



RECRUITMENT AND SELECTION POLICY 2023/24

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1. Preamble

The recruitment policy and its implementation will be fundamentally aimed at matching the Human capital to the strategic and operational needs of the Municipality and ensuring the full utilization and continued development of these employees. All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.

2. Definitions

"Induction" a formal entry into an organization position or office.

"Candidate" means an applicant for a post

"Competency" for the purposes of this policy refers to knowledge, skills, attitude or behavior pertinent to the advertised position

"Designated group (as per Employment Equity Act 55 of 1998)" - means black people, women and people with disabilities

"Fixed term contract employee" for the purposes of this policy is a person who is employed on a contract that includes an agreement detailing the relationship between the employer and employee, which is determined by an objective condition that creates no false expectations of renewal of the contract, and is based on a specific duration or time frame with dates or the completing of a specific task, project or event, other than the normal agreed retirement age.

"IMATU" means the Independent Municipal and Allied Trade Union

"Job Description (as defined in the Task Memorandum of Understanding)" means a job description, as contemplated in section 66 of the MSA, describing the content, duties, reporting lines and other specifications of a position or job.

"Local" An individual owes allegiance to the city/town as a member of society based on behaviour in terms of the rights, duties, obligations and functions of a citizen.

Which includes:

- ❖ Paying water and electricity (Rates and taxes) or
- ❖ Schooling in the specific town within the Maruleng area or
- ❖ Living and/or working in the specific town for more than 10 years, or
- ❖ South-African citizen with a valid ID

"Nepotism" means favoritism on the basis of family relationship or friendship.

"Observatory status" a person with this status is only allowed to observe during interviews to ensure that the process is fair and transparent. This person is not allowed to engage with the candidates or to participate during the interview. This person is not allowed to influence or intimidate the interview panel or the panel's interview scores and also is not allowed to make recommendations for appointment. This person is not allowed to share confidential information regarding the interview or outcomes thereof.

"Placement (as per Skills Development Act 97 of 1998)" means placing an individual in a placement opportunity, with due regard to the Code of Good Practice on the Integration of Employment Equity in Human Resources Policies and Practices in terms of the Employment Equity Act, 1998 (Act 55 of 1998)

"Reasonable accommodation (as per Employment Equity Act 55 of 1998)" 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

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· **“Recruitment”** means the activities undertaken in the human Capital management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the municipality in achieving its objectives.

“Reference check” means the gathering of information about candidate’s past working history from people/institutions with whom such candidate has been associated.

“SALGA” means the South African Local Government Association

“SAMWU” means the South African Municipal Workers’ Union

“Selection” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

“Senior Manager” means Section 56 (Municipal Managers) and 57 (Directors) municipal managers or managers reporting directly to the municipal manager.

“Shop Steward” means a Trade Union representative as defined in the Act

“Short-listing” Exploring the candidate’s qualifications in relation to the minimum requirement of the position as well as the consideration of previous experience and exposure to the different elements in the previous position and comparing it to the position the candidate is applying for.

“Temporary workers” workers employed by the municipality for no longer than 6 consecutive months.

“Vetting/ screening” means verifying a candidates credentials e.g. ID, Qualifications, Fraudlisting and credit check etc,

“Workplace” means the employer

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3. Legal Framework

- ❖ The Constitution of the Republic of South Africa, Act of 106 of 1996 as amended.
- ❖ Municipal Systems Act, 2000 (Act 32 of 2000).
- ❖ Employment Equity Act (Act 55 of 1998)
- ❖ Basic Conditions of Employment Act 1997 (Act No 75 of 1997)
- ❖ Labour Relations Act, (Act 66 of 1995)
- ❖ Municipal Staff Regulation

4. Scope and application

To ensure a fair and equitable employment process, this policy shall apply to all appointments made within the Municipality. This policy will not apply to appointments arising out of a procurement process, acting appointments or rotating portfolios

5. Objectives of policy

The Municipality recognizes that its employment policies, practices and procedures must comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the Municipality, its political structures and political office-bearers as well as its employees, to comply at all times and without exception with the relevant legal prescripts governing the situation concerned.

This policy is further based on the principles set out below. Human Resources Management in the Municipality must –

- (a) Be characterized by a high standard of professional ethics;
- (b) Promote the efficient, economic and effective utilization of employees;
- (c) Be conducted in an accountable manner;
- (d) Be transparent;
- (e) Promote good human resource management and career development practices, to maximize human potential; and
- (f) Ensure that the Municipality's administration is broadly representative of the South African people, with human resources management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

6. Policy content

The responsibility for the appointment of personnel rests with the Municipal Manager of the Municipality or his delegated assignee(s) in terms of section 55(1) (e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

6.1 Post Establishment

The Municipality will maintain a record of all approved posts and shall monitor all appointments against posts according to the approved staff establishment. The post structure is aligned with the municipal IDP and approved system of job evaluation (TASK) as defined by the (SALGA) South African Local Government Association. The Municipal Council shall, unless it has issued delegations to any other authority, have an oversight role in the staff establishment of the Municipality. Therefore, all

requests for new positions and/ or unfreezing of the posts must be approved by the Municipal Manager or his delegated authority.

6.2. Recruitment, Selection and Appointment of employees

Recruitment, selection and appointment of employees contains the following:

- 6.2.1. Determination of recruitment needs
- 6.2.2. Validation of inherent requirements
- 6.2.3. Pre-recruitment requirements for staff
- 6.2.4. Advertisement of vacant posts
- 6.2.5. Internal advertising of posts
- 6.2.6. External advertising of posts
- 6.2.7. Unsolicited applications
- 6.2.8. Applications forms
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 - 6.5.3. Re-employment of dismissed staff
 - 6.5.4. Appointment to a permanent position
- 6.6. Probation
- 6.7. Promotion
- 6.8. Transfer
- 6.9. Secondment of staff to another municipality or political office
- 6.10. Secondment of other government employees to municipality
- 6.11. Induction
- 6.12. Relocation of newly appointed employees
- 6.13. Confidentiality

6.2.1. Determining recruitment needs

- (1) The municipality must develop the strategy to—
 - (i) fill funded vacancies; and
 - (ii) reduce turnaround times for filling of approved vacant funded posts;
 - (iii) fill all funded vacant posts on the staff establishment within six months of a funded post becoming vacant
 - (iv) at all times have the capacity and capability to perform its functions.
- (2) The strategy must include timeframes for the various activities included in the recruitment and selection processes.
- (3) Prior to filling a post, the necessity for filling shall be assessed and motivated in writing by the Director to the Municipal Manager or his delegate.

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6.2.2. Validation of inherent requirements

The inherent requirements of a job must reflect the needs of the Municipality and must be appropriate to achieve the service delivery interests of the Municipality. Prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency/ job profile or job description are scrutinized as to relevance and applicability.

6.2.3 Pre-recruitment requirements

To enable the Council to recruit suitable persons in the shortest period and the most cost effective manner, the following processes should be adhered to:

The following documentation should be in place before the filling of a vacancy can be approved:

- ❖ An approved organizational structure
- ❖ An approved personnel budget
- ❖ Approved Job Specification e.g. qualification, skills and experience
- ❖ A job description for each post to be filled
- ❖ A duly completed request to advertise form
- ❖ Proof that the vacancy indeed exists (approved organogram)
- ❖ Approval of office space and the tools of trade etc. needed to do the Job.

It is required from the Director Corporate Services/Human Resource Management in consultation with the relevant Directorates to conduct an audit on the necessity to fill a specific vacancy or not. This audit must include the following:

- ❖ The relevance and the value of the Job
- ❖ The relevance of the job description
- ❖ The perceived correctness of the job level as determined by the Job Evaluation Committee.

Furthermore, Human Resources Management Division must ensure that:

- ❖ All relevant documentation has been received
- ❖ All necessary documentation has been duly authorised
- ❖ Job description, job level, qualification and experience requirements are correctly stated.
- ❖ Salary scales are correctly indicated
- ❖ All advertisements needs to be approved by the relevant department before advertising the position.

6.2.4 Advertisement of vacant posts

(1) The municipality must advertise a post after the approval of the organizational structure and budget for the position in that financial period.

(2) The advertisement must at least specify the following:

(a) job title

(b) term of appointment

(c) place of work

(d) applicable salary scale or pay range

(e) competency requirements of the post, and where applicable the minimum qualifications and experience

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(f) inherent requirements of the job

(g) Summary of the core functions

(h) need for signing of employment contract and where applicable, a performance agreement and disclosure of benefits and interests

(i) address where applications must be sent

(j) place where applicants can obtain the application form

(k) contact person

(l) where necessary, the need to undergo screening and vetting; and

(m) closing date for submission of applications.

3. The municipality may advertise any funded position as a minimum within the municipality, but may also advertise such post internally, locally and nationwide.

6.2.5. Internal advertising of posts

1. Posts other than specialized skills that become vacant and available for advertising and filling should be advertised internally if the potential employees have been identified.
2. Shortlisted internal applicants shall be subjected to a fair interview process, which shall be similar in all respects to the interview process that external candidates shall be exposed to.
3. Consideration shall also be made by the selection panel in respect of the interviewee's ability and potential to meet the inherent requirements of the post.
4. The selection panel shall not be rigidly confined to the requirement of the job for shortlisting purposes. Shortlisted candidate should in all aspects meet the requirements of the position.
5. The selection panel shall recommend development areas of a candidate that demonstrate the potential to perform the functions of the post.
6. The supervisor shall in the Performance Agreement include a Personal Development Plan of the new incumbent that will address the identified gaps.
7. Notwithstanding the above, the selection panel shall not be obliged to make a recommendation if there is no suitable candidate.

6.2.6. External advertising of posts

1. All specialized positions will be advertised internally and externally provided:
 - ❖ The filling of the post is aimed at achieving the goals as stipulated in the Employment Equity Plan.
 - ❖ The inherent requirements of the post make it crucial to encourage the inflow of new skills.
2. When the shortlisted candidates comprise of both internal and external candidates, the decision making process of the selection panel should take cognisance of internal candidates taking into consideration her/his performance in the process of the interviews.
3. In line with Local Government: Municipal System Act (32/2000): Local Government: Regulations on appointment and conditions of employment of Senior Managers. Gazette No. 37245, 17 January 2014, all Senior Management Services (SMS) posts shall be advertised in a newspaper circulating nationally and in the province where the municipality is located.

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Vacancies must be advertised internally, locally and externally, provided that external advertisements may only be published in a newspaper of record in terms of section 21B of the Municipal Systems Act, as follows:

NATURE OF POST	ADVERTISING MEDIUM	TIME FRAME
Temporary positions	Notice boards or local news paper	7 days
Permanent entry and middle level occupations (Salary Level 14-6)	Internally, Local newspapers if no suitable candidates Nationally depending on the needs or type of post	7-14 days
Permanent Senior officers and professional Occupations (Salary Level 5-3)	National newspapers	14 days
Senior Managers	National newspapers	14 days

6.2.7. Unsolicited applications

1. Unsolicited applications received during the course of the Municipality's operations must be returned forthwith to the applicant stating that the Municipality did not have any vacancies at the time when the application was submitted and that should any vacancy arise, the Municipality would advertise such vacancy.
2. Nobody may promise or undertake to accept an unsolicited applications for appointment and to submit it when a vacancy is advertised.

6.2.8 Application forms

1. The Director Corporate Services/Human Resources Management or his/her delegate must design and ensure that a sufficient supply of official application forms is available and accessible at all times.
2. Where practically possible, all applications must be submitted on an official application form. At any later stage if necessary applicants, who has not been exempted from this requirement and did not complete the official application form, may be ask to do so before an interview.
3. All applications must be accompanied by application form, certified copy of ID, drivers' license, certified qualifications etc. Incomplete application forms may lead to disqualification of candidates.
4. Unless otherwise instructed to do so all internal employees including Senior Managers needs to complete the prescribed application form as indicated in the Municipal Systems Act regulations (Annexure C).
5. Exceptions for the submission of certified copies of qualifications will be made for internal employees including Senior staff members but submission of certified documents will be compulsory before a candidate is interviewed.

6.3. Selection panel

1. The municipal manager or his/her delegate must appoint a selection panel for each of the advertised post to recommend the appointment of a suitable person to the vacant post.
2. The selection panel must comprise of at least three (3) but not more than five (5) members.

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3. The chairperson of the selection panel must be the supervisor or a staff member employed at least one job grade higher than that of the advertised post.
4. In deciding on the composition of the selection panel, the municipal manager must have regard to the following considerations:
 - (a) the nature of the post.
 - (b) the gender and race balance of the panel
 - (c) the skills, expertise, experience and availability of the person to be involved.
5. A member of a selection panel must-
 - (a) disclose any interest or relationship with shortlisted candidates during the shortlisting process.
 - (b) recuse himself/herself from the selection panel if-
 - (i) his/her spouse, partner, close family member or close friend has been shortlisted for the position.
 - (ii) the panel member has de facto relationship or some form of indebtedness to a shortlisted candidate or vice versa
 - (iii) Any other conflict of interest
 - (c) Sign a declaration of confidentiality to avert the disclosure of information to unauthorized persons.
6. If a union representative is allowed to attend interviews as an observer, he/she must sign the declaration to prevent the disclosure of information to unauthorized persons.
7. The head of human resource or his/her delegate must facilitate and provide advisory service during the selection process to ensure compliance with the Regulations in the recruitment and selection process.
8. A staff member delegated to provide secretarial service during the selection process may not form part of the selection panel
9. Each panel member must disclose potential conflict to be considered by the full selection process at the initial meeting of the panel
10. If a conflict of interest becomes apparent during selection process, the municipal manager or his/her delegate may take the appropriate steps to remedy the situation, which may include declaring the selection process invalid and commencing a new process.
11. If a conflict of interest becomes apparent after the appointment, the municipal manager or his/her delegate must report the matter to the relevant delegated authority which must take remedial action and where necessary, disciplinary action.
12. The Selection process will be conducted by a Selection Panel consisting of (according to the level of the position and with due cognizance of the post):
 - (a) The Municipal Manager or his delegated assignee(s)
 - (b) The Director of the relevant department accompanied by a subject matter expert (either from internal or external)
 - (c) Human Resource Department - (Ensure compliance with HR Policies)
 - (d) A representative from Trade unions (Observers)
 - (e) Employment Equity representative (Advisor) – Provide input EE target
 - (f) Immediate supervisors to be part of the panel, with exemption of directors
 - (g) For Senior Managers, refer to Annexure A of the Regulations on appointment and conditions of employment of senior managers

6.3.1. Nepotism

1. The basic criteria for the appointment and/or promotion of employees in the Municipality shall be the appropriate qualifications and performance as set forth in the job advertisement.

2. Relationship by a family or marriage shall constitute neither an advantage nor a disadvantage.
3. Any poor performance or loss of productivity which is a direct result of conflict between two family members both employed in the organization can result in disciplinary action being taken against both employees.
4. For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws of any of the foregoing.

6.3.2. Family Members

1. All Family members including Councillors and the workforce of the municipality are not allowed to work in the same department or in the same section within a Directorate and cannot report to one another due to perceived favoritism and conflict of interest.
2. Any panel member or Human Resources Management employee, Councilor must disclose and be exempted from panel duties when his/her family member has applied for a position within the Maruleng Municipality.

6.3.3. Previous employees

1. If a permanent employee has left the service of Maruleng Municipality, he/she can only return after 12 months break from service and therefore he/she must go through the normal recruitment process.
2. If a temporary employee's contract is ended with the Maruleng Municipality, he/she can only return after 1 months break from services and therefore must go through the normal recruitment process.

6.3.4. Shortlist of applicants

1. The municipality must compile a list of all applications received for the post evaluated against the relevant competency requirements for the post.
2. The selection panel must compile a shortlist based on the inherent requirements of the position as advertised and with due regards to section 20 of Employment Equity Act.
3. The Human Resources Management or his/her delegate must submit the schedule, together with the applications to the relevant Directorate or in the case of the appointment of a Municipal Manager or managers directly accountable to the Municipal Manager, to the delegated authority within 10-14 working days after the advert has closed.
4. The Head of concerned department, the council or the delegated authority, as the case may be, must assist the panel to select from the schedule, with due regard of the numerical goals set in the Municipality's employment equity plan not less than 3 and not more than 6 applicants per position who in their opinion would be the most suitable candidates to be subjected to the selection process with the exception of special circumstances as outlined in the Employment Equity Act.
5. Short listing must be done in accordance with the following order of preference –
 - (a) Internal applicants, unless Council's interest would be better served by the appointment of an outside person.
 - (b) All short-listed candidates must meet the minimum requirements as stated on the advert which is derived from the Job description.
 - (c) Consider performance of candidates either internally or externally.
6. In the case of internal applicants, the years of relevant experience must be considered when promotional positions become available, but not on professional positions that need

tertiary qualifications. This consideration must not influence the position or services delivery in any way.

6.3.5. Notification of short-listed candidates of selection proceedings

1. The Human Resources Management or his/her delegates must notify every candidate whose name is short-listed of the following:
 - (a) Position name
 - (b) venue,
 - (c) date and time
 - (d) nature of the selection proceedings she/he must attend, using the most reliable communications methods available.

6.4. Interviews

1. The list of shortlisted candidates and copies of their applications must be submitted to the selection panel prior to the interviews taking place.
2. The selection panel for a post, once constituted, must remain the same at all times. If a member of the selection panel is unable to proceed with the interviews due to circumstances beyond that member's control, such panel member may be replaced or withdrawn. If the selection panel does not quorate, the panel must be reconstituted.
3. The municipality must grant observer status to each of the recognized trade union representatives during interviews: provided that failure by the union to attend the interviews from proceedings will not invalidate the decision of the panel.
4. The selection panel must interview the shortlisted candidates.
5. Before the interview for a specific post commences, the selection panel must confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.
6. The selection panel must keep a written record of the interviewed candidates.
7. After considering all the relevant information, the selection panel must recommend candidates in order of preference. If the recommended candidates declines an offer of employment, the next suitable, where applicable may be considered for appointment.
8. If it is determined that the recruitment process has not attracted suitable candidates, the post may be re-advertised.
9. If the post is categorised as a critical and scarce skill post, alternative recruitment method such as executive search, head-hunting, referrals and re-advertising may be considered only if the recruitment process has not attracted suitable candidates.
10. The recommendations of the selection panel must be determined by-
 - (a) Consensus or
 - (b) Where the panel fails to reach consensus, the matter shall be referred to the municipal manager or his/her delegate for mediation or resolution
11. If the selection panel recommends an appointment to the post, it must submit its recommendation to the municipal manager or his/her delegate for approval

6.4.1. References and personal credential verification

1. Reference checks and personal credential verification for shortlisted candidates must be conducted by-
 - (a) verifying the candidate's suitability for the job with the current or previous employer.

- (b) establishing the validity of candidate qualifications and any other verification required by the position before appointment.
 - (c) determining whether the candidate has been dismissed previously for misconduct or poor performance by another municipality or employer and if so the nature of that misconduct or poor performance, and
 - (d) verifying any other additional personal credential as may be required of the job such as criminal records, identification document, security clearance and where necessary, credit checks and fraudlisting.
2. A written report on the outcome of the reference checks and personal credential verification must be compiled and considered before the appointment is concluded.
 3. A candidate who does not have a previous employment record may not be disqualified as a candidate for appointment to an advertised post.

6.5. Appointment

1. A person may be appointed as a staff member only if he or she –
 - (a) possesses the relevant competencies
 - (b) is not disqualified in terms of re-employment of dismissed staff.
2. The municipal manager or the staff member to whom this function is delegated must-
 - (a) Consider the recommendations of the selection pane; and
 - (b) Decide-
 - (i) whom to appoint; and
 - (ii) the terms and conditions of employment.
3. Before making a decision to appoint, the municipal manager or delegate must satisfy himself or herself that the candidate meets the relevant requirement of the post.
4. If the decision of the municipal manager or the delegate does not accord with the recommendations of the selection panel, the reasons for such a decision must be recorded in writing.
5. An appointment may only take effect after the municipal manager or his/her delegate has approved the appointment in writing.
6. The municipal manager or his/her delegate must ensure that all the interviewed candidates are informed whether or not they were successful.
7. Unsuccessful candidates must, on request, be provided with reasons in writing as to why they were not successful

6.5.1. Appointment of employees to posts in the temporary establishment or fixed contract

1. A person appointed to a temporary position –
 - (a) Temporary positions can only be advertised/ filled once the position is vacant and with the commencement of special programs or emergencies subject to the approval from the Municipal Manager. If not, the respective department needs to make alternative arrangements.
 - (b) Is appointed at the salary applicable to a comparable position on the permanent establishment;
 - (c) May not receive any housing and travelling benefits;
 - (d) May not become a member of a retirement fund or medical aid scheme to which the Municipality must contribute;
 - (e) Earns leave in terms of the relevant collective agreement; and is subject to the attendance requirements, rules of conduct and grievance procedures in terms of the Municipality's conditions of service;

- (f) May not be appointed for a period exceeding three (3) months and may be appointed for a consecutive period of six (6) months depending on the duration of the project
- (g) In exceptional cases like the appointments in the office of the Mayor, Municipal Manager and Speaker where the appointment is on a fixed term contract linked to the term of their office.

6.5.2. Appointment of support staff to the office of public office bearers

1. A person appointed to support the office of a public office bearer must either be—
 - (a) seconded from a post on that municipality's approved staff establishment or another municipality's staff establishment; or
 - (b) appointed on a fixed-term contract of employment linked to the term of office of the public office bearer (**NOT TERM OF COUNCIL**).
2. The duration of the secondment or fixed-term employment contract, may not be longer than 30 days after the public office bearer vacates office.

6.5.3. Re-employment of dismissed staff

1. A person who was dismissed from a municipality for any reason may not be employed in any municipality before the period set out in column C of the table has expired.
2. A person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.
3. The period set out in column C of the table in Annexure E, run concurrently in respect of a person who was dismissed for more than one category of misconduct set out in column B of the table in Annexure E.
4. A municipality must maintain a record of staff dismissed for misconduct and staff who resigned prior to the finalization of any disciplinary proceedings.
5. The record must contain-
 - (a) the full names and identity number of the person.
 - (b) the title of the post that the person occupied.
 - (c) the nature of the misconduct.
 - (d) the date of suspension, if any,
 - (e) the conditions of suspension, if any,
 - (f) the date on which the misconduct was referred to a disciplinary hearing or pre-dismissal arbitration
 - (g) the date of commencement of the disciplinary hearing or pre-dismissal arbitration.
 - (h) the findings.
 - (i) whether a dispute was referred to the bargaining council or the Labour Court.
 - (j) the costs incurred by the municipality; and
 - (k) the date of resignation or dismissal of the person.

6.5.4. Appointment to a permanent position

1. The Corporate Services must present every newly appointed employee with an employment contract not later than the day on which she/he starts working in terms of section 29 of the Basic Conditions of Employment Act 1997.
2. Whenever any of the details contained in an employment contract changes, the Corporate Services must inform the employee in writing of such changes. In the event of an employee

that cannot read, the relevant Directorate must explain the content of such letter and any amendment thereof to every such employee in a language that she/he understands.

6.6. Probation

1. The appointment of a person must be effected on a minimum probationary period of three months and a maximum probationary period of 12 months.
2. The probationary period must be determined on the basis of the job requirements and the minimum period required to establish whether performance is satisfactory or not.
3. The period of probation excludes the number of days for which leave has been taken by the staff member during the period of probation or any extension thereof.
4. The municipal manager or his/her delegate must—
 - (a) Inform the staff member within the first two weeks of employment of that member's performance requirements.
 - (b) ensure that the staff member completes the municipality's induction programme;
 - (c) assess the staff member's performance; and provide the staff member with feedback on a quarterly basis on that member's performance.
5. If a staff member's performance is not satisfactory, must be advised of any aspects that the staff member is considered to be failing to meet.
6. If the municipal manager or his/her delegate
7. If the staff member's performance does not meet the required standards, the probationary period may be extended or dismissal may be considered, provided that—
8. the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling.
9. Within one month after the completion of the probationary period, the municipal manager or delegate must—
 - (a) confirm the appointment if—
 - (i) the staff member's performance during the probationary period was satisfactory; and
10. the staff member complied with all the conditions of the probationary appointment;
11. subject to the Labour Relations Act, terminate the appointment if—
12. (i) the staff member's performance was not satisfactory during the probationary period; and
13. the staff member did not comply with all the conditions of the probationary appointment.

6.7. Promotions

1. A staff member who is appointed in accordance with this chapter to a post in a municipality that is higher in salary level or job grade than the one that he or she previously occupied in that municipality is deemed to be promoted to that post.
2. A staff member who is promoted does not forfeit his or her years of service and the benefits which accrued from those years of service.
3. A staff member applied for a position that is one (1) or more levels higher than their current post level, will undergo the normal recruitment process.

6.8. Transfer of staff

1. A municipality may transfer any staff member in the service of that municipality to any equivalent post in the municipality or, subject to section 197 of the Labour Relations Act, to an equivalent post in another municipality.
2. A staff member may only be transferred—
 - (a) if the staff member requests or consents, in writing, to the transfer; or
 - (b) in the absence of consent, if the transfer is fair taking into consideration—
 - (c) the operational requirements of the affected institutions, including whether the transfer of the staff member would address such requirements;

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- (d) written representations from the staff member prior to the proposed transfer; and
 - (e) the extent to which the interests and circumstances of the staff member may be fairly accommodated.
3. The salary and other conditions of service of a staff member may not be adversely affected by a transfer under this regulation without the written consent of that staff member.
 4. A staff member may not be demoted, promoted or transferred to a position at a level which is lower or higher than the staff member's current post level.

6.9. Secondment of staff to another municipality or political office

1. 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 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 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.

6.10. Secondment of other government employees to municipality

1. 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
2. The municipality must inform the MEC of any such secondment and the terms and conditions associated with that secondment.

6.11. Induction

1. On all permanent appointments, the respective Directorate in consultation with relevant department will ensure that the following steps take place:
 - (a) The new incumbent orientated on all Human Resource benefit administration and introduced to his / her immediate supervisor/ staff / colleagues by the Directorate or his/her delegated representative.
 - (b) The respective Human Resource or his/her delegated representative shall ensure, in conjunction with the incumbent, that all appointment documentation has been completed and processed.
 - (c) The responsible Directorate or his/her delegated representative will arrange a tour / explanation for the new incumbent to the range of services.
 - (d) The relevant Directorate or his/her delegated representative in consultation with Human Resource will explain and provide a copy of the job description relating to the new employee's specific position / job function (line management is expected to conduct a full job orientation).
 - (e) The Corporate Services or his/her delegated representative will also explain and provide a copy of the Council's Human Resource Policies and Procedure Manual.
 - (f) The Head of department of every Directorate is responsible for the induction of each employee in his/her department in order to familiarize the employee with the department in which he/she has been appointed.

6.12. Relocation of newly appointed employees

1. The Municipality shall pay 100% of an employee's cost (excluding VAT) of moving from another place to a place closer to his/her workplace on his/her appointment, including transit insurance, but excluding any packing and packaging cost, as indicated on the cheapest quotation regardless of the quotation the employee accepts.
2. The procurement must obtain three written quotations for the relocation of that employee's household and appoint a removal company to relocate his/her household goods.
3. The employee must reimburse the full amount (100%) of the subsidy to the Municipality if his/her employment with the Municipality is terminated for whatever reason within one year after the subsidy had been paid.
4. If his/her employment with the Municipality is terminated for whatever reason after completion of one year, but before two years have been completed, the employee must reimburse the Municipality for 50% of the subsidy.
5. Newly appointed employees who reside within 100km away from the municipal area will be entitled to an allowance of R1500.00 as they will be no accommodation procured for them for a period of one month of appointment.

6.13. Confidentiality

1. By signing, the Contract of employment, all employees bind themselves to an undertaking of confidentiality, whereby they will not disclose any information pertaining to the operations of Council without the permission of Council and Municipal Manager, unless required within the course of their duties, whether this is during or after termination of employment.

7. IMPLEMENTATION AND MONITORING

This policy will be implemented and effective once approved by Municipal Council.

8. COMMUNICATION

This policy will be communicated to all Municipal employees using the full range of communication methods available to the municipality.

9. POLICY REVIEW

This policy will be reviewed when a need arise.

Role	Responsibility
Municipal Manager (subject to its delegations if any)	Approves the staff establishment and all appointments other than Senior Managers position in terms of regulation.
Council	Develops the strategy and approves recommendations of the selection panels in respect of appointments on job levels relating to the Municipal Managers and managers directly accountable to Municipal Manager

Directors	Reviews the operational needs for advertising the positions
Selection Panels	Short-lists, conducts interviews and make recommendations on suitability of candidates.
Human Resource Management	Custodian of recruitment, selection, placement and induction processes
Labour Representatives	<ol style="list-style-type: none"> 1. May only represent the union in an observatory capacity during the shortlisting and interview session. 2. The union representative is not allowed to influence the panel or the candidates in any way or to stop the interview process without the needed approval.

10. RECORD KEEPING

Adequate records of the entire selection process need to be maintained, including selection and short listing criteria: reasons for inclusion/exclusion of candidates; structured interview guide; copies of all other assessments utilized; comprehensive notes on assessment of each candidate; score ratings; reference checks. As in the recruitment process, these records need to be maintained for the prescribed period.

Applications form only needs to be kept for 5 years. There after application form must be destroyed in a suitable way (via shredding/ burning etc).

11. PENALTIES

Non-compliance to any of the stipulations contained in this policy will be regarded as misconduct, which will be dealt with in terms of the Disciplinary Code.

12. DISPUTE RESOLUTION

Internal dispute resolution processes shall be followed in the event of any grievances and disputes arising out of the implementation of this policy. For all external candidates, the recognized labour relations mechanisms shall be applied.

13. RECRUITMENT PROCEDURE (TIME FRAMES) (ANNEXURE A)

The following times frames should serve as a guideline for turnaround on recruitments: vacant posts be filled within three months henceforth.

ACTIVITY RESPONSIBILITY TIME

1. REASON FOR VACANCY

1. Resignation
2. Dismissal
3. Retirement
4. Incapacity
5. Death
6. New

NB: Directors and Supervisors to motivate filling of post to the **Municipal Manager** within 2 (two) weeks of occurrence of vacancy.

2. ADVERTISEMENT

1. Notice boards
2. Internal
3. External

NB: Directors on referral to request job profiles and place advertisements. Advertisements are for 7 to 14 day period with a grace of an additional 3 (three) days for posted applications.

Positions should be advertised within 90 days from the receiving date of request to fill and advertise the vacant position. Advertisements will be place once a month with the acceptance of urgent advertisements subjective to approval from the Municipal Manager. Requests must be given to the Human Resource within the first week of the every month for advertisement. If not, it will stand over to the following month's advertisements.

3. CAPTURING OF APPLICATIONS

All applications must be captured on the schedule per position and should be done within 5-10 working days after the closing of advertisement.

4. SCREENING

- ❖ Rejecting non complying applications
- ❖ Filing complying application
- ❖ Capturing of all applicants on the schedule

NB: Human Resource Office: Within 7-14 days from the closing date of applications in terms of the advertisement.

5. SHORTLISTING

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- ❖ Short Listing Committee to finalize the short-listing within 10-14 days from the day that the capturing of the applications was completed.
- ❖ All shortlisted candidates must meet the minimum requirements as stated in the advertisement.

6. INTERVIEW

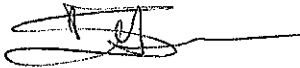
- ❖ Selection/Interview Panel within 10-14 working days from the approval of the final short-listing.

7. APPROVAL

- ❖ Municipal Manager/ Delegated Authority within 10-14 days after recommendations submitted by the Selection/Interview Panel.

8. APPOINTMENT

- ❖ Gaining approval through signatures for the approval to appoint should take not more than 10-14 working days to be approved with exception to the Municipal Manager's approval.

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Signature	

15. Guidelines about Conducting Interviews (Annexures B)

1. Between the Panel members the chairperson will be decided as well as the number of questions each panel member will ask.
2. The Chairperson will welcome the candidate, thank the candidate for attending and introduce the members of the panel to the candidate.
3. The Chairperson will inform the candidate regarding the interview format, and mention the opportunity for questions at the conclusion of the interview.
4. The Chairperson will provide some brief scene setting about the organizational structure and how the position fits.
5. The Chairperson and the Panel members will ask the candidate questions (Prepared interview questions, probing and flow up questions) in order to gain as much information about the candidate as possible. The topics which must be covered in questioning will include but not limited to: personal information, qualifications, work related experience, working history, personal achievements, social activities, skills, knowledge and any special circumstances applicable to the candidate etc.
6. Panel members will ask interview questions as pre-determined. Panel members may not lead or give the answer to the candidate or indicate if the answer is correct or not. Where a presentation on research or seminar is made by the candidate's questions relating to the presentation of the research or seminar should be asked to determine suitability of candidates to the job.
7. All the responses by the candidate should be recorded and rated to the scale as indicated on the interview guide.
8. The chairperson will invite the candidate to ask questions. The panel will give as much information as possible.
9. The Chairperson will confirm that the candidate has read the Advert/position description/salary scale with the position was advertised with.
10. After the candidate has asked questions regarding the post and the work environment and answers provided by the panel.
11. After the interview is completed strictly within the timeframe provided the Chairperson will thank the candidate and with one of the Human Resource support staff will escort the candidate out.