



## RECRUITMENT AND INDUCTION POLICY

### 1. Purpose

1.1 The purpose of this policy is to:

- (1) Lay the basis for the recruitment and selection of existing and new employees to vacant positions on the approved establishment of the Msinga Municipality.
- (2) Provide a process which will lead to effective and professional recruitment and selection practice.
- (3) To ensure that the Municipality's recruitment and selection practices are fair and equitable, meeting the requirements of the constitution and labour legislation.
- (4) To ensure the appropriate calibre of staff are recruited, placed and promoted in the Municipality.
- (5) Allow all prospective and current employees a fair opportunity for applying and progressing through the selection process.
- (6) Provide meaningful guidelines to managers to managers to ensure an effective and efficient approach to recruitment and selection.
- (7) This policy will not apply to Section 54/56 employees, as the appointment such employees is regulated by the Government Gazette No 37245 which came into effect on 17 January 2014.

### 2. Definitions

- 1.2 **“Contract employees”**- this means all employees who are employed on a fixed term contract by the Municipality but exclude casual or temporary employees.
- 1.3 **“Casual employees”**- this means employees who are employed for a specific task or project.
- 1.4 **“Inherent job requirement”**- these are true job requirements that are genuinely necessary for competent performance of the job.
- 1.5 **“Job description”**- a job description details the expected duties and responsibilities of a job, indicating necessary experience and skills required of the incumbent. It serves as a guide for the incumbent and his manager, and used to grade the job.
- 1.6 **“Job profile”**- this document, used in recruitment and selection, specifies the requirements for a job, such as qualifications, skills, experience, physical requirements and behaviour. It also sets out personality/ behavioural dimensions required for successful fulfilment of job requirements, i.e. flexibility, ability to work under pressure, initiative and integrity.
- 1.7 **“Selection criteria”**- these are job requirements on which basis a candidate will be selected, as indicated in a job specification.
- 1.8 **“Temporary employees”**- this means employees who are employed for a specific task or project.

## **2. Scope of application**

2.1 This includes contracted employees but will exclude temporal employees.

## **3. Employment Status**

3.1 Employees may be recruited into one of the following categories:

- (1) Permanent employment
- (2) Part-time employment
- (3) Fixed-term or fixed employment
- (4) Temporary employment
- (5) Casual employment

## **4. Guiding principles**

4.1 The following guiding principles underpin this policy and are intended to assist all responsible parties involved in the recruitment and selection process:

### **(1) Effectiveness**

- (a) The central guiding principle for recruitment and selection is to select candidate who best meet the genuine inherent requirements of the job. A key principle of this policy is to develop existing staff to fulfil future human resource requirements through identifying training needs, agreeing career paths and competency- based training.
- (b) It is therefore acknowledged that development and promotion from within is a key focus of The Municipality's approach to effective recruitment and selection.

### **(2) Efficiency and professionalism**

- (a) Recruitment and selection procedures generally incur high costs-through advertising; employment agency fees, time spent by responsible parties etc. Poor selection decisions can result in unproductive appointments and/ or employees who leave the organisation shortly after commencing employment. It can also be emotionally taxing for the applicants. People involved in the selection process are therefore obliged to maintain high levels of professionalism, integrity and confidentiality.

### **(3) Compliance with legislation**

- (a) All recruitment and selection practices must comply with all relevant legislative requirements. These are contained chiefly in the South African Constitution, the Labour Relations Act, the Employment Equity Act ("EEA") and the Basic Conditions of Employment Act.

- (b) The Employment Equity Act defines the term employee to include an applicant for employment and prohibits employers from discriminating unfairly, directly or indirectly against an employee or group of employees:
- (i) “on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language and birth”.
  - (ii) Examples of direct discrimination might be the exclusion of an applicant for employment or promotion on grounds of race or gender or even pregnancy.
  - (iii) Examples of indirect unfair discrimination could include the use of selection criteria that are not inherent job requirements and placing advertisements only in newspapers where readership is limited to particular groups.
- (c) It must be noted that in terms of the EEA, prima facie (on the face of it) proof of unfair discrimination on any of the grounds above shall be presumed to be sufficient proof of unfair discrimination, until the contrary is established. Therefore, if an applicant for employment can reasonably supply some evidence of unfair discrimination, the burden of proof lies with the employer to prove that he/she did not discriminate unfairly.
- (4) In this regard it is the Municipality’s objective to avoid and guard against any form of unfair discrimination with regard to all recruitment and selection practices.
- (5) Grounds on which discrimination might be deemed as fair:
- (i) It is not unfair to discriminate in terms of recruitment and selection practices where:
    - (A) The action taken is consistent with affirmative action measures of the Act; i.e any treatment that can be justified on the basis of an affirmative action policy or plan to address past inequalities or imbalances, does not amount to unfair discrimination in terms of the Act. These policies and plans provide a legitimate defence, to a discrimination claim.
    - (B) Any inherent requirement of the job may require distinguishing, excluding or preferring certain candidates. The inherent requirement must have such an impact that without such qualification the essence of the business operation would be undermined. An inherent requirements of a job relates to the core of the job description. Any requirements that is peripheral or that can be accommodated in some way is not inherent and will not stand up to scrutiny as a defence to discrimination. This consideration applies specifically to recruitment and selection policies for appointment, training and promotion.

## **5. Core policy issues**

### **5.1 Management role**

- (1) Management are responsible for the recruitment and selection of all staff.
- (2) Managers shall ensure that the requirements of the Employment Policy and procedure together with the requirements of this policy are met in recruitment and selection.

- (3) Selection Committees shall be constituted on ad-hoc basis so that a committee is appointed to deal with a single or a group of position at a time.

## **6.2 Human Resources Section**

- (1) The Human Resource Section will provide guidelines and assistance to the selection committee.
- (2) It is acknowledged that recruitment and selection of staff can be enhanced through professional techniques. The Human Resources Section will be continually researching these techniques to ensure effective recruitment and selection practices. The Human Resources Section may therefore be consulted as a resource when management intends recruiting staff.
- (3) At the end of the interviews, the representative of Human Resources shall compile a report on behalf of the Selection Committee detailing the outcome of each interview and the performance of each candidate. This report will also, reflect the committee's recommendations on the suitable candidate.
- (4) The report will be signed by the Chairperson of the Selection Committee as testimony that it represents the collective wisdom of the committee.
- (5) The report shall be presented to the Municipal Manager that will approve the appointment of a selected candidate.
- (6) The Human Resource Section shall keep all records, (including, a copy of the advert, a list of applications received, a list of shortlisted candidates, the decisions of the selection committee, and any other relevant information), in an active file for, at least, 3 years from the date of appointing a candidate; and, thereafter, for five years, in a retrievable archive.

## **7. Recruitment process for permanent and fixed term contract employees**

### **7.1 Filing of vacant post and newly created post**

- (1) The filling of a vacant or a newly created position will be initiated by the HOD concerned by completing the recruitment form attached herein as “ **Annexure A**”. New staff will only be appointed into positions that exist on the formal organisational structure of the Municipality.
- (2) The form must be forwarded to the Human Resources Section and Finance Services Department, respectively, for the confirmation of the post, its grade and applicable salary level (as per job profile) and the availability of funds in the case of the finance section.
- (3) The Municipal Manager, in the case of Manager's and Scarce Skills position, and the Director Corporate Services, for all Office Technical and junior positions, will on the basis of (2) and 93) above approve the advertisement (and therefore) the filling of the position on the establishment of the Municipality.
- (4) The Human Resources Section will be responsible for the drawing up of the advert and its placement as outlined in this policy.

- (5) The advert must be placed within a week of approval by the Municipal Manager.
- (6) The official job profile of the Municipality shall be the only basis for putting together the content of a job advert.
- (7) The maximum period for the filling of a vacant post at the Municipality will be three (3) months, starting from the date of advertisement so that the first day of the fourth month shall be date of assumption of duty of a successful candidate.

## **7.2 Job Profile**

(1) Job profile must ensure that specific job competencies including:

- (a) Skills
- (b) Knowledge
- (c) Behavioural expectations
- (d) Experience
- (e) Acknowledgement of potential,
- (f) Prior learning
- (g) Ability/ aptitude and trainability

Are clearly stated and become the primary means of determining suitability of candidates.

## **7.3 Publication the post**

- (1) All positions will be advertised internally and externally.
- (2) The Human Resources Section shall prior to the publication of the advertisement of a post issue a Human Resources circular indicating the intention to advertise a post to the Chairpersons of the Local Labour Forum, Human Resources and Sound Governance Committee and organised labour.
- (3) Positions falling within Levels 3-8 shall be advertised on notice boards, websites and community halls.
- (4) The Municipality will utilise the following media for advertisement purposes:
  - (a) The Notice Board of the Municipality;
  - (b) A circular to all staff of the Municipality;
  - (c) The Municipality website; and
  - (d) Newspapers based on the following guidelines:
    - (i) Positions between Officer and Manager Level will be advertised in local and Provincial newspapers.
    - (ii) Directors, and positions officially classified as scarce skills will be advertised in local, provincial and national newspapers.

(5) The advertisement and filling of vacant positions shall be determined by the availability of funds as budgeted for by the Municipality.

(6) All advertisements will have a statement that Msinga Municipality is an affirmative action employer and the employment will be made in terms of the Council's Employment Equity Plan of the Municipality.

**7.4 List of candidates**

- (1) The Human Resources Section will receive all applications from interested candidates.
- (2) Based only, on the basis contents of the job, as contained in the relevant Job Profile, the Human Resource Section will develop a master list of all applicants, short-listed candidates meeting the minimum requirements and an elimination list of those who, clearly, do not meet the minimum requirements of the job.
- (3) All the lists will be forwarded to the Selection Committee together with the actual applications of all candidates. The Selection Committee reserves the right to override the short and elimination lists provided by the Human Resources Section.

**7.5 Selection Committee and its duties**

- (1) The Selection Committee shall consist of three (3) to five (5) people.
- (2) It shall be the responsibility of the Municipal Manager or his nominee to setup Selection Committees for the selection of all candidates, except for the Section 54 and 56 employees.
- (3) The Municipal Manager and Senior Managers shall be appointed in terms of the regulations of the Government Gazette No 37245 which came into effect on 17 January 2014
- (4) A representative of the Human Resources Section shall be part of the Selection Committee to play the three critical roles The as follows:
  - (a) To ensure that the recruitment policies and procedures are followed to the letter.
  - (b) To provide secretariat services to the committee.
  - (c) To participate in the selection process.
- (5) A representative from each union shall have an observer status in all positions below section 54 and 56.

(6) The following guidelines shall be followed when appointing a Selection Committee:

| Members of Selection Committee   | Chairperson  |
|--|--|
| <ul style="list-style-type: none"> <li>• In position higher than the position being filled.</li> <li>• At least on the same level as the position being filled.</li> <li>• Never a junior position (except in the case of a Human Resources Officer who may be providing secretariat services).</li> </ul> | <ul style="list-style-type: none"> <li>• Always be at least on position higher than the position being filled.</li> <li>• Should be from the same department filling the vacancy.</li> </ul> |

## **(7) Short listing of candidates**

- (a) The first task of the Selection Committee will be to agree on the shortlist of candidates to be interviewed as follows:
  - (i) The Human Resource Section will play a leading role of sifting through the applications and recommending the shortlist to the Selection Committee.
  - (ii) The requirement of the job as entailed in the job profile shall be the only basis for shortlisting of candidates.
  - (iii) The short list may not exceed seven candidates and shall not be fewer than three candidates.
  - (iv) Only in exceptional circumstances will the Selection Committee accept a short list of fewer than three candidates. In such circumstances, members of the selection committee must sign confidentiality form. These are some of the reasons a shorter list may accepted:
    - (A) Where the Municipality is recruiting the services for a position that is officially designated a scarce skills position and or,
    - (B) The position has been advertised more than once and no candidates are forthcoming.
- (b) The shortlisting committee shall complete and sign a declaration of interest and confidentiality form (herein attached as Annexure B) before the process begins.

## **(8) Interviews**

- (a) Conducting interviews is one of the major forms of assessing prospective employees. Candidates will be short-listed for interviewing on the basis that they meet or exceed the inherent requirement.
- (b) The Selection Committee should be involved in the interviews of all short-listed candidates and the Human Resources Section must be present to provide input and to ensure that interviewing techniques and content adhere to legislation. An interpreter may be present to assist in translation, where necessary.
- (c) Interviews should be constructed on the basis of identifying key behavioural patterns/ specific skills required in the position. Specific questions should be considered by position that encourage interviewees to speak about previous similar experiences. The premise of this type of questioning is that past behaviour often predicts future behaviour.
- (d) A consistent approach to interviewing all applicants will be applied and all applicants for the same job should be asked similar questions, ensuring that such questions relate directly to the inherent requirements of the job.
- (e) All members of the interview committee shall complete and sign Annexure B before the interviews begin (if they did not do so already in the shortlisting process).
- (f) In the cases where the municipal manager is not present during the interview process, he/ she has a right to supersede the decision of the selection panel based on his/ her reasons.

## **(9) Transportation of Candidates to Interviews**

- (a) Candidates travelling shall travel by road transport. This may include use of own vehicle or a public transport.
- (b) The Municipality will reimburse candidates who use their own transport as per Department of Transport rate. The Municipality will pay up to a ceiling of a 2L engine capacity; candidates with an engine capacity above 2L will be paid a 21 category rate.
- (c) The Municipality will incur the costs of public transport in consultation with the Passenger Transport Industry.
- (d) Those travelling distances in excess of 500 km and or from outside the province will be allowed to travel by air transport. Municipality sponsored travelling shall be at the level of economy class ticket.
- (e) The Municipality reserves the right to deviate from the provision of (d) based on the analysis the combination of the distance, costs and personal circumstances.

**(10) Late applications**

- (a) Late applications shall not be accepted and all adverts shall include a statement that late applications will not be accepted.
- (b) Late applications shall mean applications which arrive at the Municipal offices and post office after the stipulated closing date.
- (c) The advertisement must stipulate that the applications must be sent through the ordinary mail.
- (d) Human Resources Section must ensure that on the last day or the closing date of the advertised post the applications are fetched from the post office.
- (e) No emailed or faxed applications will be considered and this shall be stated in the advertisement.

**(11) Submission of Report**

- (a) The Selection Committee shall conclude its business by submitting a report on the selection process.
- (b) The report shall provide a clear picture of the performance of candidates by ordering the candidates based on their scores.
- (c) Each Selection Committee member will evaluate each candidate individually.
- (d) The report shall be submitted to the approving authority within three days of the interviews of candidates being held.

**(12) Recruitment of senior managers**

(1) The Municipality will also utilize the services of recruitment agencies for the recruitment of Senior Management and Scarce skills positions.

**(13) Recruitment of temporary employees**

13.1 The Municipality may utilise temporary personnel from time to time, especially on Projects/ Programme and therefore it is important to have a policy regulating:

- (1) The planning of the use of this labour force to ensure the maximum benefit to the



Community; and

(2) To ensure uniform handling of handling of their appointments.

### **13.2 Process to be followed in recruitment of temporary employees**

#### **(1) Business Plan**

(a) As part of the annual review of its Integrated Development Plan the Municipality determines the projects/ programmes that will be undertaken in the following financial year.

(b) Once capital projects/ programmes are approved and included in the annual budget, Business Plans need to be developed for each projects that will set out the resources required for its implementation. In terms of this Policy it will be a requirement that such Business Plans shall include the following:

(i) An indication of the ward(s) in which the specific project(s) will be implemented.

(ii) An indication of the time period for the project(s) as well as the actual planned dates of its execution.

(iii) An indication of the number of temporary staff that would be needed for each such project and the periods for which they would be required.

(c) If temporary personnel are required for other purposes other than projects/ programmes, the same principle as above will apply – the need must be established, the number of personnel required and the time period for which they will be required, determined.

#### **(2) Principle applicable in recruitment of temporary employees**

(a) Temporal personnel required should be recruited from:

(i) People living in the ward(s) where the project will be implemented.

(ii) Projects for wards/ for urban areas shall be opened to all wards within the Municipality.

(iii) People who need experiential learning.

(b) Temporal appointments will be made from within Msinga Municipal area

(c) For Temporal employment, the Human Resource Section will develop an advertisement and Councillors will be given a notification of the advertisement. Applicants will be required to submit their documents to the Municipal offices.

(d) The Human Resources Section will prepare a screening list. The selection panel will shortlist candidates from the submitted applications. At least five candidates will be interviewed and the best candidate will be selected.

(e) The Municipality will advertise for a database for the unemployed people within Msinga Municipality and this will be a source for applicants for temporal appointments. The database will be updated on an annual basis.

(f) The provisions of clause 7.4 to 7.5 are applicable to the recruitment of temporal employees.

#### **(3) Remuneration and Conditions of Service**

(a) The minimum requirements as stipulated in the Basic Conditions of Service Act, 1997 as amended from time to time will be applicable on casual/ temporary personnel.

#### **(10) Follow up and administration**

(10.1) Feedback to candidates

##### **(1) Feedback to internal candidates:**

(a) The Human Resources Section should advise the successful candidate and ensure that a formal, written job offer is made. The appropriate documentation in relation to transfer, designation change, salary adjustment or promotion, whichever is applicable, is processed. In the case of an internal transfer, the relevant starting date will be agreed between the current and new line manager.

##### **(2) The Feedback to external candidates:**

(a) The Human Resource Section or relevant line manager advises the successful candidate of the decision and an offer of employment is extended to him/ her.

##### **(3) Advising unsuccessful candidates**

(a) All interview candidates whether successful or not should be informed in writing about the outcome of the interview.

(b) Unsuccessful candidates are to be advised in writing, prior to announcing the appointment of the successful internal or external candidate.

(c) All advertisements must have a statement that if you are not contacted within a three (3) months from the closing date you should consider your application unsuccessful.

#### **11. Letters of appointment**

11.1 Upon receipt of the approved report of the Selection Committee, The Human Resources Section will generate an appointment offer in the form of a contract.

11.2 The letter of appointments will then be presented to the approving authority.

11.3 The HR Officer will make the job offer to the prospective employee who will be expected to sign it and return a copy to the Human Resources Department and keep the original.

#### **12. Induction**

12.1 Once an offer of employment has been made and the successful candidate commences duty, the Human Resource Section and relevant manager concerned must ensure that the new staff member is exposed to an effective induction process.

12.2 All new employees must go through an induction process, within 6 months, aimed at helping new employees to adjust to Municipality's social and working environment, in order to achieve maximum efficiency and effectiveness. The process for each new employee shall be managed by his/ her manager and will include the employee/s being taken around and shown all the facilities, people and places within the Municipality to ensure their smooth landing in the organisation.

12.3 On the employee's first day, the employee will receive an information pack which includes Municipality's disciplinary code and all relevant policies. The employee must sign an acknowledgement of all the policies. The onus is on the employee to read and familiarize themselves with the policies.

12.4 Policies and procedures may be amended from time to time for operational requirements and or to comply with legislation. In this event all reasonable steps shall be taken to inform employees of any amendments.

12.5 The Municipality will develop and adopt a formal induction program that may cover the following areas:

- (1) The Municipal System Act;
- (2) The Municipal Structures Act and the Municipal Finance Management Act,
- (3) Property rates,
- (4) Labour Relations Act,
- (5) Constitution of the Republic of South Africa Act,
- (6) Disaster Management Act, Municipal Electoral Act,
- (7) Intergovernmental Relations Act,
- (8) Traditional Leadership and Governance Framework Act,
- (9) Municipal Demarcation Act and Division of Revenue Act.
- (10) Other legislation that have a direct bearing on the local government sector
  - (a) The municipality's strategic tenet including the IDP
  - (b) The structures of the municipality both political and administrative
  - (c) The municipality's policies including the municipality's delegation of authority
  - (d) The conditions of service in Msinga Municipality

12.6 Based on the induction program all Human Resource and Human Resource Section staff will receive comprehensive capacity building for purposes of empowering them with the delivery of the program.

12.7 The municipality will hold at least two induction sessions per year based on the following conditions:

- (1) The presence of newly appointed employees
- (2) The right of employees to be inducted in the organisation, regardless of their numbers.
- (3) The strategic importance of inducting all employees to the Municipality.

12.8 Although the Human Resources Section will drive all the logistical and planning issues around the induction of new staff, the actual induction will be the collective responsibility of the Municipality's management under the leadership of the Municipal Manager.

12.9 The duration of the induction workshop shall be determined by the depth of the program

12.10 The Municipality can roll out the induction program to current and serving employees who were never recipients of an induction program.

12.11 Directors shall ensure that their departments participate fully in the induction program whether their departments must make representation on their business, strategies and plans.

### 13. Human resources duties post all appointments

(1) The Human Resources Section will open a file for each appointed employee and place the report of the selection committee and the employment contract therein.

(2) The new employee will be presented with a set of documents to complete, including the following;

(a) Bank details form,

(b) Nomination of beneficiaries form,

(c) Biographical information required by the employer as prescribed by the Basic Conditions of Employment Act, as amended, Employment Equity Act, and any other act relevant to his/her employment and any other document the Municipality may deem necessary to keep in the employee's file.

(3) The Human Resources Section will advise and provide the payroll office with the details of the new employee for the purposes of preparing his salary when it is due. In this regard, greater effort will go towards ensuring all the necessary information is received even before the employee assume duties with the Municipality.

(4) Office equipment to be provided to the new incumbent within one week of assumption. All given office equipment must be recorded in the prescribed form which must be kept in the employee file.

### 14. Probation

(a) Probation will be dealt with in terms of the probation policy of Msinga Municipality.

### 15. Remuneration for all permanent appointments

15.1 All appointments will carry remuneration as determined by the job evaluation policy and the Municipality's salary policy. This means salaries of new and existing f

15.2 No one shall be appointed out of range of the salary scale of the Municipality.

15.3 The appointment of new employees will follow the recommendations of the Selection Committee and will be carried out as follows:

| Level of Position              | Recommending Authority | Approving Authority |
|--------------------------------|------------------------|---------------------|
| Below Section 56               | Selection Committee    | Municipal Manager   |
| Director/ Section 56 Employees | EXCO                   | Council             |

|                   |      |         |
|-------------------|------|---------|
| Municipal Manager | EXCO | Council |
|-------------------|------|---------|

15.4 The provision of 11.3 above shall be formally enshrined in the formal delegation of duties to the management of the Municipality.

**16. Remuneration for contract employees**

16.1 Contract employees shall be placed on the minimum notch and must be eligible to receive general adjustments.

16.2 Salary package of contract employees will come as total cost to employer and those on positions which comes with allowances such as (Cellphone, Car Allowance) will further be granted those allowances.



**SL SOKHELA**  
**MUNICIPAL MANAGER**

29/05/2019

**APPROVED**  
**DATE**



**CLLR TL KUNENE**  
**SPEAKER**

**APPROVED BY COUNCIL**

