



Main Street
Creighton, 3263
P.O Box 62
Creighton 3263
Phone: +27 39 833 1038
Fax: +27 39 833 1179
Email: mailbox@ndz.gov.za
www.ndz.gov.za

A Better Place for All

RECRUITMENT AND SELECTION POLICY

Date Approved:	30 th MAY 2023
Date Implemented:	2023/2024

1. PURPOSE

The purpose of this policy is to ensure that the recruitment and selection process of Dr. Nkosazana Dlamini-Zuma is fair, efficient, effective, transparent and equitable by promoting the following :

- Equity in the workplace,
- Workplace diversity,
- Attract scarce skills and
- Enhance service excellence.
- Maintain trust relations

2. SCOPE APPLICABILITY

This policy is applicable to all officials of the Dr Nkosazana Dlamini-Zuma Municipality excluding EPWPs and Section 54/56 Senior Management.

3. DEFINITIONS

- 3.1 **"Employer"** means the Dr Nkosazana Dlamini-Zuma Municipality.
- 3.2 **"Employee"** means another person or for the state and who receives, or entitled to receive any remuneration.
- 3.3 **"Council"** means the council of Dr Nkosazana Dlamini-Zuma Municipality.
- 3.4 **"Friend"** means a person with whom one has a bond of mutual affection.
- 3.5 **"Relative"** means a person connected by blood or marriage.
- 3.6 **"Close Associate"** means a partner or companion in business or at work.
- 3.7 **Section 54/56 Manager"** Senior Management or Managers direct report to the Municipal Manager as articulated in the Municipal Systems Act 32 of 2000

4. PRINCIPLES

4.1 **The Dr Nkosazana Dlamini-Zuma Municipality's Recruitment and Selection policy is designed to:**

- 4.1.1 Recruit, select and place competent and suitably skilled people who will make a positive contribution towards achieving organisational objectives.
- 4.1.2 Attract talented and motivated people, who will contribute to the Municipality's service delivery success while enjoying long-term career within the Municipality.
- 4.1.3 Ensure that all Recruitment activities are handled according to best practice and professional guidelines thereby creating a positive image of the Municipality.

4.2 **The Dr Nkosazana Dlamini-Zuma Municipality is adhering to the principles of the Employment Equity Act No. 55 of 1998 by :**

- 4.2.1 Developing and adopting appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.
- 4.2.2 To promote sound labour relations in the Municipality by creating an environment that balances the interests of employees and the interests of the employer in order to uphold and realize the concept of fair labour practices.
- 4.2.3 Minimize and eliminate corruption and nepotism.

- 4.2.4 Prevent staff members from canvassing or conniving internally or externally for vacant positions in the municipality, such act shall be dealt with in terms of the Code of Conduct Staff.
- 4.2.5 Giving preference to suitably qualified candidates who are members of designated groups.
- 4.2.6 Committing to recruitment strategies that will attract and retain a diverse selection of qualified applicants.
- 4.2.7 Developing the recruitment and selection process which will be non-discriminatory on the basis of race, colour, and gender.

With reference to the South African Constitution of 1996 (Act 108 of 1996) and the provisions of 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, including, but not limited to

- a) race
- b) gender
- c) pregnancy
- d) marital status
- e) family responsibility
- f) ethnic or social origin
- g) colour
- h) sexual orientation
- i) age
- j) disability
- k) religion
- l) HIV status
- m) conscience
- n) belief and/or

- o) political opinion
- p) Biased psychological testing

5. RECRUITMENT AND SELECTION POLICY

5.1 RECRUITMENT

5.1.1 Advertising of Posts

The municipality must advertise a post after the approval has been obtained.

The adverts must specify the relevant competencies as prescribed

A funded vacant post may be advertised within the municipality, locally or nationwide

A departmental head should identify a vacant post or create a post subject to the approval of the Municipal Manager and Council (organogram), before any individual is appointed to a position.

No person may be:-

- a) Appointed to the Municipality's service;
- b) Transferred from one post to another;
- c) "Promoted" to a higher position; or
- d) Demoted to a lower position,

unless a post exists into which such person may be appointed, transferred, "promoted" or demoted, as the case may be.

The relevant Department Head (based on the approved Structure) is required to motivate to the Municipal Manager the reason for filling a vacancy and whether or not it should be advertised externally. The Municipal Manager/Acting Municipal Manager will authorize the filling of a vacancy through approval of the Council and whether the position will be advertised externally/internally. In terms of the recruitment and selection policy certain vacancies depending on the requirements of the post, shall be advertised internally for not more than 10 working days on all notices in the municipality and only if a suitable candidate is not found is only then that the advert can be advertised externally for not more than 15 working days. The

Council must only be responsible to endorse and approve Section 54 and 56 positions and the Municipal Manager with his/her managers can make a decision to employ at lower levels based on the approved structure and staff budget allocated for the year in question.

All advertised positions must be filled within a period of **6 months** from the date of advertisement in line with Municipal Staff regulations.

5.1.2 Internal Advertisements

All approved vacancies must be advertised internally by the Human Resources Section according to the following procedure:

- a) A post should be advertised using media that is deemed accessible to all or use notice board or website if it is an internal advertisement. The advert should be placed for a minimum of 10 working days.
- b) A copy of the advertisement must be placed on official notice boards of the Council;
- c) A copy of the advertisement must be made available to all unions when requested.
- d) Individuals invited to be part of the short listing committee and/interview panel should recuse themselves from being part of the recruitment and selection process if they have information that a relative or a close associate has applied for the position or they find out during the process that a relative or a close associate has applied.

5.1.3 External Advertisements

- The Municipality will make reasonable attempts to recruit as widely as possible to find and appoint the best possible applicant for a vacant position.
- Advertisements shall be in as wide a range of media as possible, and so placed as to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged and

designated groups. The Municipality will place an advertisement for not more than 15 working days and not less than 10 working days in two Provincial Newspapers and on the Municipality website.

- The Municipality shall advertise the positions below the task grade 6 within the jurisdiction of the Dr. Nkosazana Dlamini-Zuma Municipality.
- The contents of the advertisement will be agreed between the relevant Departmental Head and the Senior Manager Corporate Support Services. The Corporate & Support Services is responsible for placing advertisements internally and/or externally.

The following information must be contained in all advertisements i.e. both internal and external:

- a) the title of the position;
- b) a brief description of the duties associated with the position;
- c) the position requirements (including knowledge, skills, behaviours, qualifications, and previous work experience) of the position;
- d) Address where applications are to be forwarded.
- e) Requirement that an Application for employment form obtainable from the municipal website and at the municipal offices must be attached;
- f) contact name;
- g) closing date for applications;
- h) a note must be included in the advert that clearly states that should the applicant not be contacted after a month of the closing date, the applicant must accept that their application was unsuccessful;
- i) where applicable, a requirement that at least three (3) contactable references must be provided in writing by the (external) applicant.

j) the council promotes and applies the principle of affirmative action and Employment Equity Act.

k) All documents requested as per the advert must be certified for not more than 3 months.

- Wherever possible, terms and conditions of employment, levels of remuneration and other benefits should also be included. This allows prospective applicants to assess whether they would gain or lose by changing employment/position.

5.1.4 Application for vacant post

- ☐ All applications for employment must be made on the **prescribed application form**.

Any **misrepresentation or failure to disclose material information** and the application form, **is a breach of the Code of Conduct** for Municipal Staff

5.1 SELECTION

Selection panel

- ☐ A **selection panel consisting of at least 3 – 5 members** must be appointed for each advertised post, for shortlisting, interviews and make recommendations on the outcome of the process.
- ☐ A **selection panel member must -**
 - **disclose any interest or relationship with shortlisted candidates; or**
 - **recuse himself or herself** from the selection panel **if** he/she has conflict of interest; and
 - **sign a declaration of confidentiality** to avert the disclosure of information to unauthorized persons.
- ☐ The regulations makes it mandatory for **union representative may** attend interviews on an **observer status**: Provided that failure by the union to attend the interviews from proceedings will not invalidate the decision of the panel.
- ☐ The selection panel for a post, must always remain the same.
- ☐ If the selection panel does not quorate, the panel must be reconstituted.
- ☐ The prescribed competencies will serve as a basis for selection criteria.

- ❑ Municipalities are authorized to utilise alternative recruitment methods for critical and scarce skill post.

5.2

5.2.1 Selection Principles

The following Policy Principles must be adhered to in selecting appropriate applicants for employment at the Municipality:

- ❑ The Recruitment and Selection process should be based on the core competency criteria and inherent requirements of the job.
- ❑ A person shall be suitably qualified for a job as a result of the combination of that person's –
 - a) Formal qualifications
 - b) Relevant experience
- ❑ When determining whether a person is suitably qualified for a job, steps must be taken to –
 - a) Determine whether the factors (a-b) above are inherent requirements of the job, and
 - b) Determine whether that person has the ability to do the job in terms of any combination of those factors.
- ❑ Competency criteria and the inherent requirements of the job must be the basis for any recruitment decision.
- ❑ The applicant may be required to submit a report of good health relevant to a particular post applied for.

5.2.2 Establishing the Selection Criteria

- The Municipal Manager together with the Senior Manager Corporate Support Services will be responsible to appoint and select the Interview panels which will be tasked with the responsibility of recruiting and selecting candidates for the municipality. The selection panel will be responsible to assess candidates based on the selection criteria stipulated in the advert based on the knowledge, skills, behaviours, qualifications, and previous work experience

required for satisfactory performance in a position, as are usually determined by the requirements of the job.

- The selection panel shall determine the criteria that will be used in the selection process. Minimum requirements are all the knowledge, skills, behaviours, qualifications and previous work experience from the job description that the successful candidate must possess at the time of hire, or which the candidate will be able to acquire in a reasonable amount of time.

The selection and interview panels should include the following individuals:

- a) Representative from the relevant department
- b) Representative from the unions (Observer status)
- c) Representative from Corporate Support Services and
- d) Representative from Council for Section 54 and 56 appointments only as stipulated by act and regulations.

According to the provisions of the Employment Equity Act, 1998, a person may be suitably qualified for a job either:-

- as a result of the applicant's formal qualifications and/
- the applicant's relevant experience

5.2.3 Short listing

- 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 selection panel together with the Corporate Support Services department must identify
 - a) the key performance areas of the vacant post; and
 - b) the knowledge, skills, behaviours, qualifications and previous work experience required for the post.
- These factors constitute the core selection criteria for the interviewing and selection process.
- The information regarding key performance areas and the knowledge, skills, behaviours, qualifications and previous work experience required for the vacant post will be used by the selection panel 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 specified requirements for the job. In cases where a large number of

applicants meet the essential selection criteria a further short-listing process may be required based on the remaining criteria.

The following should be taken into consideration in eliminating candidates:

- a) Clear demonstration on paper that applicant does not meet the requirements as advertised; inherent requirements of the job; Clear lack of relevant competencies or required skills; and application which do not have all required documents.

6. INTERVIEWS

6.1 Interview Panel

- A panel should comprise a minimum of three members, one of whom will be the representative from the user department.
- Unions must be invited **within 3 days** to attend all interviews for positions that are being filled as observers. The absence of unions during the interview shall not result in the delay of the process. They are invited as observers to ensure that a fair and equitable process is applied. Not more than one union observer per union may sit in on a panel interview.
- 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 panels.

The interview panel will put forward a recommendation to the Municipal Manager for final approval to make an offer of employment.

6.2 GENERAL INTERVIEWING GUIDELINES

6.2.1 Purpose of the Interview

Employment interviews are conducted to:

- Expand the information provided on the application
- Collect new job-related information

- Determine the candidate's "fit" to the position

6.2.2 Preparation for the Interview

It is crucial that interviewers are well prepared. Interviewers should understand the position and its requirements and be familiar with the Municipality's recruitment objectives.

Interviewers should:

- a) Formulate an interview format to provide direction to the interview and make the most effective use of time.
- b) Prepare the candidate by providing information about parking, location, name of the contact person and duration of interview.
- c) Allow reasonable time for an interview schedule that puts no pressure on the candidate or the interviewer.
- d) Arrange for quiet and privacy with no interruptions during the interview.

Note: The Interview Panel must ensure that the interview questions are done at the time of the interviews. Confidentiality form must be signed by all the members of the panel.

6.2.3 The Interview Environment

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

- Where there are disabled applicants, the room should be easily accessible
- The room should be reasonably soundproof (where possible)
- There should be no interruptions
- The seating arrangements should be ordered as to facilitate a "round the table" questioning

6.2.4 The Interview Format

The interview consists of the following segments:

- Introductions and overview of the structure of the interview.
 - Questions directed at the interviewee's previous work experience, relevant qualifications, understanding of performance areas for the position.
 - Overview of the position and the Municipality.
 - Opportunity for the interviewee to ask questions.
 - Summary of interview including the way forward.
- N.B. Practical testing may also be used in some instances.

6.2.5 Interviewing Applicants

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 of every applicant. (It must be a structured interview)

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

- a) Fully informed about the position that is to be filled. This information must include a thorough knowledge of the contents of the position 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 decisions;
- e) able to deal with employment equity and affirmative action issues.
- f) aware that possible misunderstandings can occur in interviews between people of different cultural backgrounds.

Questions that must be avoided in the interviewing process include questions relating specifically to:-

- a) age;
- b) race;
- c) national origin;
- d) religion;
- e) marital status;
- f) sexual orientation;
- g) number of dependants;
- h) childcare arrangements;
- i) disability status.
- j) Political affiliation

Applicants must receive or be scored from fifty percent and above to show the level of acceptable knowledge and experience for the position they applied for.

The record of the outcome of all interviews for all positions should be signed by the interviewer or all the members of the interviewing panel and must be retained in confidential files for a period of at least two (2) years.

7. REFERENCE CHECKING

Reference checking is an essential part of the selection process. Reference checks will only be carried out for applicants already shortlisted by the selection and interview panel. Reference checks for applicants recommended by the panel must be conducted by the Corporate Support Services department before submitting a candidate for consideration by the Municipality. The person performing the reference check will obtain the following information during the course of the reference check:

- (a) a confirmation of the applicant's employment history, including date of starting service with the previous employer;
- (b) the applicant's position and remuneration details;

- (c) the job requirements and key performance areas of the applicant's current position;
- (d) an assessment of the employee's performance and conduct.
- (e) Information about the applicant's personality.

The following information should not be obtained, sought or noted in the process of reference checking:-

- a) Information that has not been observed or obtained from a written performance record;
- b) Information that is based on the feelings; opinions; guesses or hunches of the referee;
- c) Unprofounded allegations
- d) Information as to whether or not the referee regards the applicant as being suited for the position for which he or she has been recommended by the interviewing and selection panel.

Reference checks should be done in a consistent manner and should not contain any discriminatory elements.

For all positions and for all employees who will be required to work in the Municipality, integrity reference checks may be done to some employees as suggested by Municipal Manager and in other instances by Council..

8. APPOINTMENTS

8.1 Appointment of recommended applicant

Depending on the level of the position being filled, either the Municipal Manager or the Executive Committee or Council should approve the appointment. An offer of employment must be prepared by the Corporate Support Services and forwarded to either the Mayor (Municipal Manager Position) or Municipal Manager (Section 56 and other lower positions) for his or her signature. The offer of employment including the conditions of service

must then be forwarded to the successful applicant as soon as possible. The applicant will be required to accept or reject the offer within a given period of time.

Offers of employment should not be communicated to a successful applicant by e-mail because of the risk that someone else may see the letter, Unless requested by the applicant.

The offer of employment shall contain information relating to:-

- (a) the post being offered;
- (b) the remuneration, benefits, allowances and other monetary and non-monetary benefits attached to the post including the conditions of service;
- (c) a date by which the offer of employment must be accepted in writing by the applicant and the date on which the proposed employment is to commence;
- (d) the person to whom the applicant would report if the applicant accepts the offer of employment;
- (e) Probation period applicable as per the Conditions of Service.

Once the applicant has signed and returned the offer of employment, a letter of appointment must be prepared for the new employee. Arrangements should be made for the employee to collect the letter of appointment or to receive and sign it on his/her first day of commencing duties. Also on the first day the employee must sign the contract of employment detailing his condition of appointment.

8.2 General requirements for appointment of staff

- Only **SA citizen or foreign national with a valid work permit** who meet **the relevant competencies, qualifications and experience** may be employed in a municipality.
- Only funded positions can be advertised and filled

8.3 Re-employment of dismissed staff

- Before a municipality appoints a candidate, it must confirm the declaration of integrity from the prescribed application form.

Any person who was found guilty of misconduct may not be employed in a municipality for a prescribed period.

8.4 Secondment of staff to another municipality

A municipality may second a staff member with the relevant competencies to act in a post that is vacant in another municipality.

(2) The municipalities contemplated must conclude a written agreement regarding the secondment that specifies—

- (a) the municipality responsible for the costs of secondment;
- (b) the duration of the secondment, which may not in each case exceed a period of twelve months;
- (c) the person to whom the seconded staff member must report;
- (d) the place at which the seconded staff member must work; and
- (e) the new job description of the seconded staff member

8.5 Secondment of other government employees to municipality

A municipality may request national or provincial government, another municipality or any state organ as the case may be, to second a person with the relevant

competencies to act in a vacant post for a specified period or until such time that a

suitable candidate has been appointed: Provided that the relevant legislation, terms and

conditions of service of that person apply.

1)The parties contemplated above must conclude a written agreement regarding the secondment that specifies the issues set out in section 8.4 (a-e).

(2) The municipality must inform the MEC of any such secondment and the terms and conditions associated with that secondment.

9.Post linked with Political Office Bearers

(a) The posts linked to political office bearers shall not follow the recruitment process, headhunting without advertising will be followed.

9.1Conditions of the Contract

The general period of employment fixed term will be linked to that of the office bearer unless in the following conditions;

- (a) Death of the councilor
- (b) Resignation of a councilor from the position

- (c) Removal of the councilor from the position
- (d) Dismissal or expulsion from his political party or from the council

9.2 Retrenchment

The termination for any of the reasons listed herein in clause 9.1 (a-d) of the contract will not be classified as a retrenchment and the employee will not have any claim to request that he/she be paid a severance package or be paid the remainder of this contract.

9.3 No reasonable Expectation

This contract of employment shall not create any expectation on the side of the employee to be employed on a permanent basis within the Dr. NDZ Municipality.

9.4 CONDITION OF EMPLOYMENT

No appointment shall be on a temporary basis contrary to the Municipal Staff Regulations, except those appointments regulated in this policy in Clause 9.1 or other government regulations

10. LETTER OF REGRET

No letters of regret may be issued to all applicants who applied for an advertised position, invited for an interview but failed to secure the position unless requested by the candidate.

8.3 CITIZENSHIP

Before applicants, who are not South African citizens, can be appointed to any position in the Municipality, such applicants should be in possession of either

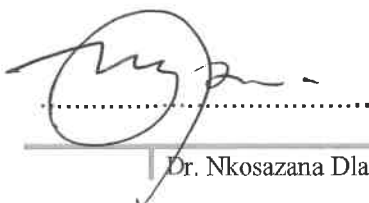
- (a) a permanent residence permit or
- (b) a temporary work permit covering the contemplated period of employment.

9. COUNCIL APPROVAL AND EFFECTIVE DATE

Approval of Policy by Council and Effective date: -----

MUNICIPAL MANAGER

DATE



30/05/2023