



*Nkomazi Municipality*

RECRUITMENT  
AND SELECTION  
POLICY

**GCM RESOLUTIONS**

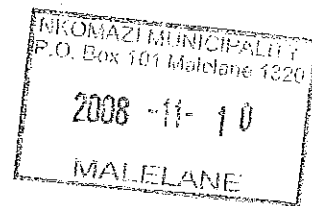
**NKM: GCM A052/2007 NKOMAZI MUNICIPALITY: RECRUITMENT AND SELECTION  
POLICY (N5P/11)**

**(003/2007)**

**28 June 2007**

**RESOLVED**

1. That the Nkomazi Municipality Recruitment and Selection policy be approved.
2. That any previous policy on Recruitment and Selection be rescinded.
3. That all Councillors and Senior Officials be workshoped on the Recruitment and Selection policy.



## **NKOMAZI MUNICIPALITY: DRAFT RECRUITMENT AND SELECTION POLICY (N5P/11)**

### **1. BACKGROUND**

- 1.1 This process places suitable individuals in vacant position where they contribute to the success of the Nkomazi Municipality and where they can grow and develop to the best of their abilities.

### **2. OBJECTIVES**

- 2.1 The purpose of the Nkomazi Municipality Recruitment and Selection policy is to provide guidance on the recruitment of staff so as to comply with the provisions of our Constitution, the Labour Relations Act no 66 of 1995 and the Employment Equity Act no 55 of 1998.
- 2.2 This further ensures standardization, transparency, consistency fairness and best practice with regards to the recruitment process

### **3. ABBREVIATIONS AND DEFINITIONS**

#### **a. Abbreviations**

NKM	Nkomazi Municipality
HR	Human Resource

#### **b. Definitions**

<b>Term</b>	<b>Definition</b>
Designated group	Means black, Indian and Coloured South Africans, women and people with disabilities. The appointment and placement of designated group job applicants falls within the scope of the organization's employment equity initiatives.
Recruitment	Covers the enlisting of job applicants through non discriminatory internal/external advertisements, employee referrals, utilization of employment agencies, adoption of recruitment campaigns and executive search firms to secure the most suitably qualified candidate for a vacant or new position. This is the responsibility of the Human Resource and the Department of Corporate Services.
Placement	Deals with the appointment of a successful job applicant into a position through the formal written offer of employment. This is the responsibility of the Municipal Manager unless delegated in writing to the Manager Corporate Services.
Selection	Deals with the choosing of the applicant who is regarded as "the best fit". The purpose of selection systems should be to determine which candidates from a group of applicants are most likely to be successful in performing the job.

Suitably qualified

Refers to an applicant who as a result of any one of, or any combination of that person's –

1. Formal qualifications;
2. Prior learning;
3. Relevant experience or;
4. Capacity to acquire within a reasonable time, the ability to do the job; represents the best available candidate from a pool of job applicants

#### **4. SCOPE AND APPLICABILITY**

4.1 This policy is applicable to all prospective applicants whether internal or external

#### **5. RESPONSIBILITIES AND AUTHORITIES**

5.1 Managers are responsible for establishing a business need for recruitment and for justifying the need to fill the vacancy or create a new position and thus draft a job description through the Human Resource Section.

#### **6. POLICY CONTENT**

##### **6.1 Guiding Principles**

6.1.1 In keeping with the organization's philosophy, no person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth and Union membership.

6.1.2 It is not unfair discrimination to take affirmative action measures consistent with the purpose of the Municipality's Employment Equity Plan or distinguish, exclude or prefer any person on the basis of an inherent requirement of a job

6.1.3 Where feasible, and without giving rise to undue hardship, reasonable accommodation measures are to be encouraged for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce. Reasonable accommodation measures are particular appropriate when recruiting or selecting people with disabilities.

6.1.4 The Nkomazi Municipality is committed to promotion from internal as well as external candidates will be given opportunities.

6.1.5 The Nkomazi Municipality is an Equal Opportunity Employer and thus aims to eliminate all forms of unfair discrimination to the recruitment and selection of staff

and in order to facilitate this, the procedures laid in this policy must be strictly adhered to.

- 6.1.6 The Nkomazi Municipality is committed to a policy of Employment Equity. All phases of the recruitment procedures must take this into account. It is crucial that the recruitment and selections policy be read in conjunction within the Nkomazi Municipality policy on Employment Equity.
- 6.1.7 Within the policy, the Nkomazi Municipality will address the issue of Employees from historically disadvantaged groups who can play a significant role in the Nkomazi Municipality future success. The Nkomazi Municipality will therefore pay particular attention to the employment of these persons who have been socially, economically and educationally disadvantaged.
- 6.1.8 For all recruitment requirements, the Department of Corporate Services will provide line management with ongoing advisory and support service.
- 6.1.9 Family and relatives of Employees (whether related by blood or common-law) will not be afforded preferential treatment with regard to recruitment.
- 6.1.10 Under no circumstances can a person be employed in a direct reporting relationship with a family member.
- 6.1.11 Unless legislation states otherwise, priority will be given to South African citizens.
- 6.1.12 The Nkomazi Municipality recognizes that different people of South Africa bring with them a rich array of cultures which are intended to blend into the new Nkomazi Municipality culture. The Nkomazi Municipality will endeavour to reflect the demographics of the Country and will be an Organization where all South Africans are welcome.
- 6.1.13 The Nkomazi Municipality also recognizes that measure (directed towards improving the representation of racial, gender and disabled groups), will have to be implemented to correct disparities of the past.
- 6.1.14 Before a vacancy is advertised, the responsible Manager should check whether it is necessary to fill the vacant position and if the work cannot be delegated to other Employees as a way of enriching their jobs.
- 6.1.15 Due regard should be given to the internal staff progression before jobs are advertised externally.

## **6.2 Factors to be considered and adhered to before initiating Recruitment Process**

- 6.2.1 The authority to recruit staff should be obtained from the Municipal Manager via the Department of Corporate Services for all posts.
- 6.2.2 Budget staff complements are agreed by the Council on an annual basis after the Strategic Planning exercise is undertaken.

- 6.2.3 In all cases an "Authority to recruit staff" as well as a job description is to be completed and signed by relevant authority.
- 6.2.4 The employment of casual/temporary employees is to be approved by Municipal Manager through the Department of Corporate Services.
- 6.2.5 It is anticipated that when an employee is on leave, arrangements will be made with other employees to cope with workload. Only in exceptional circumstances should temporary employees be engaged with the approval of the Municipal Manager

### **6.3 Internal Recruitment**

- 6.3.1 All positions, other than Section 57, positions that become vacant or are newly created, can first be advertised internally.
- 6.3.2 Proper selection processes must be undertaken to screen internal applicants.
- 6.3.3 All reasonable steps should be taken that vacancies are advertised internally unless management is aware that the required competencies as per the job specification do not exist in the institution.
- 6.3.4 Notice boards must be used for internally advertised posts
- 6.3.5 The Municipal Manager will retain discretion to vary this process in circumstances where he/she deems it necessary to advertise internally or not.

### **6.4 External Recruitment**

- 6.4.1 The external recruitment of candidates may be initiated simultaneously the internal recruitment process has been exhausted and no suitable candidates has been identified internally.
- 6.4.2 Recruitment of suitable candidates may be done through media advertisements or by utilizing recruitment agencies.
- 6.4.3 A deliberate effort needs to be made to recruit candidates from historically disadvantaged groups in keeping with Employment Equity targets that have been set and agreed by the Municipality. This section must be read in conjunction with section 6.1.2 of the guiding principles.
- 6.4.4 Any form of discrimination contained within advertising will not be tolerated. Therefore, appropriate advertising should not exclude any groups from making applications for positions. This section must be read in conjunction with section 6.1.2, 6.1.6, 6.1.7 and 6.1.13 of the guiding principles contained herein.
- 6.4.5 Advertisements should be easily accessible to all groups, i.e. placed in identified newspapers in locality.
- 6.4.6 The Council and Municipal Manager will retain discretion to vary this process in circumstances where they deem it necessary to do so.

## **6.5 Screening**

- 6.5.1 The Human Resource Section screens CVs by eliminating applicants who do not meet the minimum requirements of the advertised position.

## **6.6 Short listing**

- 6.6.1 The Municipal Manager may designate certain positions sensitive and will retain the right to vary the panel responsible for the short listing of the candidates
- 6.6.2 Union Representatives may be present in the short-listing meeting as observers.

## **6.7 Interviews**

- 6.7.1 Interviews are arranged by the Department of Corporate Services. The Department of Corporate Services forms part of the interview panel to ensure fairness during the interview process.
- 6.7.2 Union representatives must be present to witness the interviews as observers.
- 6.7.3 The following should be taken into account when evaluating applicants to ensure that objectivity is maintained;
- 6.7.3.1 Determine the level of responsibility held by the applicant. This will help to identify whether the applicant will be able to make the transition to the position in question.
  - 6.7.3.2 Evaluate the applicant's skills and knowledge in terms of the needs of the job.
  - 6.7.3.3 Evaluate the applicant's strength and developmental needs in relation to the job.
  - 6.7.3.4 Evaluate indicators of stability and progress in terms of past record.

## **6.8 Reference Checks**

- 6.8.1 Prior or after employment, a security check will be conducted by the Municipality or its representative to ensure the following:
- 6.8.1.1 Authenticity of certificates/qualification
  - 6.8.1.2 The candidate has no criminal records
  - 6.8.1.3 The employee had not been found guilty of any misconduct or breach of trust

## **6.9 Job Offers**

- 6.9.1 Once the interviewing panel and the Department of Corporate Services have agreed on a successful applicant and all other criteria have been satisfied, the

applicant may be given the offer letter which must be returned within seven working days.

6.9.2 The Human Resource should

- 6.9.2.1 Explain conditions of employment
- 6.9.2.2 Explain the job profile
- 6.9.2.3 Finalise remuneration and agree on fringe benefits in consultation with the Department of Finance

6.9.3 A letter of appointment should then be forwarded to the successful applicant as soon as possible.

6.9.4 The following documentation is to be forwarded to the Department of Corporate Services on the applicants first day on the job.

- 6.9.4.1 Application Forms or letter
- 6.9.4.2 Curriculum Vitae
- 6.9.4.3 Academic Qualifications (Certified Copy)
- 6.9.4.4 Professional registration if applicable
- 6.9.4.5 Bank Details
- 6.9.4.6 Bank Salary Transfer Forms
- 6.9.4.7 Medical Aid – Application Forms
- 6.9.4.8 Tax Provision on Bonus
- 6.9.4.9 ID Certified Copy
- 6.9.4.10 Beneficiary Form
- 6.9.4.11 Code of Conduct for Municipal Staff Members (Schedule 2. Municipality systems Act 2000)
- 6.9.4.12 Declaration of Secrecy
- 6.9.4.13 Pension Fund Investment Option
- 6.9.4.14 Personal Particulars
- 6.9.4.15 Personal Particulars Forms (Pension)
- 6.9.4.16 Driver's License – Certified Copy
- 6.9.4.17 Job Description

6.9.5 It is not essential to advise unsuccessful applicants in writing as soon as possible after the appointment has been finalized otherwise unless specified in the advert.

6.9.6 Senior appointment must be announced through the office of the Divisional Head and the Municipal Manager for Managers appointments.

6.9.7 Offer letters and appointment letter must have a signature of the Municipal Manager or the Manager Corporate Services if delegated.

6.9.8 All employees must sign a declaration.

## 6.10 Personal Files

The Department of Corporate Services will open personnel files for new Employees and ensure that all documents submitted are kept in a secure environment.



### **6.11 Acting and Acting Allowances**

- 6.10.1 The Municipal Manager may appoint an Employee to act in a vacant position.
- 6.10.2 An acting allowance will only be paid if the Employee acts in a position senior to the one they currently occupy.
- 6.10.3 An Acting Allowance is calculated on the difference of the existing notch and the first notch of the higher post for the Acting Employee.
- 6.10.4 Any Employee who is appointed Acting for less than ten (10) working days does not qualify for acting allowance
- 6.10.5 No Employee will be appointed to act for more than six (6) months in a position. Should there be a need for someone to act for more than six months; the Municipal Manager must authorize the appointment for a defined period beyond the six months and no expectations should be created.
- 6.10.6 Only a formal letter of appointment issued by Municipal Manager will form a contract of employment for acting and the payment of the acting allowance.

## **7. NON COMPLIANCE**

- 7.1 The recruitment of Employees, whether internally or externally gives rise to legally recognized and enforceable employment relationships. Through the application of this policy, the Recruiting Officer will be safeguarded from possible allegations of discrimination or residual unfair labour practices, and at the same time ensure that the terms and conditions of an Employees recruitment and appointment comply with the Organization's policy and applicable employment legislation.
- 7.2 In its implication, this policy further ensures legal compliance with the Employment Equity Act and organization's own Employment Equity initiatives.
- 7.3 In the appointment, selection, promotion and placement of Employees within the organization, the provisions of, amongst others, the Labour Relations Act, Basic Conditions of Employment safety statutes and regulations must be observed.

## **8. RELATED DOCUMENTATION**

- 8.1 Application Letter
- 8.2 Curriculum Vitae
- 8.3 Academic Qualifications (Certified Copy)
- 8.4 Council Application Form
- 8.5 Bank Details
- 8.6 Bank Salary Transfer Forms
- 8.7 Medical Aid – Application Forms
- 8.8 Tax Provision on Bonus
- 8.9 ID Certified Copy

- 8.10 Beneficiary Form
- 8.11 Code of Conduct for Municipal Staff Members
- 8.12 Declaration of Secrecy
- 8.13 Pension Fund Investment Option
- 8.14 Personal Particulars
- 8.15 Personal Particulars Forms (Pension)
- 8.16 Driver's License – Certified Copy
- 8.17 Job Description
- 8.18 Letter of Employment
- 8.19 Letter of accepting Employment

**9. DISPUTE RESOLUTION**

- 10. Any dispute arising from this policy should be dealt with through internal policies or the Labour Relations Act (LRA) No 66 of 1995 as amended.**