



JOE MOROLONG
LOCAL MUNICIPALITY

HR RECRUITMENT AND SELECTION POLICY

1. PURPOSE OF THE HR RECRUITMENT AND SELECTION POLICY

The purpose of this policy document is to:-

- Provide for a comprehensive HR Recruitment and Selection Policy to accommodate the need for staff placement in the most efficient, professional and cost effective way as to ensure that.
 - No unfair discriminatory practices exist in the procurement discipline of the council; and
 - Such policy contributes and enhance a culture and environment whereby all staff can contribute to the goals of the Council and where such makeup is representative of the demographic environment where recruitment is done.
- This document gives direction and consistency in the implementation of the r
 - To establish a fair procedure for recruitment and selection. To establish objectively the criteria based on the inherent requirements of the post.
 - To objectively evaluates applicants for a post in the Joe Morolong Local Municipality.
- recruitment and selection of human resource in the Joe Morolong Local Municipality:
- Ensure that the personnel procurement accommodates a comprehensive process that includes the following:
 - Recruitment procedure
 - Selection procedure
 - Advertising procedure
 - Short listing
 - Interviewing procedure
 - Objection procedure
 - Qualification and experience
 - Budget procedure
 - Organogram and job description

With reference to the South African Constitution of 1996(Act 108 of 1996) and the provision of the Chapter 2 of the Employment Equity Act (Act 55 of 1998), under no circumstances should a person be refused employment on any arbitrary or discriminatory basis, but not limited to:

- Race
- gender
- pregnancy
- marital status
- family responsibility
- ethnic or social origin
- colour
- sexual orientation
- age
- disability
- religion
- HIV status
- Conscience
- Belief and /or
- Political opinion

2. RECRUITMENT PROCEDURE

The recruiting procedure is designed to enable the Council to recruit timeously the highest calibre of person in the shortest period of time and the most cost-effective manner.

• COUNCIL.

To enable the Council to approve any appointments of the following documents should be in place:

- An approved organisational structure
- An approved personnel budget
- An approved candidate profile/ job description s
- A HR Recruitment and Selection Policy

• DEPARTMENTAL APPOINTMENTS

The following documentation is required before a departmental appointment can be effected:

- An approved organisational structure
- An approved job description
- An approved candidate profile
- A duly completed personnel requisition form

The Director: Corporate Services must ensure:

- That all the relevant document has been received
- That all the necessary documentation has been authorized:
- That job descriptions, job levels, qualification and experience requirements are correctly stated:
- That salary scale is correctly indicated: and
- That the vacancy has been noted on the Human Resource Information system

3. SELECTION PROCEDURE

Whenever a vacancy occurs, whether it can be a newly created post or where a person has exited employment, the following procedure must be followed:

Step 1 The Head of Department concerned complete a personnel requisition Form (attached as annexure A)

Step 2 The Head of Department concerned submit the completed requisition Form to the Department of Director Corporate Services.

Step 3 The Director: Corporate Services must ensure that all formalities are Complete and verifies all signatories, and get the approval of the Municipal Manager.

Step 4 The Director: Corporate Services must ensure the following

Post level 1 to 25	Consult with the Municipal Manager Applicants on the shortlist to be interviewed by Municipal Manager, Director Corporate Services, Head of Department Concerned, or their delegated officials. The Chairperson of the Human Resources and Administration portfolio committee as well as the Labour unions will be observers.
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Steps 5 Once approval for filing the vacancy has been obtained, the Director, Corporate Services must initiate an initial advertisement.

Step 6 Internal (Internal employees being the target) job posting advertisements

for Task Level 1 – 8 are to run for 10(ten) consecutive working days prior to the initial closing Date.

Step 7 Should there be an inadequate response, the vacancy is to be advertised

In the local or national newspapers and a period of two weeks allowed for response (the initial closing date is extended by at least two weeks)

Step 8 For Task level 9 – 25, The Director: Corporate

Services advertises externally in local or one or more of the nationally distributed Newspapers and the closing date should be after a period of not less than two weeks.

Step 9 Should there be an inadequate response, the Council should be engaged to approve Head-hunting exercise.

Step10 The Director: Corporate Services, after the closing date for applications must make the necessary arrangements to ensure that a short listing of applicants is prepared without unnecessary delay.

Step 11 The Director: Corporate Services arranges for date and venue of Interviews.

Note if only one applicant applies for a certain position who qualifies for appointment

The following principle should be adhered to

Post level 1-25	The Municipal Manager , Director Corporate Services and Head of department concerned must establish whether the applicants has a reasonable chance to be appointed.
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If the answer in each of these cases is in the affirmative, then interviews with one applicant may be conducted. if not, the next phase of the advertising process should be followed.

It is important that the criteria for short listing candidates are established at the commencement of the process. Applicants should possess the minimum academic qualifications and experience as set out in the advertisement. To make recruitment market as comprehensive and inclusive as possible, the definition of a "three-year degree" or relevant qualification should be interpreted as wide as possible, but taking into consideration the number of years of academic studies. Agreement should be reached within the selection panel on relevant qualifications prior to short listing: for example, if a degree/diploma qualification is required then all three year qualifications should be accommodated.

The compiling of the shortlist be undertaken as follows:

Post level 1-25	Municipal Manager , Director Corporate Services and Head of department concerned, or their delegated officials.
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In all cases an invitation is to be extended to the Chairperson of Human Resource and Administration Portfolio Committee and Trade Unions to attend the process of short listing candidates for interview. Applications for vacancies must include detailed curriculum vitae with a covering letter stating for which position /application is the application for.

With every application the following documentation is necessary:

- The curriculum vitae
 - The minimum academic qualifications as required
 - Any other documentation which by agreement the selection panel may require as additional selection criteria for short listing.
- Note any deviation from the above disqualifies the applicant automatically.

In as far as the invitation to interview is concerned

- The Director: Corporate services in all instance invites Chairperson of the Human Resources and Administration Portfolio committee and union representatives to be observers during the interviewing process. The purpose of the union observers is to monitor and evaluate the process of the recruitment on a continuous basis.
- Unions and Chairperson of Human Resources and Administration Portfolio Committee do not form part of the selection panel.
- When discussions are to take place to determine the 'most suitable' applicant. union representatives will be excused during such deliberations

4. ADVERTISING PROCEDURE

An internal advertisement is placed initially for Task level 1 - 08; if no suitable applicant is found the Director: Corporate Services must place an advertisement in the local newspaper. if there is still no suitable applicant, the Director: Corporate Services, after consultation with the Municipal Manager, must place an advertisement externally in one or more selected national distribution newspapers.

For Task level 09 – 25 the post must be advertised in the local or national newspapers.

The definitions and interpretations of 'suitably qualified' applicants are as follows

- All qualification and experience requirements as set out in the advertisement are met
- After an interview applicant must be regarded as suitable, taking into consideration the criteria as set out during the interviewing process
- The interpretation "has the ability to acquire the necessary skills with a 8 reasonable period of the time" may be tested by means of psychometrics test or skill tests.

5. SHORTLISTING

5.1 Short listing refers to the process of reducing the number of applicants to be

Considered for interviews. In the process of short-listing applicants, it is critical to

Proceed in a fair and non-discriminatory manner. The Municipal Manager together

With the Director: Corporate Services must identify-

- The key performance areas of the vacant post; and
- The competencies and skills required for the post

The factors constitute the core selection criteria for the interviewing and selection process

The information regarding key performance areas and the competencies and skill required for the vacant post will be used in compiling a shortlist. Applicants should be short-listed according to the selection criteria. The number of people on the short list should be restricted to those who in their applications show that they clearly meet the essential criteria , i.e they meet the specific requirements for the job . In case where a large number of applicants meet the essential selection criteria a further short-listing process may be required based on the remaining criteria.

6. INTERVIEWS

6.1 GENERAL INTERVIEWING GUIDELINES

- Preparation for the interview
- Subsequent to the short-listing process, an interview with each other of the short listed candidates take place. The purpose of such an interview is to add value to the selection decision. It is crucial that interviews are well prepared. Interviews should understand the position and its requirements and be familiar with the council's recruitment objectives.

Interviews should:

- Formulate an interview format to provide direction to the interview and make the most effective use of time
- Allow time for an interview schedule that puts no pressure on the candidate or the interviewer
- Arrange for quiet and privacy with no interruptions during the interview.
- Have interview questions prepared in advance.

6.2 PURPOSE OF THE INTERVIEW

Employment interviews are conducted to

- Expand the information provided on the application
- Collect new job-related information
- Determine the candidates "fitness" for the job

6.2.1 The interview environment

A suitable environment for conducting interviews is essential. The following checklist should be utilised to ensure that the interview environment is suitable for everyone:

- Where there are disabled applicants, the room should be easily accessible.
- The room should have reasonable soundproof.
- There should be no interruptions.
- The seating arrangements should be ordered as to facilitates a "round the table" questioning.

6.2.2 The interview format

The interview consists of the following segments

- Introduction and interview of the structure of the interview.
- Questions directed at the interviewee's work experience and qualifications for the position.
- Overview of the position and organization/council.
- Opportunity for the interviewee to ask questions.
- Summary of the interview including the way forward.

6.2.3 Interviewing Applicants

Any member/s of the interviewing and selection panel who has a personal Interest in an applicant being appointed or not being appointed or has bias regarding the outcome of the interview must recuse himself or herself from the interviewing and selection panel.

All criteria-based questions asked in the interview must be based on the Inherent requirements of the job. The same selection procedures should be applied consistently to each candidate applying for the same job. The Questions directed at candidates are critical, and they should be phrased in such

a way so as not to convey attitudes, assumptions or prejudices. All questions that are not relevant and cannot be justified in terms of the inherent job requirements must be excluded. The same questions should be asked to every applicant.

Selection of employees(short-listing) becomes a concern only when there are more

Qualified applicants than there are positions to be filled.

An interviewer and persons serving on an interviewing panel should be:-

- a) Fully informed about the job that is to be filled. This information must include a thorough knowledge of the contents of the job and its key result areas”
- b) Clearly informed about the selection criteria to be used in the interviewing process; aware of the importance of a consistent application of the selection criteria
- c) Aware of the importance to apply the selection criteria consistently;
- d) Aware of the influence that generalized assumptions and prejudices about race gender and disability can have on selection decision.
- e) Able to deal with employment equity and affirmative action issues.
- f) Aware that possible misunderstanding can occur in interviews between people of different cultural backgrounds.

At the start of the interview the purpose of the interview must be made clear to the applicant.

As noted above, the unions are invited in writing to attend all interviews for employment vacancies, Unions are given the status of the observers only to observe fairness and reasonableness in the total recruitment process. Unions are excluded from the decision making process. The Head of Department, or his/her delegate, is invited to the interview, where applicable. The Director: Corporate Service and/ or his/her nominee, attends all Interviews. Standard written questions are to be prepared and asked for all levels of recruitment. During the final deliberation on the “most suitable applicant, the unions will be excused.

Interviewees should be informed well in time about the interview before the actual date of the interview.

7. QUALIFICATION AND EXPERIENCE REQUIREMENTS

The qualification and experience requirements attached to each post within the organizational structure were developed in the format of a candidate profile. It is likely (particularly in the more senior positions) that applicants will not fulfil all the qualification and experience and a “best fit” scenario develops. This is acceptable; however, any major deviation from the requirements contained in the candidate profile must be addressed to the Council for consideration and approval.

8. BUDGET PROCEDURE

To enable the Council to manage the human resource function effectively, the following budget procedures are set

- Before the end of March each year the Director: Corporate Services must provide a list of job levels, present notches, present salary scale and any other information needed to the Municipal Manager and the Chief Finance Officer for budget purpose
- The Director: Corporate Services must timeously send out information to all Head of department to compare all information and forward such information to the Municipal Manager.
- The Director: Corporate Service must ensure that Departmental organogram, job title, salary notches and salary scale with accompanying employee names occupying such position, balance and match with:
 - Personnel structures
 - Budget (Financial Services)
 - Departmental structure

9. ORGANOGRAM

No human resource function can operate effectively without correct and approved organogram and job descriptions. An organogram within a local government context reflects the situation at a particular point in time within a dynamic environment and should therefore always have a date affixed to it. Job description are not only of the utmost importance to the recruitment process but they also form the basis for training and development programmes.

10. CONTRACT OF EMPLOYMENT

A contract of employment will be issued which stipulate the conditions and all the services benefits offered by the Joe Morolong Local Municipality.

11. REVISION OF THE POLICY

The Joe Morolong Local Municipality's HR Recruitment and Selection Policy must be reviewed and amended, as and when it is necessary, to ensure that it remains relevant.

ANNEXURE A

**JOE MOROLONG LOCAL MUNICIPALITY
PERSONNEL REQUISITION FORM**

REQUIREMENT

DEPARTMENT :

VACANT POST :

POST LEVEL :

SALARY LEVEL:

HOW WAS VACANCY CREATED?

New post

Resignation

Retirement

Other

CANDIDATE PROFILE:

ACADEMIC QUALIFICATION:

EXPERIENCE :

OTHER :

COMMENTS :

Signed:.....

DATE:.....

HEAD OF DEAPRTMENT

ANNEXURE B
JOE MOROLONG LOCAL MUNICIPALITY
INTERNAL ADVERTISEMENT

The following vacancy has occurred within the organizational structure of the Municipality:

DEPARTMENT:

POST :

POST LEVEL:

SALARY LEVEL:

To be considered for the post , a candidate must be able to satisfy the following minimum requirements.

ACADEMIC QUALIFICATIONS:

EXPERIENCE :

OTHER :

Applications are invited from all suitable candidates. In the first instance contactfor further information. Applications will close on.....

Signed:.....

DATE:.....

HEAD OF DEPARTMENT

ANNEXURE C
JOE MOROLONG LOCAL MUNICIPALITY
NEWSPAPER ADVERTISEMENT

The **JOE MOROLONG LOCAL MUNICIPALITY** has its seat in Kuruman, Northern Cape. Applications are hereby invited from suitably qualified candidate for a position of:

.....

The incumbent will report to.....and be responsible for

..... which, inter alia, involves:

- 1
- 2
- 3
- 4

To qualify for this post, applicants are required to have the following:

ACADEMIC QUALIFICATIONS:

EXPERIENCE :.....

OTHER :.....

A sound understanding of relevant Local Government Legislation and the ability to communicate at all levels are additional requirements. A competitive enumeration package will be offered to the successful candidate.

Interested candidates, who meet the above mentioned requirements, are requested to forward their applications for the attention:

The Municipal Manager or the Director Corporate Services

Fax no:

E mail:

Address:

Closing date:

Signed:

Date :

MUNICIPAL MANAGER

ANNEXURE D

**JOE MOROLONG LOCAL MUNICIPALITY
REGRET LETTER AFTER ATTENDING AN INTERVIEW**

Date

Applicant's Name

Address

Address

Address

Dear

APPLICATION FOR THE POSITION OF

Thank you for taking the time to come to **JOE MOROLONG LOCAL MUNICIPALITY** to attend an interview. Unfortunately, you have not been successful in your application for the above mentioned post.

Make I take this opportunity to wish you every success in your future career.

Yours Sincerely

.....

MUNICIPAL MANAGER

ANNEXURE E

REGRET LETTER TO KEEP APPLICATION ON FILE AFTER ATTENDING AN INTERVIEW

Date

Applicant's Name

Address

Address

Address

Dear

APPLICATION FOR THE POSITION OF

Thank you for taking the time to come to **JOE MOROLONG LOCAL MUNICIPALITY** to attend an interview, unfortunately you have not been successful in your application for the above mentioned position.

We would however, like to keep your application on file and contact you in the future should a suitable vacancy arise.

Yours Sincerely

.....
MUNICIPAL MANAGER

ANNEXURE F
REGRET LETTER AFTER RECEIVING CV

Date

Applicant 's Name

Address

Address

Address

Date

APPLICATION FOR THE POSITION OF

We are in receipt of your application for employment within our Municipality.

Unfortunately you have not been successful in your application for the above mentioned position.

Make I take this opportunity to wish you every success in your future career.

Yours Sincerely

.....

MUNICIPAL MANAGER