

REFERENCE NR: 4/1/1/1/B

**LESEDILOCALMUNICIPALITY
MANAGEMENT SUPPORT SERVICES: HUMAN RESOURCE
DIVISION**

**RECRUITMENT POLICY
OFLESEDILOCALMUNICIPALITY**



This document is the property of LesediLocalMunicipality and shall be issued only to those stakeholders requiring it in the execution of their official duties. Any person finding an abandoned copy of this document is requested to submit it to the Lesedi Local Municipal Office or SAPS Station for return to LesediLocalMunicipality at Department Management Support Services: Human Resources Section, together with the particulars of the circumstances under which it was found. All correspondence should be addressed to the Municipal Manager at P O Box 201, Heidelberg, Gauteng, 1438. Tel: (016) 340 4300 Fax: (016) 340 4394. E-Mail: lesedi@lesedilm.co.za

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DEFINITION OF TERMS

In this policy, unless the context indicates otherwise:

LRA – Labour Relations Act – legislation that regulates employee and employer relations

MSA – Municipal Structures Act

AA – Affirmative Action – act designed to promote active recruiting of all qualified members of the workforce and to correct previous wrongs in the composition of the workforce.

“Employee” means any person, excluding an independent contractor, who works for LesediLocalMunicipality and who receives, or is entitled to receive any remuneration.

“Employer” means LesediLocalMunicipality.

LETTER OF PROMULGATION

This policy are hereby authorised and published as an instruction for implementation in LesediLocalMunicipality with effect from:

This policy and instruction is published by the Department Management Support Services: Human Resource Division and presented for authorisation to the Municipal Manager as well as the Council in order to get final approval and authorisation to implement it.

The information contained in this document was well researched and investigated by means of different resources. It must be treated in accordance to it's security classification indicated on this document.

Extracts and copies of this instruction may be made provided that appropriate care is taken to ensure that authorised changes to its contents are also incorporated into extracts and/or copies.

Proposed corrections and/or amendments to this document must be forwarded to the Human Resource Manager at Department Management Support Services via the normal departmental channels of command and control.

The file reference to be used must be 4/1/1/B for all correspondence relating to the subject of this instruction.

MUNICIPAL MANAGER

DATE

SUPPLEMENTARY INFORMATION

Maintenance requirements

All stakeholders issued with a hard copy of this document shall maintain this document regularly and shall adhere to the content thereof and manage and apply it in accordance and/or ensure that it is cascaded through implantation down to the lowest levels and transferred from one person to another.

Maintenance shall be effected when:

- a.the document is received initially
- b.any amendments are inserted, and
- c.when it is finally returned or withdrawn.

Controlling Authority

The controlling authority for this document is between the Municipal Manager and the Council of Lesedi Local Municipality

Responsible Authority

The authority responsible for this document is Management Support Services: Human Resource Division.

Executing Authority

The executing authorities are the Municipal Manager, the Executive Manager's of Departments and their Managers in LesediLocalMunicipality.

Originating Authority

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Time Factors

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Review Date : Annually

DISTRIBUTION LIST

For Action

The Municipal Manager
All Executive Managers
All Managers

For Info

All Council Members

RECORD OF AMENDMENTS

AMENDMENT NUMBER	PAGES AND PAR AMENDED	PERSON RESPONSIBLE	APPOINTMENT	DATE
01				28 May 2013

LESEDI LOCAL MUNICIPALITY RECRUITMENT POLICY

1. AIM OF THE POLICY

- To enable the municipality to attract competent individuals for every task and to fill all vacant positions with the best qualified and/or skilled applicants, and to form a demographically balanced workforce, with the intention of providing quality and value for money service delivery to the community. In short to put the right person in the right position.

2. PRINCIPLE

- The Public administration must be broadly representative of the South African population with employment and performance management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past but also to maintain equilibrium.

3. OBJECTIVES OF THE POLICY

- To spell out the objectives of, and provide guidelines for, carrying out the recruitment process.

4. PROCEDURES FOR APPOINTMENT, PROMOTIONS AND TERMINATION OF SERVICE

4.1 HUMAN RESOURCES PLANNING

 An Executive Manager shall:-

- a) Assess the human resources necessary to perform his/her department's function; with particular reference to:
 - The number of employees required
 - The competencies which those employees should possess (with the assistance of HR) and;
 - The capacity (whether permanent or temporary) in which those employees shall be appointed.
 - Identify the need for any Structural changes

- b) Assess (with the assistance of HR) existing human resources by race, gender and disability as well as by occupational category; organisational component and grade with reference to their:-
 - Competencies
 - Training
 - Employment Capacities

- c) Plan within available budgeted funds for the recruitment, retention deployment and development of human resources according to the department's

operational requirements determined in terms of the IDP, which plan must, as a maximum, include:-

- Realistic goals and measurable targets for achieving representativeness in terms of Affirmative Action Act and Employment Equity Act
- Targets for the training of employees as per occupational category and of specific employees especially the historically disadvantaged

5. CREATION AND FILLING OF POSITIONS

- Section 66 (1) (A) (a) of the Local Government Municipal Systems Amendment Act, 2011 provides a Municipal Manager to within a policy framework determined by the Municipal Council and subject to applicable legislation to develop a staff establishment for the municipality and submit the staff establishment to the municipal council for approval;
- No person may be employed in the municipality unless the post to which he or she is appointed is provided for in the staff establishment of that municipality;
- Before creating a post for any newly defined job the following process must be undertaken by the HR division
 1. Review the organisational structure in line with the strategic plan and/or national directive for a particular year.
 2. The new organizational structure be presented to Council for approval.
 3. Job Analysis be undertaken.
 4. Determine a budget package including the total cost to company as well as cost of office space.
 5. Determine the nature of the post (Affirmative Action post)
 6. Advertise in accordance to the legislative requirements.
- Procedure in filling any vacancy, an Executive Manager shall:-
 1. confirm that the required post meet the department's objectives;
 2. in case of newly defined job, request HR to assist him/her to evaluate the job in terms of job evaluation system;
 3. ensure that sufficient budget exist to fill the position;
 4. for the already existing post, it shall be filled when it becomes vacant through any method of termination of services;
 5. after an item has served, and a Council Resolution was taken, that will serve as an instruction.

6. ADDITIONAL EMPLOYMENT

- In a case where a vacancy occurs through any means (termination of service voluntary or involuntary) the senior staff member within the section and in terms of job content where the vacancy is, shall first be given the opportunity to perform the duties in an acting capacity and be compensated accordingly.
- The post shall there after be advertised internally to afford equal opportunity to all interested personnel and appointments shall be made in accordance to all relevant legislations.
- Should it be necessary that a relief or temporary appointment be made for a temporary position or vacancy, that such decision be made and approved by the relevant Executive Manager in compliance with and subject to relevant labour legislation and the delegation of powers where:-
 1. the incumbent of a post is expected to be absent for such a period that his or her duties cannot be performed by other personnel due to operational requirements; or
 2. a temporary increase in work occurs; or
 3. it is necessary for any other reason, to temporarily increase the staff of the department, or seasonally; and
 4. As a principle – An employee must be employed permanently unless the employer can establish a justification (as stipulated in 1, 2, and 3 above) for employment on a fixed term.
- The services of external employment/personnel agencies may be utilized for recruitment purposes. The selection of such agencies shall however, comply with the Municipality's approved Procurement/ Supply Chain Management Policy.

7. Who will be responsible for carrying out appointments/ recruitment?

7.1 According to MSA of 2000 (Act No 32 of 2000)

- **Section 55 (1) –** As head of administration the municipal manager of a municipality is, subject to the policy direction of the municipal council, responsible and accountable for:-
 - Appointment of staff other than those referred in Section 56 (a), subject to the Employment Equity Act, 1998 (Act No 55 of 1998)
 - Appointment of managers directly accountable to municipal managers.

-Section 56 (a) –

A municipal council, after consultation with the municipal manager, appoints a manager directly accountable to the municipal manager.

- A person appointed as a manager in terms of paragraph (a), must have the relevant prescribed skills; competences; qualifications and expertise to perform the duties associated with the post in question, taking into account the protection or advancement of persons or categories of persons disadvantaged by unfair discrimination.

- The Municipal Manager may also delegate authority and entrust the responsibility with either any of his/her representatives (be it HR manager or the HOD or manager)

8. GUIDELINES FOR RECRUITMENT

- First preference be given internal staff members
- Human Resources planning and forecasting
- Job Analysis – job –related factors
- Full job specification (minimum qualities required of the applicants)
- Job Description
- Pre-hire competencies (Measurement)
- Job fit competencies (Measurement)
- Work related and behavioral traits (Measured)
- Leadership and Management competencies (Measured)
- Sources and methods of recruitment (SOP)
- Negatives and positives aspects of the job (realistic job preview)
- Recruitment must take place in accordance to the needs – identified organizational/ departmental.

9. THE SELECTION PROCESS

SCREENING AND SHORTLISTING OF CANDIDATES

- For MM: Executive Mayor in conjunction with the HR Manager and a special adhoc committee, as determined by Council and coordinated by the HR Section will short list applicants in accordance to advertisement and requirements.
- For Section 56 employees – the Municipal Council after consultation with the Municipal Manager must appoint managers directly accountable to the MM or acting.

- For Task Grade 10 – 25: at least a maximum of 5 applicants be short listed in accordance to advertisement and requirements (responsibility of the Municipal Manager, HOD, and the HR Manager), subject to Delegation of Powers.
- For Task Grade 5 – 9: at least a maximum of 5 applicants be short listed in accordance to advertisement and requirements (responsibility of HOD, and the HR Manager), subject to Delegation of Powers.
- For Task Grade 2 – 4: at least a maximum of 10 applicants be short listed in accordance to advertisement and requirements (responsibility of the HR manager/HR Officer as delegated to, by the relevant HOD) subject to Delegation of Powers.

COMPILATION OF QUESTIONNAIRES

1. The Executive Manager: Corporate Services or his/her designated official will compile the questionnaires for interview purposes; for technical/job related questions must be provided by the relevant HOD/Manager/Supervisor not more than average 7 questions in total may be asked.
2. Possible answers must be provided to questions for ease of reference.
3. Evaluation and rating shall be done on the Likert Rating Scale Method.

INTERVIEWS

- **The Interviewing panel to be made up of the following persons subject to the approval of the Municipal Manager:**
 - For Top management positions(Section 54 and 56)
 - An adhoc panel be appointed by the Council and the HR section.
 - For Task Grade 10 – 25 positions,
 - The Municipal Manager or his/her delegated representative
 - The relevant HOD or his/her delegated representative and head of the section (manager/supervisor)
 - The HR Manager and his/her delegated HR Officer(s)
 - Unions, observatory capacity – to ensure transparency.
 - For Task Grade 5 – 9 positions
 - The Executive Manager: Corporate Services or his/her delegate and the relevant HOD or his/her delegated representative and head of the section (manager/supervisor)
 - The HR Manager and his/her delegated HR Officer(s)
 - Unions, observatory capacity – to ensure transparency

- For Task Grade 2 – 4 positions,
 - The HR Manager and his/her delegated HR Officer(s)
 - The relevant head of the section (manager/supervisor)
 - Unions, observatory capacity – to ensure transparency.
 - The HR Officer responsible for provisioning shall provide each member in the panel with a folder containing the following information:
 - A copy of the relevant part of the Equity report,
 - Copies of curriculum vitae's/applications of short listed candidates
 - A copy of the job description of the position being interviewed
 - A set of interview questionnaires (with possible answers)
 - A schedule on which candidates will appear and at what time
 - A short list with crucial detail of each candidate.
 - An Organogram to indicate the position and placement.
 - The advertisement of the position
- **Interview Technique** – semi – structured interview, to allow for flexibility.
- **Reference Checking** – previous employer(s) (period, salaries earned, leave specification and responsibilities)
- institution(s) of higher learning (educational background)
 - qualifications, will be sent to Kroll MIE
 - criminal record, will be sent to Kroll MIE
- **Selection methods**
- Various selection methods will be utilized,determinedby the operational requirements of position such as:
- Competency and behavioral testing,
 - Performance tests
 - Aptitude tests
- **Feedback to Candidates**
- The HR Department shall inform the successful candidate of the appointment, in writing, and shall obtain written confirmation from the candidate of his/her acceptance/non acceptance of the appointment;

The HR shall also inform all the unsuccessful shortlisted candidates within five (5) working days of the appointment being made;

All persons appointed to the organisation shall formally accept the appointment by way of signing the Municipality's Employment Contract or letter prior to the commencement of duty.

10. ADVERTISING POLICY

- All print media advertisements will be done through the news papers
- For strategic, key and highly technical positions advertisements will also be done on the Council's website
- **Internal Advertisements** Advertising of vacancies will be done internally first to provide opportunities for Council's employees(Specific Positions). All advertisements will be put on notice boards and it will be sent via e-mail to all HOD's, Manager's and Supervisor's as well as to Labour. If no suitable candidates are available, then council as an alternative resort will revert to external advertisements.
- **External Advertisements** Task Grade 10 – 26: National
Task Grade 2 – 9: Local/Regional
- **Decision on Content:** The relevant Head of Department with the assistance of the HR Manager or delegated HR Officer will decide on the job content by conducting a job evaluation on the post. Human Resources will also advise the HODs of any restrictive barriers applicable to certain positions.
- **Language of Adverts** The universal language (English) and all relevant languages where possible.
- **Advertisements will contain:** Who the Employer is
Method of application
The Post title
The Department and Section
Type of position (permanent/temporary)
Remuneration package
Inherent Job Requirements
Unique selection methods (if needed)
Unique aspects (if needed)
Contact details

Closing date
Final statement to avoid sending letters of regret

11. RE – ADVERTISEMENTS

- If within **90 days** an advertised position has not been filled, that position will be re – advertised first before it can be filled. Depending on the reason of not filling the position a note will be written that those who have previously applied need not to re – apply as they will be considered.
- However this must be prevented at all cost

12. METHODS RECOMMENDED FOR RECRUITMENT

12.1 Recruitment Trips to Tertiary Educational Institutions

- The Council should network with different tertiary institutions and contact Senior Academics who can recommend promising candidates. Emphasis should be on designated groups.

12.2 Walk – ins

- The prospective incumbent can approach the Human Resource Office and enquire about employment. This will be for low – level posts like labourers and cleaners. There is no need to advertise such positions in newspapers and applications of prospective incumbents must be captured on the data base.

12.3 Application Forms

- Lesedi Local municipality should have an application form which will collect sufficient information to enable the decision makers to easily decide whether to short list an applicant.

13. LEGISLATION TO BE TAKEN INTO CONSIDERATION WHEN APPOINTING

- Employment Equity Act, Section 54 (1) (a), 6 (1), 7 (2), 20 (3)
- Affirmative Action, chapter 2

14. PROMOTION / PLACEMENT

This process will be undertaken in consideration with the Affirmative Action, Employment Equity and other labour legislation

INDUCTION

It will be conducted in a period not exceeding six weeks after they have assumed duty as per the prescript of LRA;

The unions shall be invited to make a presentation on their roles and responsibilities within the municipality;

15. FACTORS TO BE CONSIDERED WHEN MAKING AN APPOINTMENT

- Formal qualifications
 - Prior learning
 - Relevant experience
 - Knowledge acquired
 - Skills acquired
 - Competencies and Behavioral Traits
 - Competency dictionary of 2010
 - Capacity to acquire, within a reasonable time, ability to do the job.
-
- However an employer may not unfairly discriminate against a person solely on the grounds of that person's lack of relevant experience.
 - The municipality may appoint a person who, with the exception of a student, shall be at least 16 and a maximum of 65 years of age.
 - An employee's appointment shall be subjected to proof of good health, if it is an inherent requirement of the job, at the council's expense, by a registered medical practitioner assigned by the council with relevant legislation.
 - An employee's appointment shall be subjected to competency, behavioral, aptitude and performance tests, if it is an inherent requirement of the job, at the council's expense, by a registered HR practitioner.
 - An employee shall be appointed on the commencing notch of the salary scale unless otherwise decided upon, by the Municipal Manager in terms of his/her delegated powers.
 - The council may appoint a permanent employee on probation for a fixed period not exceeding six months subject to the following conditions:-
 - Such employee undergoes training/ induction for six months.
 - Council shall provide reasonable accommodation as stipulated in the Employment Equity Act
 - A training plan shall be provided to the incumbent within 30 days of the date of appointment.
 - A career development plan shall be provided to the incumbent within 2 month of date of appointment which will become effective after his/her probation period.
 - If the Council is of the opinion that such employee has successfully completed his/her probationary period, the relevant HOD, Manager or Supervisor shall in

writing motivate his/her permanent appointment, where after council shall confirm such employee's appointment in writing;

- If Council, on or before the date of completion of the probationary period of such employee is of the opinion that the employee is not fit for the post he/she occupies, the Council may:
 - In writing and stating reasons therefore, extend the probationary period of such employee once only for a fixed period not exceeding six months, failing upon which:-
 - The employer shall give such employee at least one working month's written notice that his/her services will be terminated on a specific date; also provide a fair procedure.
- Upon appointment, the panel can decide on request and operational reasons, to appoint a candidate on a specific salary notch (second or third).

Power to Recommend Appointments

All recommendations for appointments shall be made and confirmed by the Interview Panel that is hereby delegated with the power and the MM shall therefore upon receipt of such recommendations make the final and binding decision on whom to appoint.

17. TERMINATION OF THE CONTRACT OF EMPLOYMENT

- Should Council establish within six months of employment of a particular employee; that such employee has misrepresented himself/herself through his/her application or during the interview on any aspects for e.g. lack of driving, no valid drivers license, and ability to do a job, skills etc – the employer has the right to declare the contract of employment null and void.
- Termination of Employment will be undertaken in accordance to LRA; the collective agreements; Section 54A (3) (a); Section 56 (2) (a); 57 (1) (a) (i) and 66 (3) and (4) of the Local Government Municipal Systems Amendment Act, 2011.
- Should an employee choose to terminate his/her employment, he/she should inform the Council, his/her HOD, Manager and/or Supervisor and the HR Section in writing at least one month in advance.

17.1 EXIT INTERVIEWS

For every employee whose service with the council has been terminated, an exit interview must be conducted within a month of the notice.

17.2 COMMON LAW: PRINCIPLES AND RULES OF TERMINATION ON NOTICE

The following common law principles and rules shall be applied when dealing with the Termination notice:-

- i. Notice of termination must be unequivocal;
- ii. Once communicated, a notice of termination cannot be withdrawn unless agreed;
- iii. Termination on notice is unilateral act;
- iv. The contract does not terminate on the date the notice is given but when the notice period expires;
- v. If the employee having given notice does not work the notice, the employer is not obliged to pay the employee on the principle of "*No work No pay*";
- vi. If notice is given late (or short), that notice is in breach of contract entitling the employer to either hold the employee to what is left of the contract or to cancel it summarily and sue for damages.

18. DISPUTES

Disputes concerning the appointment/non appointment of a candidate shall be dealt with in terms of the Contract of Employment and/or relevant Labour Law.

STANDARD WORK OR OPERATING PROCEDURES

CREATING ANEW POSITION

1. Review of the organisational structure (HR forecast)
 - Strategic plan alignment
 - Look at the national government directives and programmes
 - Develop strategies for realignment
 - Trim the org. structure

2. Identify the need
 - provision made in the organogram
 - link the position to the IDP and departmental objectives
 - the department structure (current employee component)
 - competencies in the department
 - whether permanent or temporary (seasonal or not)
 - check the status in occupational categories (whether or to deem the vacancy an affirmation action position)

3. Job analysis
 - Job evaluation
 - Weight allocation

4. A budget package process (Cost benefit analysis)
 - Total cost to company
 - Resource required (tools of trade)
 - Advertisement and appointment cost

5. Advertisement
 - Internal first
 - External, if there is no suitably qualified person internally

6. Selection
 - Shortlist and inviting the candidates
 - Testing, if an operational requirement
 - Interviews (panel as per policy directives)
 - Reference checking

On the interview date the following must be availed - A copy of the relevant part of the Equity report,

- Copies of curriculum vitae's/applications of short listed candidates
- A copy of the job description of the position being interviewed
- A set of interview questionnaires (with possible answers)
- A schedule on which candidates will appear and at what time
- A short list with crucial detail of each candidate.
- An Organogram to indicate the position and placement.
- The advertisement of the position

7. Appointments

- Panel
- Made within a week
 - a. Inform the lucky candidate (telephonically)
 - b. Regret letters to unlucky ones (in writing)
 - c. Prepare an appointment letter – salary scale schedule & allowances attached
 - d. Ensure signature from the MM
 - e. Inform the candidate to collect it.
 - f. Develop a post code for the position

8. Induction

- Orientation – done by HR on the first day
- Organizationally – first day of employment and a mentor to be appointed by the department concerned
- Take effect for the first six months of employment (involves on-job-training)
- HR induction – within a week (generally)

9. Probation

- Take effect for the first six months of employment
- involves on-job-training, mentorship and coaching
- Develop a training and career development plan

10. Permanent Appointment

- Will be made after the successful completion of a six months probationary period

FILLING OF A VACANCY MADE THROUGH TERMINATION OF SERVICE

- Council resolution (as an instruction)
- Internal Advertisement
- If there is no suitable candidate; external
- Selection (as per the acceptable procedure)
- Interviews
- Appointments (as per the acceptable procedure)
- Administration