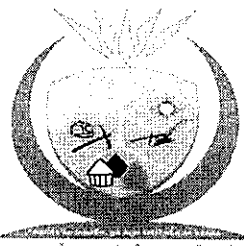


# **MOLEMOLE LOCAL MUNICIPALITY**



*Molemole Municipality*

# **RECRUITMENT AND SELECTION POLICY**

## **1. ACRONYMS**

SMS refers to Senior Management Services

MMS refers to Middle Management Services

LRA refers to Labour Relations Act 1997

EE refers to Employment Equity

PWD refers to People with Disability

HRM refers to the Directorate: Human Resources Management.

## **2. PURPOSE**

2.1 The purpose of this procedure manual is to give systematic guidelines on the implementation of recruitment & selection policy.

## **3. ADVERTISING**

### **3.1 Submission of request to advertise**

3.1.1 The request to advertise form shall be fully completed and submitted to the Sub-Directorate: Recruitment and Selection for approval by the relevant delegated authority before advertising. The request form must include the following:

3.1.1.1 The rank/ job title

3.1.1.2 The component and unit in which the post is located.

3.1.1.3 The salary level of the post as determined by the level of the post on the establishment, or confirmed by way of job evaluation.

3.1.1.4 Minimum job requirements.

3.1.1.5 Confirmation of employment equity targets as well as the work force analysis profile.

3.1.1.6 Confirmation that the post exist and availability of funds.

### **3.2 General Conditions of advertising**

3.2.1 The request to advertise form must be signed by the requestor (preferably someone higher than the post to be filled)

3.2.2 A commitment form with approved selection committee should include the shortlisting and interview dates.

3.2.3 All vacant posts shall be advertised to reach potential applicants especially those from designated groups.

3.2.4 Advertisement shall outline the key performance areas of the post.

- 3.2.5 Entry post levels 9 – 17 shall be advertised locally where it is accessible to local people.
- 3.2.6 Vacant post on salary Task Grade 6 – 8 shall be advertised internally within the Municipality's vacant circular (preference will be given to internal candidates).
- 3.2.7 Preference shall be given to applicants residing within the local geographical area within the province for employment at salary levels 6-8.
- 3.2.8 Vacant posts on salary levels 9 and above shall be advertised in the media and internally.

### **3.3 Advertisement of administrative posts for Salary Levels 6-8**

- 3.3.1 In sourcing applications to fill posts on salary levels 6 to 8, previous applications from **Advertised posts that are not older than six months** should be utilized. This should be applied to posts with similar job requirements and functions that are administrative.
- 3.3.2 Upon receipt of request to advertise, the appointed official from HR should thoroughly compare and ensure that the job requirements are the same with previously advertised posts.
- 3.3.3 Only in absolute cases where a suitable qualified applicant cannot be found would consideration for a re-advertisement be made.

### **3.4 Other methods of advertising**

- 3.4.1 Reasonable accommodation will be provided to attract candidates with disabilities in order for the Municipality to achieve Employment Equity target, the following methods shall be considered:
  - (a) Departmental Database of PWD
  - (b) Website address of PWD/ Recruitment Agencies
  - (c) Local Radio station through Communication Unit
  - (d) Head hunting.

### **3.5 Cost of advertising**

- 3.5.1 The cost of media advertisements shall be carried by the Directorate:  
Human Resources Management and facilitate payment thereof.
- 3.5.2 Advanced transfer of funds shall be made to GCIS to ensure sufficient funds for advertising.

### **3.6 Response handling**

- 3.6.1 The Regional response handling shall be dealt with by respective Regions for processing.
- 3.6.2 The National Office response handling shall be dealt with by Directorate: Human Resource Management.
- 3.6.3 The response handling officials shall collect applications on a daily basis at the reception and put the date stamp on all applications.
- 3.6.4 The Human Resource Officer shall capture the application on the name-list for posts on salary levels 2-12 and profile the applications for posts on salary levels 13 and above, after 10 working days of the closing date.
- 3.6.5 A grace period of three (3) working days after closing date shall be provided to accommodate applications from the Post Office.
- 3.6.6 HR Practitioner/Appointed Official shall sign the application register upon collection of applications.

## **4. SELECTION COMMITTEE**

### **4.1 Appointment of selection committee:**

- 4.1.1 Commitment form replaces selection committee memo in terms of obtaining approval thereof; this approval must accompany request to advertise form
- 4.1.2 The delegated authority shall appoint selection committee to make appointment recommendations on suitable candidate for every vacant post.
- 4.1.3 Line manager shall nominate selection committee members and complete commitment form, where the HR Practitioner/Appointed Official shall sign and the relevant delegated authority approves.
- 4.1.4 The selection committee shall consist of at least three members who are employees of a grading equal to or higher than the grading of the post to be filled or suitably qualified persons from outside the Municipality.
- 4.1.5 The chairperson must be a permanent employee and a grading higher than the post.
- 4.1.6 A selection committee shall be diversified and reflect equitable representation on gender and race.

### **4.2 Replacement of selection committee members:**

- 4.2.1 The changing of members of a selection committee must only be done in exceptional circumstances and reasons provided in writing.
- 4.2.2 To ensure continuity and stability during the selection process the members of the selection committee shall remain the same throughout unless amended in the selection committee pro forma.
- 4.2.3 Changing members of selection committee shall be done through an internal memorandum signed by the Accounting officer which must be attached to the appointment memo.

- 4.2.4 If a substitution of one member is required after selection committee has approved by the delegated official, such a substitute shall be authorized by the chairperson/delegated official.
- 4.2.5 If more than 50% of approved selection committee members are unavailable, the delegated authority shall authorized the replacement.

### **4.3 Roles of selection committee**

- 4.3.1 The selected committee must sign the declaration of confidentiality and impartiality form for the entire recruitment process.
- 4.3.2 Identify candidates that comply with the minimum inherent requirements of the post and to assist with the selection of suitably qualified and competent candidates.
- 4.3.3 Selection committee shall ensure that structured questions are developed and discussed to ensure that all members are clarified on the expected responses.
- 4.3.4 Afford all candidates who are subjected to the selection process a reasonable opportunity to present their candidature;
- 4.3.5 Ensure that all candidates are objectively assessed;
- 4.3.5.1 The selection committee members shall score each candidate based on his/her performance during the interview and rate him or her on a scale of 1 to 5 point; and make comments aligned to the scoring.
- 4.3.6 The chairperson of the selected committee may be consulted during grievance or disciplinary processes where disputes arise from recruitment processes.
- 4.3.7 The selected committee shall discuss scores given to candidates and attempts be made to reach consensus.
- 4.3.8 Where there is significant gap of scoring between panel members, further deliberations must be made to justify the differences.
- 4.3.9 Selection committee members must avail themselves during recruitment processes and unavailability will be accepted under emergency circumstances and in writing.

### **4.4 Shortlisting process**

- 4.4.1 Before the shortlisting commences all Committee members shall browse the name list and sign the declaration of confidentiality and impartiality form.
- 4.4.2 Short-listing shall only be done on the basis of information provided in the application form and CV of a candidate.
- 4.4.3 The short-listing criteria shall be derived from advertisement, and the Employment Equity Target shall be considered.
- 4.4.4 The HR Practitioner/appointed HR Official shall ensure that the reason for non-shortlisting of candidate's s recorded in writing on the name list for purpose of future enquiries.
- 4.4.5 The short-listing candidates shall be contacted directly by HR Practitioner/appointed HR Official.

- 4.4.6 The short-listing candidates shall be approached confidentially to ensure that their current job security is not prejudiced.

## **5. INTERVIEWS PROCESS**

- 5.1 Before the interview commences the replaced committee members shall browse the interview schedule and sign the declaration of confidentiality and impartiality form.
- 5.2 The interview shall be conducted in a professional manner.
- 5.3 The interview questions shall be relevant to the job requirement and discriminatory questions must be avoided at all costs.
- 5.4 The selection committee shall stick to the structured questions in order to ensure fairness & consistency throughout the interview process.
- 5.5 No undertakings may be made to any candidate regarding their prospects of success in the interview process.
- 5.6 Minutes of the interview process including the scoring of candidates, the criteria used during the selection process and EAC report (where applicable) will be retained to justify the decisions of the selection committee.
- 5.7 Reasonable accommodation shall be provided to PWD in line with EE requirements.
- 5.7.1 All candidates shall sign the candidate's interview checklist.

## **6. ROLE OF HUMAN RESOURCE PRACTITIONER/APPOINTED HR OFFICIAL**

- 6.1 Ensure that the selection committee members have signed the declaration of confidentiality and non-favouritism form.
- 6.2 Ensure that selection committee members, including EAC has accepted the participation in the selection process and ensure that the selection committee memo is approved.
- 6.3 Ensure that applications are screened prior to short-listing.
- 6.4 Human Resource Practitioner/Appointed HR Official must confirm availability of selection members before the interview/shortlist is schedule.
- 6.5 Ensure that logistics are made for recruitment process and where transport has to be arranged/required, the relevant unit filling the post shall carry the cost.
- 6.6 The Human Resource Practitioner/Appointed HR Official shall ensure that the candidates are invited telephonically or in writing at least five days prior to the interview date.
- 6.7 He/ She shall prepare and distribute the interview pack prior to the interview date that will consist of the following:
- 6.7.1 The interview schedule;
- 6.7.2 Copy of an approved selection committee members;
- 6.7.3 The advertisement; and

6.7.4 The CV's of all shortlisted candidates.

6.8 The Human Resource Practitioner/ Appointed HR Official as an expert in human resources field shall advise selection committee during the selection process.

6.9 Keep comprehensive minutes of all decisions taken by the interviewing panel with regard to the suitability of each candidate.

6.10 The Human Resource Practitioner/Appointed HR Official shall invite candidates for the competency assessment and provide the date, time and venue of the assessment after obtaining approval.

6.11 A minimum of three quotations shall be sourced from the preferred Competency Service Providers as recommended by DPSA.

6.12 The Human Resource Practitioner/ Appointed HR Official shall conduct a background check of the recommended candidates immediately after the interviews.

6.12.1 Background checks shall be conducted by the Human Resource Practitioner/ Appointed HR Official and include the following:

- (a) Citizenship verification, criminal record check and drivers licence through risk management Directorate;
- (b) Qualification verification and;
- (c) Employment Reference Check.

6.13 Prepare the appointment memo with recommendations made by the Selection Committee.

6.14 The Human Resource Practitioner/Appointed HR Official shall continuously update the Line Manager on progress including the date of assumption of duty of the candidate.

6.15 The Human Resource Practitioner/Appointed HR Official shall after approval communicate the outcome of the selection process to the Selection Committee and the candidates.

6.16 The Human Resource Practitioner/Appointed HR Official shall contact EE sub-directorate to get the name of EAC members who will form part of the selection committee.

## **7. COMPETENCY ASSESSMENT**

7.1 Competency Assessment shall be utilized to assist the selection panel in making a recommendation.

7.2 Competency assessments shall be conducted in line with the DPSA Competency guidelines.

7.2.1 All the recommended candidates on Senior Management Services and above shall be subjected to a competency assessment.

7.3 Candidates from salary levels 12 and below may be required to undertake competency assessment based on the panel recommendation.

7.4 Prior approval must be obtained from the relevant HR delegated authority before candidates are sent the competency assessment.

7.5 The competency assessment memo shall indicate the following information;

7.5.1 The post for which competency assessment is required.

7.5.2 Candidates recommended for competency assessment by the selection committee.

## **8. ISSUING OF OFFER LETTER**

8.1 After approval of the appointment memo, the successful candidates shall be issued with an offer letter where s/he is expected to respond in writing within five working days.

8.2 In case where the criminal record and qualification verification results are outstanding a conditional offer shall be issued.

8.3 Where a conditional offer has been issued, appointment must be confirmed within 6 months upon the date of assumption of duty.

8.4 The conditional offer shall indicate the terms and condition of the offer.

The offer should indicate that it is subject to positive verification of qualification and criminal record. Candidate should be made aware of the job offer condition that should the outcome be negative the offer will be retracted with immediate effect.

8.5 Proof must be kept in the individual personal file that criminal record and qualification verification request has been made to Risk Management Chief Directorate or SAQA.

## **9. APPOINTMENT OF ALTERNATIVE CANDIDATE**

9.1 Where the recommended first choice candidate declines the offer, it shall be extended to other alternative candidates respectively as per the recommendation of the selection committee.

9.2 In case where a similar post become vacant within 3 months after the interview was conducted, recommended candidate for such position can be considered without going through a normal recruitment process; in line with par 9.1

## **10. HEAD HUNTING**

The head hunting shall only be considered/applied if:

10.1 The chairperson of interview provide a written motivation on the request for head hunting to the delegate authority through Human Resources.

10.2 The motivation shall indicate the reason why head hunting is regarded as an option



- 10.3 Once approval is granted, the use of services providers and/or other method of recruiting may be utilised in obtaining suitable applicants.
- 10.4 Headhunting may run concurrently with advertising of a position after approval has been granted.
- 10.5 Headhunting for purpose of achieving EE targets shall be utilised in the line with the unit's EE Plan and relevant EE directives.
- 10.6 The component / Business unit that requested the head hunting will carry the cost incurred due to the headhunting process.

## **11. EMPLOYMENT OF FAMILY MEMBERS**

- 11.1 Before shortlisting and interview process commence, all members participating in the process shall screen the name list of applicant and they shall sign the declaration of confidentiality and impartially form.
- 11.2 Where the member of the selection committee is closely related to the candidate, he/ she shall disclose that and it is advisable for that member to recues him/ herself from the shortlisting / interview process.

## **12. COUNTER OFFER**

- 12.1 The following process must be followed when dealing with counter offer.
  - 12.1.1 Where an employee has been offered a position outside the Department and the supervisor intend to retain him/her a request shall be sent to the approving authority through HR for consideration.
  - 12.1.2 The supervisor shall indicate in the motivation the reason for the retention that is based on the critical operational requirement and indicate the availability of funds.
  - 12.1.3 A written proof of higher offer shall be provided to Human Resources as part of the motivation.
  - 12.1.4 The Human Resources Practitioner/Appointed HR Official shall prepare a memo with the attachment of a motivation from the supervisor and route to the delegated authority for approval.
  - 12.1.5 The offer of the candidate on the maximum notch shall reflect that she/he will not qualify for pay progression.

- 12.1.6 An employee on non-OSD post who is retained out of adjustment shall qualify for the benefit out of the post level as per the Departmental Post Establishment.
- 12.1.7 Employee retained shall remain in his/her current post and salary rank.
- 12.1.8 The Human Resources Practitioner/ Appointed HR Official shall communicate the offer to the employee/ candidate after obtaining approval from the delegated Authority
- 12.1.9 Counter offer shall not be applicable to OSD employees at entry level production post.

### **13. AWARDING OF HIGHER NOTCH**

- 13.2 The following process must be followed when dealing with awarding of higher notch:
- 13.2.1 Shall be applicable when a prospective candidate's remuneration is higher than the Departmental offer.
- 13.2.2 Shall be initiated by the candidate in writing within five working days from date of receipt of offer letter.
- 13.2.3 Shall be based on written proof of current earnings, excluding allowances, limited to general remuneration entitlements.
- 13.2.4 Shall be within the salary band of the advertised position and where the candidate salary is higher than the maximum notch, maximum notch be awarded
- 13.2.5 The offer of the candidate on the maximum notch shall reflect that she/he will not qualify for notch progression.
- 13.2.6 Shall not be applicable to employee who are classified in terms of the entry level production based on OSD determination.

### **14. EMPLOYEE OF NON-PERMANENT EMPLOYEE**

- 14.1 Prior approval for non-permanent post shall be obtained from the relevant delegate authority before commencement of the recruitment process.
- 14.2 The motivation shall be sent to Human Resource and must include the following:

- 14.2.1 Background/ project deliverables;
- 14.2.2 The job title and the salary level on which the non- permanent must be filled;
- 14.2.3 Minimum appointment requirement
- 14.2.4 Draft advertisement and contract duration
- 14.2.5 Confirmation of availability of funds
- 14.3 The Human Resource Practitioner/ Appointed HR Official shall develop a covering memo and attach the motivation for approval
- 14.4 Once approval is granted, the normal recruitment process shall commence.
- 14.5 An appointment letter for non-permanent post shall clearly stipulate the period of employment and all conditions of employment applicable including the salary per month/hour.
- 14.6 Any extension or renewal of the contract shall be subject to approval by the delegate authority.
- 14.7 The appointment of non-permanent employee's shall not be extended more than twice and shall be limited to twelve months unless the duration of the project is more than a year and shall only be allowed in exceptional cases by the delegate authority.
- 14.8 The remuneration of an employee on a contract with a fixed term will be equal to the remunerative package of an equivalent permanent worker plus 37% payment in lieu of benefit salary level 2-9, in line with the job evaluation in terms of Public Services Regulation, or the remuneration package of a similar existing post.
- 14.9 Where termination of such a contract occur before the date indicated on the employment contract, notice shall be given with clear reason for termination in line with the contract of employment ( notice period to bind both parties).

## **15 TRANSFERS**

- 15.1 Department may only consider lateral transfer on the following condition
  - i. An employee must have occupied the post at the same level
  - ii. Meet the minimum requirement and competencies of the vacant post;

iii. An employee must have the post for a period of twelve months

15.2 Department shall only consider a lateral transfer without advertising where a vacant post exist with the same function and such transfer is not in conflict with Human Resources Policy & Public Services Prescripts.

15.3 Where a transfer is employer initiated, consultation shall be made with the affected employee.

15.4 In case where a transfer is employee initiated, the current supervisor and the receiving Supervisor to whose unit the employee is envisaged to be transferred, shall be consulted

15.5 Prior approval shall be obtained from the delegated authority and a transfer letter be issued to the employee

15.6 The employee who is requesting a transfer shall assume duty to the new post after approval has been granted and she/he has accepted an offer in writing.

#### 16. ENDORSEMENT.

The Policy shall come into effect on the date of endorsement and shall cease only in the event where changes / variations has been signed by the Accounting Officer. Changes resulting from change in legislation or any mandatory order will have automatic effect.

<b>Signature</b>	
<b>Initial &amp; Surname</b>	
<b>Designation</b>	
<b>Council Resolution Number</b>	
<b>Council date</b>	0029/05/15
	29/05/2015