

The background of the page features a large, semi-transparent watermark of the Umjindi Municipality coat of arms. It depicts a kudu with its horns, a shield with three red flowers on a yellow field, and a ribbon with the motto 'CONSILIO ET LABORE'.

# **UMJINDI MUNICIPALITY**

## **RECRUITMENT, SELECTION AND APPOINTMENT POLICY**

# UMJINDI MUNICIPALITY

## RECRUITMENT, SELECTION AND APPOINTMENT POLICY

<b>Core Business Area</b>	Corporate Services Directorate
<b>Operational Area</b>	All Directorates

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## 1. POLICY STATEMENT

It is believed that Human Resources are our most important asset and guarantee for an effective organisation. To this end we strive in our provisioning efforts to attract the most suitable candidates for appointment in accordance with the functional needs of Council. We are committed to create and maintain a diverse workforce in pursuance of Employment Equity and establishing a sound human resources management function.

## 2. OBJECTIVE

The objective of the Recruitment and Selection Policy for Umjindi Municipality is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way as to the effect that:

- No unfair discrimination practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment of the area it serves.

## 3. INTENT

To ensure personnel provisioning which accommodates a comprehensive process, which is a result of an agreement, reached between all stakeholders concerned. The Policy should be inclusive of the following processes:

- Recruitment procedure;
- Selection procedure
- Advertising procedure
- Interviewing procedure
- Qualification and experience requirements.

## 4. DEFINITIONS

The intention to elaborate on a definition is merely to reach consensus amongst stakeholders in the interpretation and application of a specific definition. Any expression that is defined in the Employment Equity Act, 1998 has that meaning and no other. The following definitions however need further clarity as to understand the practical implication there of.

#### **4.1 SUITABLY QUALIFIED APPLICANT**

A person may be suitably qualified for a job as a result of any of, or any combination of that person's-

- Formal qualifications
- Prior learning
- Relevant experience
- Capacity to acquire, within a reasonable time (not longer than six months), the ability to do the job.

**Note** : The Act prescribes that qualification and experience requirements should be based on the inherent requirements of a particular position. It is stated that the inherent requirements were taken into consideration when the Bargaining Council has set qualifications and experience requirements for the industry. Existing qualification and experience requirements is therefore maintained until the Bargaining Council sets revised requirements.

**Note** : Prior learning is defined as experience obtained on the job as well as academic qualifications that are informal of nature. The value and level of prior learning is however acknowledged as defined by the National Qualifications Framework (NQF).

**Internal Applicants** : Existing members of staff whom are suitably qualified for the vacancy will get preference.

#### **4.2 REASONABLE ACCOMMODATION**

Reasonable accommodation means any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to or participate or advance in employment.

**Note** : Deviations from existing practices, standards, norms or procedures should be well motivated with a cost implication to Council for consideration.

#### **4.3 INHERENT REQUIREMENTS OF THE JOB**

Inherent job requirements refer, inter alia to the following:

- Qualifications/knowledge/skills that are essential to the position
- Duties required
- Physical location
- Requirement of own transport or equipment for performance of duties
- Irregular working hours
- Physical requirements of the position
- Security clearance
- Qualifications as a legal minimum
- Working conditions
- Responsibilities
- Decision making abilities
- Language

**Note 1** : It is viewed that the existing qualifications and experience requirements were set by the Bargaining Council and that the inherent requirements of positions were taken into consideration when these requirements were set. The status quo is therefore to remain until the Bargaining Council sets new requirements.

**Note 2** : Directors should however critically evaluate the qualification and experience requirements for vacant positions and any substantive deviation proposed should be brought to the attention of the Municipal Manager with a motivation of proposed amendments PRIOR to such a position being advertised.

**Note 3** : Deviations from existing qualification and experience requirements are to be agreed upon by all relevant parties before an appointment is to be made.

#### 4.4 **EMPLOYEE**

A definition of an employee means any person other than an independent contractor who works for another person or for the State and who receives, or is entitled to receive any remuneration and in any manner assists in carrying on or conducting the business of an employer.

#### 4.5 **QUALIFICATIONS**

Existing qualification requirements are to be maintained until the Bargaining Council has implemented revised qualification requirements.

#### 4.6 **EXPERIENCE**

Existing experience requirements are to be maintained until the Bargaining Council has implemented revised qualification requirements.

#### 4.7 **ABILITY TO ACQUIRE NECESSARY SKILLS WITHIN A REASONABLE PERIOD OF TIME**

A reasonable period of time is regarded as not longer than six months to enable an employee to familiarise him/herself with performance requirements and performance standards. Performance evaluation should be conducted to timeously communicate to employees whether they adhere to performance requirements and performance standards.

#### 4.8 **PEOPLE WITH DISABILITIES**

People with disabilities mean people who have a long-term or recurring physical or mental impairment, which substantially limits their prospects of entry into, or advancement in employment.

#### 4.9 **RELEVANT RECRUITMENT AREA**

The relevant recruitment area is that geographic area from which the employer would reasonably be expected to draw or recruit from. Recruitment areas may vary depending upon the level of responsibility and the degree of specialisation of the occupation. Usually, the higher the degree of responsibility or specialisation required for the job, the broader the recruitment area. Recruitment area refers to the **qualified** labour market where labour is drawn from.

**Internal Recruitment** : All vacancies on post level 12 – 18 will first be advertised internally only and will only be advertised externally if no suitably candidate from the internal applications can be found. This is to create promotion space for individuals that are performing well and has the ability to proceed upwards in the ranks.

#### 4.10 **AFFIRMATIVE ACTION**

Affirmative Action means :

- Implementing positive remedial action, programmes and procedures to address historic and existing inequalities, imbalances, prejudices and injustices in the workplace.
- Taking particular care to ensure that historically disadvantaged people are no longer unfairly held back by discrimination in recruitment, selection, skills development or promoting to all occupational positions.
- Actively pursuing an ongoing strategy to redress imbalances in the workplace to reflect the relevant labour market as defined under “relevant recruitment area” above.

#### 4.11 **EQUAL JOB OPPORTUNITIES**

Equal job opportunities means : Ensuring that anyone regardless of race, ethnic or social origin, colour, culture, gender, religious or political persuasion, disability, age or sexual orientation has an equal chance for appointment to a position based on merit or potential ability. The removal of all forms of discriminatory practices in employment. Establishing the principle and practice of equity in the workplace.

#### 4.12 **REPRESENTATIVES (SHORT LISTING)**

**Municipal Manger** : Mayor and panel appointed by Council

**Deputy Municipal Manager, Directors and Chief Financial Officer** : Municipal Manager in consultation with Council.

**All Other Staff** : Municipal Manager in consultation with Directors, Unions to have observer status (ONE PER UNION).

#### 4.13 **INTERVIEWING PANEL**

**Municipal Manager** : Mayor and panel appointed by Council

**Deputy Municipal Manager, Directors and Chief Financial Officer** : Panel appointed by Council in consultation with Municipal Manager.

**All Other Staff** : Municipal Manager, Directors, Unions to have observer status (ONE PER UNION).

### 5. **RECRUITMENT**

#### 5.1 **PRE-RECRUITMENT REQUIREMENTS**

To enable Council timeously to recruit the highest calibre of person in the shortest period of time in the most cost-effective manner, the following processes should be adhered to :

##### 5.1.1 **COUNCIL/MUNICIPAL MANAGER**

To enable Council or the Municipal Manager to approve any appointments either directly or by means of delegated powers, the following documentation should be in place:

- An approved organogram
- An approved staff budget
- Approved qualification/skills and experience requirements
- A recruitment and Selection Policy

##### 5.1.2 **DIRECTORATE CORPORATE SERVICES : SECTION HUMAN RESOURCES**

The following documentation is needed before the Directorate may start the recruitment process:

- An approved organogram
- An approved job description
- A Council resolution or delegated authority to fill a vacancy
- Approved qualification/skills and experience requirements
- A fully completed personnel requisition form
- Existing vacancy
- A recruitment and Selection Policy

Human Resources must ensure that:

- All relevant documentation has been received
- All necessary documentation has been clearly authorised according to the delegated powers
- Job description, job levels, qualification and experience requirements are correctly stated
- Salary scales are correctly indicated
- Vacancy has been noted on the computer/administrative system/salary schedule
- All appointments are made in accordance with the target setting in terms of the Employment Equity Act.

**Note** : It is required of Directors to conduct a walk-in audit on the necessity to fill a specific vacancy or not. This audit must include the relevance of the job description as well of the perceived correctness of the job level. If a Director is not satisfied with any aspect regarding the position, the filling of the vacancy should not commence and the Municipal Manager must be requested to advice. Deviations from existing requirements, which have a financial implication, must be costed and submitted to Council for approval **PRIOR** to recruitment.

## 5.2 **ADVERTISING PROCEDURES**

Whenever a vacancy occurs, the following procedures should be followed:

### VACANCY : MUNICIPAL MANAGER

The Mayor approves the filling of the vacancy and authorises the advertisement to appear.

### VACANCY : DEPUTY MUNICIPAL MANAGER, DIRECTORS, CHIEF FINANCIAL OFFICER, ASSISTANT DIRECTORS AND POST LEVELS 4 TO 18

The Municipal Manager approves the filling of the vacancy and authorises the advertisement to appear after receiving the duly completed personnel requisition form. All vacancies on post level 12 – 18 will first be advertised internally (see paragraph 4.9).

### VACANCIES : ADMINISTRATIVE POSITIONS

The advertisements for administrative positions must clearly indicate that people with disabilities are invited and encouraged to apply for the position.

## 5.3 **SELECTION OF MEDIA**

The level of the position as well as the relevant recruitment area will dictate the appropriate media in which the advertising will be done. The person authorised in 5.2 (Mayor/Municipal Manager) above to approve the filling of the vacancy also approves the advertising medium to be utilised and the Section : Human Resources are responsible for the placement of the advertisement. The following advertising mediums are available:

- Internal, comprising of the distribution lists, notice boards and union chairpersons.
- Mpumalanga News
- Lowvelder
- Sunday Times
- City Press
- Barberton Times

#### 5.4 **PROCEDURE FOR SHORT-LISTING**

When the representatives involved meet to shortlist applications, the following criteria are to be used:

Applicants should possess the minimum academic qualifications and experience as set out in the advertisement. To make the 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 group on relevant qualifications prior to short-listing.

When determining selection criteria for short-listing, it should be endeavoured to reach consensus before applying such criteria. If no consensus were reached, the ruling of the Municipal Manager would be final.

The result of this procedure must be forwarded to the Section : Human Resources on the form attached as Annexure “B”.

- Deviation from academic requirements may not be accepted where legal requirements should be met.
- Applications should be in possession of the Section : Human Resources before or on the closing date.
- Application forms should be fully completed.
- The application form should be signed by the applicant personally.
- Any misrepresentation or untruths will lead to the disqualification of that application.

##### 5.4.1 **MUNICIPAL MANAGER**

The Mayor and a panel appointed by Council will do short-listing.

##### 5.4.2 **DEPUTY MUNICIPAL MANAGER, DIRECTORS AND CHIEF FINANCIAL OFFICER**

The Municipal Manager in consultation with the Council will do short-listing.

##### 5.4.3 **DEPUTY DIRECTORS, ASSISTANT DIRECTORS**

The Municipal Manager in consultation with the Departmental Head Committee will do short-listing.

8.

#### 5.4.4 POST LEVELS 4 TO 18

The Municipal Manager in consultation with the Directors will do short-listing.

#### 5.4.5 POST LEVELS 12 – 18 : INTERNAL APPLICANTS

Unions will in addition to the normal short-listing panel have observer status (1 per union).

#### 5.4.6 SCARES SKILLS POSITIONS


The Director of a department may head hunt suitable applicants for a scares skills position.

Upon failure to recruit the desired number of candidates for an interview the Appointment Committee will have the right to interview one applicant for a vacant scares skills position.

Should an applicant referred to in above be found to be competent for the position the applicant may be appointed in the vacant position.

### 6. **INTERVIEWING PROCEDURE**

All interviews will be structured interviews with the same questions posed to all the applicants interviewed for a specific vacancy.

 Attached as Annexure “C” is an example of such questions to be asked as well as an evaluation to determine the more suitable applicant.

When determining the more suitable candidate, the interviewing panel should endeavour to reach consensus on the successful applicant. If no consensus were reached, the ruling of the Municipal Manager would be final.

**Note** : The Municipal Manager as indicated in paragraph 5.2 above, is to sign documentation regarding the appointment of an employee (excluding the Municipal Manager).

### 7. **ASSESSMENT TESTS**

The two applicants who obtained the highest score during an interview for a Section 57 or Post level 1-5 position will be subjected to a written assessment test to determine the suitability of the applicants for the position.

9.

The results of the assessment test and the scores obtained by the applicants will be combined and the applicant with the highest score will be appointed in the vacant position.

Job related tests and other similar assessments of an employee for a Post level 6-18 position are also permissible to determine the suitability of the applicant for the position.

Agreement should be reached between all stakeholders if and what testing to be conducted PRIOR to applicants being interviewed.

## 8. **TEMPORARY EMPLOYEES**

One should distinguish between temporary staff and casual employment. CASUAL EMPLOYMENT refers to an ad hoc request for additional staff, which is not indicated on the organogram, or positions, which are unoccupied for a specific period. The status quo is to remain for these appointments. This refers to the Director employing the most suitable applicants, which is readily available in the shortest period of time. No target settings need to be accommodated for these appointments. Examples of appointments of this nature are Students and replacements for employees on maternity or sick leave.

The appointment of Casual Employees should be conducted in the following way:

- Casual employees performing a specific duty for a period longer than six (6) months should be interviewed by a panel consisting of the Assistant Directors and Unions within the Municipality and not by the official Appointment Committee of the Municipality. In the case of a department not having an Assistant Director the Deputy Director will form part of the panel.
- The short listing of “Casual Employees” should however be done by the official Appointment Committee of the Municipality.
- The meeting of the interview panel should be chaired by the Director Corporate Services and the Human Resource Section within the Department of Corporate Services should provide logistical and secretarial support.
- Casual employees performing a specific duty for a period less than six months may be short listed and appointed by the Director of a Department in conjunction with the Municipal Manager.

TEMPORARY EMPLOYMENT refers to the situation where an individual is appointed in a position reflected on the organogram of the Council with the intention to fill the vacancy at some stage in the future. The purpose behind the under-mentioned procedure is to eliminate any unfair advantage that a temporary employee may have when the position is filled on a permanent basis.

The use of temporary personnel should be discouraged if and where possible. Temporary personnel should only be used to alleviate seasonal or temporary additional workload that cannot be accomplished with normal staff structures.

10.

Normal staff structures should be designed to accommodate for most events in the daily activities of each directorate. It is however acknowledged that there are times and situations where temporary personnel may be used.

**Step 1** : A personnel requisition form is to be completed by the relevant directorate and sent to the Municipal Manager. As the appointment of temporary staff often advantages the incumbent when the position is filled on a permanent basis, the applicable occupational categories as per target setting in terms of the approved Employment Equity Plan should be adhered to.

**Step 2** : An internal advertisement is to be placed inviting applicants through Council employees to apply for temporary appointments. If the appointment is of an urgent nature, the Municipal Manager may authorise the use of an employment agency.

**Step 3** : The Municipal Manager and the relevant Director may conduct Interviews for the appointment of temporary personnel.

**Step 4** : Human Resources must enter into a contractual agreement with each temporary appointment.

**Note** :As a guideline, temporary appointments should not exceed 3 months.

## 9. **PAYMENT OF TRAVELLING AND ACCOMMODATION COSTS**

Payment for travelling and accommodation costs will be dealt with in terms of the existing Subsistence and Travelling Policy of Council which may be amended from time to time.

## 10. **MEDICAL TESTING**

Medical testing includes any test, question, inquiry or other means designed to ascertain, or which has the effect of enabling Council to ascertain, whether an employee has any medical condition.

Medical testing of an employee is permissible if:

- Legislation permits or requires the testing, or
- It is justifiable to do so in the light of medical facts, employment conditions, social policy, and the fair distribution of employee benefits or the inherent requirements of the job.

## 11.

Testing of an employee to determine that employee's HIV status is prohibited unless such testing is determined to be justified by the Labour Court in terms of section 49(4) of the Act.

Medical testing of an applicant should be agreed upon PRIOR to advertising.

## 11. NEPOTISM POLICY

### 11.1 DEFINITION OF NEPOTISM

A definition of nepotism is "undue favouritism". One can also define nepotism as the preferred option in candidate selection during the recruitment process because the candidate is a relative or personal friend of the person making such an appointment.

### 11.2 DISCUSSION

It is proposed that family, friends and relatives may still apply for positions, but, that the representatives on the selection panel should declare their interest and excuses themselves when family, friends and relatives are considered for appointments. A further guideline is that Council should try to avoid placing family and relatives in the same Directorate.

### 11.3 STATUS QUO TO REMAIN

Where family are presently either working together in one Directorate or within Council no action should be taken or transfers instituted. However, where undue favours are granted like time off or accepting poor performance such specific incidents should be brought to the attention of the Municipal Manager by means of the grievance procedure. The normal channels of the grievance procedure will then be followed.

### 11.4 PRINCIPLES

- That the status quo remains regarding family and members who are presently employed by Council.
- That specific incidents of employees mentioned above of undue preference or accepting lower performance standards be brought to the attention of the Municipal Manager by means of a written grievance.
- That family, friends and relatives be allowed to apply for positions when advertised.
- That it be agreed that Members of the selection panel declare their interest and may not make any decisions on appointments where family, friends or relatives apply for appointments.
- It should be avoided to place family and relatives in the same Directorate.
- That the spirit of the Code of Good Conduct be adhered to.

## .UMJINDI MUNICIPALITY

To : Director Corporate Services

Annexure "A"

### PERSONNEL REQUEST FORM DEPARTMENTAL ACTION

Post Designation: \_\_\_\_\_ Vacant from: \_\_\_\_\_  
 Supervisor: \_\_\_\_\_ Work hours: \_\_\_\_\_  
 Directorate: \_\_\_\_\_ Sub-Directorate: \_\_\_\_\_

**A. INHERENT JOB REQUIREMENTS**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**B. QUALIFICATION**

Minimum requirement \_\_\_\_\_  
 Specify any other \_\_\_\_\_

**C. EXPERIENCE**

Minimum requirement \_\_\_\_\_  
 Specify any other \_\_\_\_\_

**D. SPECIAL ABILITIES**

Figures	Reports	Physical Work
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Specify any other \_\_\_\_\_

**E. CIRCUMSTANCES**

Shift Worker	Drivers License	Code			Office Hours	Noise Zone	Outside Work	Poisonous substances contact
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Specify any other \_\_\_\_\_

Motivate appointment \_\_\_\_\_

\_\_\_\_\_

**DIRECTOR** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**MUNICIPAL MANAGER** \_\_\_\_\_

**DATE:** \_\_\_\_\_

## UMJINDI MUNICIPALITY

*Annexure "B"*

### COMPILATION OF SHORTLIST

DESIGNATION : **GENERAL WORKER GRADE III**

DIRECTORATE : **MUNICIPAL MANAGER**

SUB-DIRECTORATE: \_\_\_\_\_

Compilation of Shortlist:      Time: **10:00** Date: **13-07-2005** Place: Committee Room

Interviews to be held:      Time: **12:00** Date: **15-07-2005** Place: Council Chamber

The Municipal Manager hereby confirms that it was decided upon the following persons to be invited for interviews:

- 1.1 Ms Nelisiwe Elinah Mkhize (7)
- 1.2 Ms Busisiwe T Ngomane (17)
- 1.3 Ms Phumzile P Shiba (24)
- 1.4 Ms Thuli Ellah Simba (43)

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**MUNICIPAL MANAGER**

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The Selection Panel will consists of the following persons: (Relevant clause of recruitment, selection and appointment policy)

1. Municipal Manager
2. Directors of departments
3. IMATU
4. SAMWU

## UMJINDI MUNICIPALITY

### POSSIBLE INTERVIEW QUESTIONS

#### COMMUNITY SERVICES : REFUSE COMPACTOR DRIVER X 2

#### CANDIDATE NAMES

Annexure "C"

A : Mr D Nxumalo	D : Mr J J Skhosana	<b>Points to be awarded:</b> <b>10 – Good</b> <b>8 – Above average</b> <b>6 – Average</b> <b>4 – Below average</b> <b>2 – Poor</b> <b>NOTE: ANY SCORE FROM 0-10 CAN BE AWARDED</b>
B : Mr V V Myeni	E : Mr S P Mahlalela	
C : Mr E M Nhlabathi	F :	

NO	QUESTIONS	A	B	C	D	E	F	G
1	Tell us more about yourself and your career to date?							
2	What are your current duties?							
3	Why do you think that we should appoint you and not anyone of the other candidates?							
4	What is your goal in life and where do you see yourself in 5 years' time?							
5	What would you say is your weak points and how do you deal with them?							
6	Tell us about your strong points.							
7	Tell us about a specific task you were responsible for that you feel you have done exceptionally well and that you feel proud of.							
8	What was the biggest mistake you have made in your previous jobs and what was the outcome thereof?							
9	What was the biggest problem you had to solve in your previous jobs and how did you go about solving it?							
10	If you were successful what measures would you like to implement to enhance the Council's image and to improve the levels of service delivery?							
11	What will you do if your supervisor does not agree with you while you know that you are actually right?							
12	Tell us about an incident where you had an argument with one of your co-workers and how did you solve the problem?							
13	When you suspect that there is an irregularity somewhere in your area of responsibility what would you do and how will you prevent it?							
14	One of the requirements for this position is that you have to supervise 10-20 people. How will you exercise authority?							
15	How do you keep up to date with changes in your profession?							
16	How do you delegate?							
17	To what extent do the subordinates influence your decision-making?							
18	Are there any questions you would like to ask the panel?							
	<b>GENERAL IMPRESSION (Body language, appearance, eye contact, etcetera)</b>							
	<b>ENGLISH PROFICIENCY</b>							
	<b>TOTAL</b>							

**NOTE :** TO BE ADAPTED FOR EVERY SPECIFIC POST

## UMJINDI MUNICIPALITY

### RECRUITMENT AND SELECTION

POST LEVEL RANGE	APPROVE FILLING OF VACANCY	ADVERTISING MEDIUM	SHORT-LISTING PROCEDURE	INTERVIEWING PROCEDURE	EMPLOYMENT EQUITY TARGETS	GEOGRAPHICAL LOCATION PREFERENCE	APPROVAL OF APPOINTMENT	SIGNING LETTER OF APPOINTMENT
<b>MUNICIPAL MANAGER</b>	Mayor	Internal Mpumalanga News Lowvelder Sunday Times City Press	Mayor and panel appointed by Council	Structured interview. Panel - Mayor and panel appointed by Council	Consult regarding targets for level.	1. Local 2. Provincial 3. National	Council	Mayor
<b>DEPUTY MUNICIPAL MANAGER, DIRECTORS AND CHIEF FINANCIAL OFFICER</b>	Municipal Manager	Internal Mpumalanga News Lowvelder Sunday Times City Press	Municipal Manager in consultation with Council.	Structured interview panel appointed by Municipal Manager in consultation with Council	Consult regarding targets for level.	1. Local 2. Provincial 3. National	Municipal Manager in consultation with Council.	Municipal Manager
<b>ALL OTHER PERSONNEL</b>	Municipal Manager	Internal/External Mpumalanga News Lowvelder	Municipal Manager in consulting with Departmental Head Committee	Structured interview panel : Municipal Manager and Directors	Consult regarding targets for level.	1. Local 2. Provincial 3. National	Municipal Manager	Municipal Manager
<b>CASUAL WORKER (LONGER THAN SIX MONTHS)</b>	Municipal Manager	External Notice boards Barberton Times	Municipal Manager in consulting with Departmental Head Committee	Structured interview panel : HR Section, Director Corporate Services, Asst Directors	Consult regarding targets for level.	1. Local 2. Provincial 3. National	Municipal Manager	Municipal Manager
<b>CONTRACT WORKERS</b>	Municipal Manager	External Notice boards Barberton Times	Director in consultation with the Municipal Manager	Director	Consult regarding targets for level.	1. Local 2. Provincial 3. National	Municipal Manager	Municipal Manager