

## RECRUITMENT AND SELECTION POLICY FOR THE AMAHLATHI LOCAL MUNICIPALITY

<b>Council Resolution Number:</b> 02/2023 Ordinary Council Meeting	<b>Approval Date:</b> 29 June 2023
<b>Review Date:</b> 19 April 2023	<b>Effective Date:</b> 01 July 2023

**Speaker of Council**  
**Cllr Ms. N. Mlahleki**

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Date: 30 JUNE 2023

<b>RECRUITMENT AND SELECTION</b>	
<b>Policy Status</b>	Active
<b>Version</b>	2014
<b>Date of First Implementation</b>	01 July 2018
<b>Date Last Amended</b>	30 June 2022
<b>Date of Next Review</b>	30 June 2024
<b>Purpose</b>	To attract and deploy suitable candidates for municipal productivity in an efficient and cost effective manner.
<b>Aims and Objectives</b>	To apply a consistent, transparent and fair recruitment and selection process
<b>Policy Custodian</b>	Director: Corporate Services
<b>Related Policies</b>	Local Government: Municipal Systems Act
<b>Applicability</b>	Amahlathi prospective and existing employees
<b>Policy Benchmark and References</b>	Regional, District, Metro and Provincial Government – COGTA and SALGA
<b>Stakeholders Consulted</b>	Local Labour Forum (LLF); Technical Committee; Institutional Committee; SALGA and COGTA
<b>Date of Approval</b>	29 June 2023
<b>Approving Authority</b>	Council

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## 1. DEFINITIONS

<b>TERM</b>	<b>DEFINITION</b>
<b>Candidate</b>	An applicant for a post
<b>Council</b>	Municipal Council of Amahlathi Local Municipality, and/or a standing committee thereof dealing with human resources related matters, and/or other person with delegated authority
<b>External recruitment</b>	Personnel recruitment drive intended to attract candidates irrespective of their location
<b>Internal recruitment</b>	Personnel recruitment drive intended solely to attract candidates who are current employees of the municipality, including experiential learners and those currently appointed as contractors.
<b>Municipality</b>	Amahlathi Local Municipality
<b>Municipal Manager</b>	A person appointed in terms of Section 54A
<b>Recruitment</b>	The activities undertaken in the Corporate Services Department in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job needs and to assist the municipality in achieving its objectives
<b>Reference check</b>	The gathering of information about a candidate's past history from people with whom such candidate has been associated.
<b>Selection</b>	The process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job
<b>Suitably Qualified person</b>	Means any one of, or any combination of that person/s: <ul style="list-style-type: none"> <li>• A. Formal qualifications</li> <li>• B. Prior Learning</li> <li>• C. Relevant Experience</li> <li>• D. Capacity to acquire, within a reasonable time, the ability to do the job</li> </ul>
<b>Vacant Position</b>	A position that is in the approved establishment plan, which is vacant/or has become vacant as a result of resignation, death, retirement, dismissal, demotion, promotion, transfer or medical boarding.

## 2. LEGISLATIVE FRAMEWORK

- 2.1 Basic Conditions of Employment Act
- 2.2 Employment Equity Act, No. 55 of 1998
- 2.3 Labour Relations Act, No. 66 of 1995
- 2.4 Municipal Finance Management Act, No 56 of 2003
- 2.5 The Local Government Municipal Systems Amendment Act 9 of 2022.
- 2.6 Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers
- 2.7 Municipal Regulations on Minimum Competency Levels
- 2.8 Chapter 3 of The Municipal Regulations

## 3. APPLICATION OF THE POLICY

- 3.1 This policy is applicable and binding to both the Municipality and all candidates.
- 3.2 This policy shall not be applicable to positions specifically created for the purposes of pursuing a particular project undertaken by the municipality.

## 4. PURPOSE OF THE POLICY

- 4.1 To apply consistent, transparent, procedurally and substantively fair recruitment and selection procedures;
- 4.2 To give effect to fair recruitment and selection processes.
- 4.3 To ensure that the recruitment process complies with the relevant legislation ***especially the Employment Equity Act.***
- 4.4 To provide an effective system to be used by line management and Corporate Services Department in filling vacant positions;
- 4.5 To provide guidelines for the systematic process through which line managers can request the approval and filling of vacancies:
- 4.6 To ensure that all candidates are selected objectively and on merit;
- 4.7 To attract and retain suitable candidates and to project a positive image of the municipality to outsiders.

## **5. POLICY DETAILS**

### **5.1 RECRUITMENT PROCESS**

#### **5.1.1 General Principles**

- 5.1.1.1 The recruitment of candidates shall be undertaken by the Municipal Manager and recruitments shall be done only in the event of vacant position(s) existing in the municipality's approved Staff Establishment Plan/Organogram.
- 5.1.1.2 The Corporate Services Department must ensure that the correct recruitment and selection procedure is followed.
- 5.1.1.3 A candidate who canvasses support with a view to be recruited in the service of the municipality shall be disqualified for such recruitment (this will be stated in the advertisements).
- 5.1.1.4 Amahlathi Municipality encourages the policy of open recruitment of individuals to positions on the basis of qualifications and suitability and with due regard to the provisions of the relevant employment legislations.
- 5.1.1.5 All candidates will be employed on merit.
- 5.1.1.6 Amahlathi Municipality is determined to fill vacant position(s) with the best qualified and the best suited candidates.
- 5.1.1.7 Vacancies that arise as a direct result of the introduction of a Council approved special project to be undertaken by the municipality shall be filled in consultation with organized labour in a manner determined by the Municipal Manager and the recruitment for such vacancies shall not necessarily be subjected to this policy.
- 5.1.1.8 The Municipal Manager shall have the prerogative to decide on the nature of the recruitment source and method, which must be utilized in the filling of positions.
- 5.1.1.9 The Municipality encourages the policy of open recruitment of individuals to positions on the basis of qualifications and suitability and with due regard to the provisions of the pertinent employment pieces of legislation.

- 5.1.1.10 Further to 5.1.1.9 above, the Municipality is obliged to comply with the relevant Municipal Regulations on Minimum Competency Levels upon embarking on recruitment and selection processes.
- 5.1.1.11 No position will be filled without being graded with the TASK grading system or benchmarked.
- 5.1.1.12 The Corporate Services Department shall ensure that each department identifies the critical positions and are prioritized when vacant and budgeted positions are filled.

## **5.1.2 Requisition and authorization for filling of a vacant post**

- 5.1.2.1 The Head of Department shall, inter alia, evaluate the continued need of the vacant post.
- 5.1.2.2 The Head of Department shall also apply his/her mind to whether the vacant post cannot be merged with another post or abolished.
- 5.1.2.3 Upon establishing facts about the need for filling of a vacant post as is, the Head of Department shall immediately solicit the approval for the filling of such vacant post from the Municipal Manager without unnecessary delays.
- 5.1.2.4 Prior to proceeding with the filling of a vacant post, the Corporate Services Department shall verify the following about a vacant post:
  - 5.1.2.4.1 Post establishment/Approved organogram
  - 5.1.2.4.2 Funding for the post
  - 5.1.2.4.3 Applicable terms/nature of employment

## **5.2 RECRUITMENT ADMINISTRATION**

- 5.2.1 Administering Recruitment Process
  - The Corporate Services Department administers the recruitment process by:
    - 5.2.1.1 Assisting in defining job specifications for vacant positions.
    - 5.2.1.2 Processing departmental recommendations to fill posts
    - 5.2.1.3 Preparing all adverts in consultation with the relevant Department.



- 5.2.1.4 Internal advertisements are placed on the internal notice boards, circulated for the attention of all internal staff members. All staff members who are in the payroll of the Municipality at the time of the advertisement are eligible to apply as internal applicants.
- 5.2.1.5 Establish and convene the Selection Committees
- 5.2.1.6 Prepare reports to the Municipal Manager on recruitment matters.
- 5.2.1.7 If there is only one applicant or candidate for the internally advertised post, such applicant/candidate shall be interviewed if he/she meets the requirements for the post, in order to assess his/her suitability.
- 5.2.1.8 Vacancies must be advertised internally and may at the same time be advertised externally.

Nature of Post	Advertising Process
Grade 1 – 13	<ol style="list-style-type: none"> <li>1. Internal Recruitment (7 days)</li> <li>2. External Recruitment (14 days)</li> </ol>
Grade 14 and Above	<ol style="list-style-type: none"> <li>1. Internal (7 days)</li> <li>2. External Recruitment (14 days)</li> </ol>
Municipal Manager and Section 56 Managers	<ol style="list-style-type: none"> <li>1. External Recruitment in the local and national platforms (14 days)</li> </ol>

- 5.2.1.9 If there is no suitably qualified candidate found after a vacant post has been advertised externally, the post shall be re-advertised.

## **5.2.2 Procedure for applying for an Advertised Vacant Post**

- 5.2.2.1 Enquiries about any advertised post are directed to the Corporate Services Department
- 5.2.2.2 No employment application forms are issued to applicants, only a covering application letter, a CV, certified copies of certificates, ID and Driver's License (where applicable) are required
- 5.2.2.3 All applications are received by the Corporate Services Department.

- 5.2.2.4 Only certified copies of documents like Identity Document, Driver's License and certificates are accepted from applicants and such certification should not be older than 6 months.
- 5.2.2.4 All received applications are captured in the master list of applicants by the Corporate Services Department.
- 5.2.2.5 The master list of applicants is used as a baseline for screening and selection of the suitable candidates by the shortlisting committee.
- 5.2.2.6 The master list of applicants, their CVs and the copy of the advertisement are presented to the shortlisting committee by the Corporate Services Department.

### **5.2.3 The Selection Process**

Short listing of candidates is made by a shortlisting committee.

- 5.2.3.1 The shortlisting and interviewing committees are established on an adhoc basis – remain until the finalization of the selection for the particular post they were established to select for.
- 5.2.3.2 The shortlisting committee "shall not" select more than five (5) applicants per post.
- 5.2.3.3 The shortlisting and interviewing committees are constituted as follows: -

#### **5.2.3.3.1 TASK Grade 1 to 13**

- (a) Relevant Head of Department/nominee
- (b) A line department representative
- (c) Representative per Union (observer status)
- (d) Corporate Services Department representative
- (e) A representative from other department will be co-opted when Corporate Services posts are filled.
- (f) In the absence of the Head of Department, the most Senior Manager in the relevant department shall chair the short listing/interviews sessions.
- (g) The Municipal Manager is permitted to attend the short-listing and interviews if he deems fit to attend.

#### 5.2.4 Roles and Responsibilities

ROLES	RESPONSIBILITIES
Municipal Manager (subject to its delegations if any)	<ol style="list-style-type: none"> <li>1. Approves the strategy and the recommendation of the selection panel in respect of appointment on job levels relating to the municipal manager and section 56 employees.</li> <li>2. Approves the staff establishment and all appointments</li> </ol>
Municipal Manager (Subject to its delegations if any)	<ol style="list-style-type: none"> <li>3. Responsible for all appointments other than section 56 posts</li> </ol>
Line Manager	<ol style="list-style-type: none"> <li>4. Reviews the operational needs for advertising the positions and appoints in terms of authority and delegations by the municipal manager</li> </ol>
Selection Panels	<ol style="list-style-type: none"> <li>5. Shortlists, conducts interviews and make recommendations on suitability of candidates to the Municipal Manager</li> </ol>
Human Resources	<ol style="list-style-type: none"> <li>6. Custodian of recruitment, selection, placement and induction processes of the ALM and quality assurance.</li> </ol>
Labour Representatives	<ol style="list-style-type: none"> <li>7. Ensures transparency and openness in the selection and interview processes</li> </ol>

### 5.2.5 Recruitment Time Frames

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

ACTIVITY	RESPONSIBILITY	TIME
<b>VACANCY</b> 1. Through resignation 2. Dismissal 3. Retirement 4. Incapacity 5. Other	Line Manager to motivate filling of post to MUNICIPAL MANAGER	Within two (2) weeks of occurrence of vacancy or as soon as reasonably possible
<b>ADVERTISEMENT</b> 1. Internal 2. External	Manager Human Resources	Advertisements are for two (2) weeks period
<b>CAPTURING MASTERLIST</b>	Corporate Services captures applications as they come	Within a week from closing date applications in terms of the advertisement
<b>SHORTLISTING</b>	Shortlisting Committee	Within a week from the final short listing
<b>APPROVAL</b>	Municipal Manager / Council	Within a week after recommendations submitted by the selection panel
<b>APPOINTMENT</b>	Municipal Manager / Council	Immediately after approval by delegated authority or council
<b>MONITORING AND EVALUATION</b>	Corporate Services	Average time frame from the date of advertisement to appointment is three (3) months

### **5.3 RECRUITMENT AND SELECTION PROCESS OF MUNICIPAL MANAGER AND SECTION 56 MANAGERS**

- 5.3.1 The Mayor shall recommend to Council for adoption, the appointment of the selection committee for the recruitment, short listing, interviewing and selection of candidates for the post of Municipal Manager and Section 56 managers.
- 5.3.2 The selection committee inclusive of labour union representatives in their observer status shall carry out the recruitment, short listing, interviewing and selection of candidates for the post of Municipal Manager and Section 56 managers and make a recommendation to the Executive Committee.
- 5.3.3 The Executive Committee shall submit its report including the report and recommendations of the selection committee to Council on the appointment of the Municipal Manager and Section 56 Managers.
- 5.3.4 Council shall appoint the Municipal Manager and Section 56 Managers on the basis of conditions set out in terms of Sections 54 and 56 of the Local Government: Municipal Systems Act, 32 of 2000 and Local Government: Municipal Finance Management Act, 56 of 2003. (Gazette)
- 5.3.5 All short-listed candidates for the positions of Municipal Manager and Section 56 Managers may be requested to make presentations on the functional areas of their relevant positions.
- 5.3.6 The Selection Panel may use one or a combination of the following methods to collect data that will assist in making a decision to appoint or not to appoint: -
- 5.3.6.1 Structured and unstructured interview
  - 5.3.6.2 Reference Checking
  - 5.3.6.3 Vetting
  - 5.3.6.4 Educational qualifications verification
- 5.3.7 After the panel has decided on the candidate to be appointed, The Corporate Services Department will write a report and motivate for the

appointment of the candidate recommended by the panel. The Municipal Manager will grant approval for the appointment. After the approval for the appointment has been obtained, a letter or contract of appointment will be written and sent to the recommended candidate who must indicate acceptance of the offer of employment within five (5) days inclusive of weekends reckoned from the date of the appointment letter.

5.3.8 Regret letters be written and sent out to unsuccessful candidates within the recruitment period of ninety (90) days.

5.3.9 In the case where, for whatever reason, the recommended candidate does not accept the position offered or the appointed candidate leaves the service of Amahlathi Municipality within six months after the appointment, the Corporate Services Department will motivate for the appointment of the second best performed candidate if it was indicated by the panel. If the position is not accepted by the second best performed candidate, the position will be re-advertised.

#### **5.4 EMPLOYMENT OF SUPPORT STAFF IN THE POLITICAL OFFICE BEARERS OFFICES**

5.4.1 Political office bearers should utilize the current employees rather than creating new employment in accordance with the municipal staff regulations which allow for employees in the approved establishment to be seconded to the political office(s).

#### **5.5 THE ROLE OF COUNCILLORS**

Councillors will play an oversight role through the Standing Committee, Oversight Committee and Council.

#### **5.6 CREATION OF NEW PERMANENT POSITIONS**

5.6.1 A departmental head wishing to create a new permanent position in his/her department must submit a written application to Corporate Services for inclusion in the annual recruitment plan and recommendation to the Municipal Manager.

5.6.2 An application to create a new permanent position must contain the following information:-

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- 5.6.2.1 Details of the department or section where the post must be created.
- 5.6.2.2 A full explanation of the functions and responsibilities of the proposed post in accordance with TASK job evaluation system.
- 5.6.2.3. The need for the post.
- 5.6.2.4 The alternative solutions that were considered for performing the proposed functions allocated to the positions, including re-organization of work rather than creating the position.
- 5.6.2.5 The reason why each of the alternatives have been rejected.
- 5.6.2.6 A full explanation of the estimated costs of the positions for the municipality during the next three years.
- 5.6.2.7 Whether the position must be full-time or part-time
- 5.6.2.8 Whether the position must be filled on a permanent or fixed terms basis.
- 5.2.9.3 The Municipal Manager's decision with regard to an application for creating a new permanent position is final subject to Local Labour Forum consultation.
- 5.2.9.4 The newly created posts shall form part of the revised establishment plan accompanying the IDP and Budget submission to Council each year.

## **5.7 CREATION OF TEMPORARY POSITIONS**

- 5.7.1 The Municipal Manager may, after consultation with the managers responsible for Human Resources Management and Financial Management and the relevant departmental head, create one or more temporary positions in the establishment.
- 5.7.2 A temporary position may be created to deal with a temporary increase in the municipality's work due to: -
  - 5.7.2.1 Disaster;
  - 5.7.2.2 The allocation of money to the municipality for the continuation or completion of a specific project not provided for in the budget;
  - 5.7.2.3 A backlog in work;

- 5.7.2.4 The seasonal nature of certain task; or
- 5.7.2.5 Special programmes established or managed by the municipality to combat poverty and unemployment.
- 5.7.3 A temporary position ceases to exist when the reason for which it was created is no longer justified, and the services of the person occupying such position shall be terminated after serving notice according to his/her temporary contract of employment.
- 5.7.4 The Municipal Manager's decision with regard to the creation and abolishing of temporary positions is final subject to Local Labour Forum consultation.

## **5.8 DETERMINATION OF PAY/REMUNERATION**

- 5.8.1 The pay / remuneration offered to the Municipal Manager and Section **56** Managers shall always be negotiated with the Remuneration Committee.
- 5.8.2 The pay / remuneration for all positions that are not section 56 managers posts shall always be determined by the SALGBC agreements.
- 5.8.3 **Payment of market premium** may be considered by council in exceptional circumstances for senior managers where council experiences difficulty in recruiting suitably qualified individuals or in instances where council wishes to implement turn-around strategies for service delivery. The special premium allowance may not exceed 20% of the total remuneration of the senior manager concerned.

## **5.9. RECRUITMENT SOURCES**

The municipality may utilize the following sources in its recruitment drive: -

### **5.9.1 Internal Sources**

- 5.9.1.1 **Skills inventories:** A record system listing candidates with specific skills and where a vacant position exists and there is an urgent need to have it filled, a skills inventory system may be used to search for appropriate candidates.
  - 5.9.1.2 **Database of applicants:** The database of applicants will be all those applications received for advertised positions. In instances where a
- AM AHLATHI LOCAL MUNICIPALITY  
RECRUITMENT AND SELECTION POLICY**



request to advertise a position is received and the position requested is similar or identical to a position that was advertised during the last six months, the same database of applications may be used to select another short list for the second position subject to the recruiting Head of Department's approval.

**5.9.1.3** In the case where, for whatever reason, the recommended candidate does not accept the position offered or the appointed candidate does not accept the position offered or the appointed candidate leaves the service of Amahlathi Municipality within six months after the appointment, the Corporate Services Department will motivate for the appointment of the second or other best performed candidate(s) if it was indicated by the panel in accordance with the 60% threshold. If the position is not accepted by the second best performed candidate or any other identified best performed candidate, the position will be re-advertised.

**5.9.1.4 Job posting (advertisement):** Vacancies within the municipality are placed on notice boards or in information bulletins. Details of the job are provided and employees may apply.

## **5.9.2 External Sources**

**5.9.2.1.1 Referral:** This is a word – of – mouth technique in which present employees refer candidates from outside the municipality. This is an inexpensive technique which is effective in finding candidates with specific skills quickly.

**5.9.2.1.2 Professional bodies:** Accounting, engineering and scientific institutes look after the interests of their members by allowing vacancy advertisements in their publications. Opportunities for networking are also afforded through conventions.

**5.9.2.1.3 Head–hunting:** Top professional people are “hunted” through specialized agencies. The persons are approached personally with an offer to fill a vacancy. Alternatively, an advertisement is written with the specific person’s CV in mind.

5.9.2.1.4 **Nepotism** - The basic criteria for the appointment and or promotion of employees in the municipality shall be appropriate qualifications and appropriate performance as set forth in the policies of the council

5.9.2.1.5 Relationship by family or marriage shall constitute neither an advantage nor a disadvantage.

## **5.10 EMPLOYMENT TESTS AND CHECKS**

In the process of selecting a suitable candidate for a vacancy, shortlisted candidates may be required to undergo certain tests to determine competency.

## **5.11 RECORD KEEPING**

5.11.1 The Human Resources Department shall keep adequate records of the selection process including the following:

5.11.1.1 Copy of the advertisement

5.11.1.2 Copy of the long list (all applications received)

5.11.1.3 Copy of the short list

5.11.1.4 Structured interview questionnaires with scores

5.11.1.5 Attendance registers

5.11.1.6 Verification of educational qualifications

5.11.1.7 Reference checks

5.11.1.8 All notes written by members of the panel

5.11.2 All records must be maintained for a minimum period of twelve (12) months after which no correspondence will be entered into with regards to the same records.

## **6. IMPLEMENTATION OF THE POLICY**

6.1 The policy will be communicated throughout the municipality. It will be posted on the Municipal Website for purposes for ease of accessibility by users;

6.2 The policy will be signed-off by the Mayor / Speaker and the Municipal Manager as a commitment to its implementation and adherence thereto;

6.3 Successful implementation of this policy will be evidenced by effective and efficient administrative processes in relation to departing employees as well as fewer complaints from departing employees with regard to issues of terminal emoluments and notice periods.

## **7. VIOLATION AND ENFORCEMENT**

The violation of this policy may lead to disciplinary processes taken against the offender.

## **8. DEVIATION FROM THE POLICY**

Any deviation that affects the contents of this policy shall be sanctioned by Municipal Manager, his/her nominee subject to rectification by council

## **9. DISPUTE RESOLUTION**

Any dispute relating to both the interpretation of provision of the policy as well as the municipality decision on any specific matters shall be dealt with in accordance with the dispute resolution mechanism provided for in the applicable Labour Relations Legislation.

## **10. POLICY AUDIT**

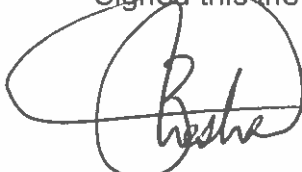
Audits will be conducted on the policy annually to determine its impact in achieving the objectives it is set out to achieve as well as alignment to the process.

## 11. ADOPTION AND APPROVAL OF THE POLICY BY COUNCIL

This policy is adopted and approved by Amahlathi Local Municipality Council for implementation from (Effective Date) 01 July 2023

Approved by Resolution Number 2 of 6.7 on this the 29<sup>TH</sup> day of June 2023.

Signed this the 30<sup>th</sup> day of June 2023.

  
\_\_\_\_\_  
DR Z. SHASHA  
MUNICIPAL MANAGER

30 June 2023  
DATE

  
\_\_\_\_\_  
CLLR N. MLAHLEKI  
COUNCIL SPEAKER

30 June 2023  
DATE

**ANNEXURE 'A'**

**AM AHLATHI MUNICIPALITY  
CORPORATE SERVICES DEPARTMENT  
INTERVIEW SCORE SHEET**

**Post:** \_\_\_\_\_ **Department:** \_\_\_\_\_

**Candidate's Name:** \_\_\_\_\_ **Panel Member's Name:** \_\_\_\_\_

**Date of Interview:** \_\_\_\_\_

**N.B.** Please allocate a score to the candidate by ticking the relevant sub-column of column 3 on the basis of your independent assessment of the candidate's response to each question.

All questions are to be asked as the total score is based on all questions.

1 Column 1		Column 2	Column 3					Column 4	Column 5
No	Interview Questions	Weight	Score					Subtotal (Column 2 x Column 3)	Total (Column 2 x 4)
			1	2	3	4	5		
	<b>1.1 General &amp; H.R. Related Questions</b>								
1		3						15	
2		3						15	
3		3						15	
4		3						15	
	<b>Technical Questions</b>								
1		5						25	
2		5						25	
3		5						25	
4		5						25	
<b>Total</b>								<b>185</b>	

**Weight:** 1 = To a lesser degree  
2 = Normal requirement  
3 = To a greater degree  
4 = Important requirement  
5 = Critical requirement

**Score:** 1 = Unsatisfactory  
2 = Mediocre/average  
3 = Passable  
4 = Very good  
5 = Excellent

Percentage =  $\frac{\text{Total Column 4}}{\text{Total Column 5}} \times 100 = \text{_____}\%$

Remarks:

.....  
.....

\_\_\_\_\_  
Signature of Panel member