the applicant will be contacted. Under the following circumstances the lack of a reference shall not be used to disqualify an applicant:

- applicant has had no previous experience; and
- the current employer is the only source of reference.

No reference checking will be conducted on an applicant before an interview is conducted, but pre-screening to validate information on the Curriculum Vitae and/or application form may be conducted in relation to the inherent requirements of the job.

The reference shall be based on the inherent requirements of the job and be conducted in a structured format by Human Resources and Line Management in consultation with Human Resources.

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All rating of candidates against the identified competencies, to be done on the basis of a standardised methodology and the selection panel to be trained in such methodology.

#### **5.2.7 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 utilised; comprehensive notes on assessment of each candidate; assessment ratings; reference checks; notes on deliberation of selection decision. As in the recruitment process, these records need to be maintained for one year.

#### **5.2.8 The selection decision**

The selection decision is based on the assessment of the candidates in conjunction with section 20(3) and particularly 20(3)d of the Employment Equity Act and in the context of organisational requirements. Targets will be set to guide the preferential order of appointment within the organisation.

#### **5.2.9 Appointing authorities**

Only the Municipal Manager has the authority to appoint personnel in compliance with section 55 (1) of the System Act Municipal. Appointments will be authorised by the Municipal Manager or his delegates.

#### **5.2.10 Feedback to candidates**

Human Resources will on request, provide feedback to unsuccessful candidates for career development purposes.

All applicants invited to interviews will be informed in writing of the outcome of the selection process in regard to their application.

The Human Resources Department informs the successful candidates only after the appointments were authorized by the Municipal Manager or his delegates

All persons appointed to the organisation accept the appointment by way of signing the employment contract prior to commencement of duties.

The Human Resources Department informs the unsuccessful short listed candidates within five working days of the appointment being authorised.

Enquiries from unsuccessful candidates are dealt with by the Human Resources Department in conjunction with Line Management.

#### **5.2.11 Disputes**

Disputes concerning the appointment of a candidate are dealt with in terms of Bargaining Council dispute resolution procedure and relevant Labour Law.



**5.2.12 Induction**

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

**6. IMPLEMENTATION OF THE POLICY**

The policy shall be implemented after consultation with the labour unions and the approval of the Municipal Manager.

Signed at ..... on this ..... day of .....  
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**MUNICIPAL MANAGER**

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**CHAIRPERSON - SAMWU**

.....  
**CHAIRPERSON – IMATU**

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**NG BIXA**  
**MAYOR**

**22 June 2016**