

# *Blouberg Municipality*



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## RECRUITMENT, SELECTION AND APPOINTMENT POLICY

### 1. PREAMBLE

The Blouberg Local Municipality endeavours to match the human resources to its strategic and operational needs whilst ensuring the full utilisation and continued development of the staff members. All aspects of the employment – structures, recruitment, selection, interviewing and appointment of staff members - shall be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except where explicitly provided for affirmative action and employment equity.

### 2. PURPOSE

- 2.1 Enable the Municipality to recruit suitable candidates for appointment in specific posts in order to deliver the required services to the community and to assist in the optimal development of the municipal area and its residents;
- 2.2 Ensure that the process of recruitment, selection and appointment is objective, transparent and equitable as required by the Employment Equity Act, Labour Relations Act and other applicable legislation;
- 2.3 Establish proper structures and clear responsibilities for the purpose of recruitment;
- 2.4 Establish clear procedures for all role-players participating in the recruitment process;
- 2.5 This policy is further based on the principles of best practice human resource management that ensures the Municipality must –
  - 2.5.1 be characterised by a high standard of professional ethics;
  - 2.5.2 promote the efficient, economic and effective utilisation of staff members;
  - 2.5.3 conduct human resources in an accountable manner;
  - 2.5.4 be transparent;
  - 2.5.5 promote good human resource management and career development practices, to maximise human potential; and
  - 2.5.6 ensure that its administration is broadly representative of the people of South Africa, with human resources management practices based on ability,

objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

### **3. SCOPE OF APPLICATION**

**3.1** This policy is applicable to all staff members and prospective staff members of the municipality but excludes the following:

3.1.1 Appointments under the Extended Public Works Programme / Community Development Workers; and

3.1.2 Appointments of students and interns.

### **4. LEGISLATIVE AND POLICY FRAMEWORK**

- Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Income Tax Act, 1962 (Act No. 58 of 1962)
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- South African Qualifications Authority Act, 1995 (Act No. 58 of 1995)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity, 1998 (Act No. 55 of 1998)
- Skills Development Act, (Act No. 97 of 1998)
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Immigration Act, 2002 (Act No. 13 of 2002)
- Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- Employment Services Act, 2014 (Act No. 4 of 2014)
- Local Government: Regulations on appointment and conditions of employment of senior managers, 2014
- Local Government: Municipal Staff Regulations, 2021
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2021
- National Skills Development Strategy
- National Qualifications Framework

### **5. DEFINITIONS**

All terminology used in this policy shall bear the same meaning as in the Regulations or applicable legislation, or as defined and / or explained in the Glossary of Terminology in the Human Resources Policies Manual.

### **6. POLICY INTENT**

The Policy seeks to ensure that the municipality recruit personnel in accordance with the staff establishment regulation to assist the municipality to realise its strategic objectives.



## **7. PRINCIPLES**

- 7.1** The Recruitment Policy and its implementation will be aimed at ensuring the right people with the right skills and competencies in the right place at the right time.
- 7.2** Each appointment shall be rationally and objectively, justifiable by reference to the strategic and operational needs of municipality.
- 7.3** All aspects of the staffing process shall be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions in line with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) as amended and the relevant provisions of the Employment Equity Act, 1998 (Act No. 55 of 1998).
- 7.4** Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the organisation.
- 7.5** The selection shall be competency based in relation to the inherent requirements of the job provided that selection shall favour, as determined by the approved Employment Plan suitably qualified applicants as defined in section 20(3) of the Employment Equity Act, 1998 (Act No. 55 of 1998).
- 7.6** Canvassing or use of undue influence by job applicants or any other person on behalf of job applicants, for posts within the municipality's service is prohibited and evidence thereof will disqualify the applicant's application for consideration.
- 7.7** The expeditious filling of posts within prescribed time frames will require an active partnership between Line Departments and Corporate HR.
- 7.8** The recruitment process will be non-discriminatory and no person should be refused employment on any arbitrary or discriminatory basis such as race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth except for the purpose of affirmative action as stipulated in section 6(1) of the Employment Equity Act (referred to herein as EEA).
- 7.9** The municipality is an Employment Equity Employer and preference should thus be given to suitably qualified candidates who fall within the designated and underrepresented groups as defined in section 1 of the EEA.

## **8. RECRUITMENT**

### **8.1 Determination of recruitment needs**



- 8.1.1 Prior to filling a post, the need will be assessed with due consideration to and compliance with all applicable policy or legislative requirements.
- 8.1.2 The municipality is obliged to advertise a vacant funded post as prescribed in the Regulations: Provided that during emergency situations, the municipality may use alternative recruitment methods, including but not limited to short term project linked contracts, temporary appointment, fixed term contracts, internal transfer, secondments, alternative placement, job rotation, promotion and acting appointment. The nature of the recruitment methods required will determine the nature of the sourcing mechanism to be utilised.
- 8.1.3 If a funded post on the approved staff establishment becomes vacant or is due to become vacant the relevant head of department must submit a recruitment requisition form for approval by the Municipal Manager or delegate. No post may be filled unless and until approval has been granted by the Municipal Manager or delegate.
- 8.1.4 The Municipal Manager or delegate must confirm the following before granting an approval:
  - (a) the post exists on the approved staff establishment of the municipality; and (b) the post has been budgeted for.
- 8.1.5 Each post should have a job description explaining the purpose, tasks and responsibilities attached to the post as well as a job specification indicating the qualifications, skills, knowledge etc. required for the particular post.

## **9. INHERENT AND COMPETENCY REQUIREMENTS FOR STAFF MEMBERS**

- 9.1 A person appointed as staff member in terms of this policy shall, where applicable have the necessary competencies; and comply with the minimum requirements for education qualifications, work experience and knowledge as set out in Annexure A of the Regulations.
- 9.2 In the event that the inherent and competency requirements do not appear in Annexure A of the Regulations, the municipality must adopt the same in line with the framework provided in the Regulations.
- 9.3 The inherent requirements of a job shall refer to the key performance areas, competencies, knowledge, skills and qualifications required in order to perform in that role to achieve the service mandate of the organisation.
- 9.4 Prior to the process commencing, the key performance areas, skills, knowledge, competencies and stated educational requirements as contained in the competency framework and job description are determined for utilisation in the selection and assessment process.

- 9.5** The inherent and competency requirements must be so stated as to attract the right pool of applications and not to unfairly exclude potential applications to the position.

## **10. ADVERTISING OF VACANT POST**

- 10.1** Prior to recruitment or advertising a vacant post, the relevant delegated authority, in consultation with Human Resources, should ascertain whether the job description and job specification should be adapted in response to any change in inherent and competency requirements. If any changes are necessary, the proper procedure that may include the involvement of job evaluation should be followed.

- 10.2** The job description and job specifications referred to in par. 10.1 should form the basis of an advertisement. The advertisement shall, at least, specify the –

- (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 minimum qualifications and experience as set out in Annexure A of the Municipal Staff Regulations;
- (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 interest;
- (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.

- 10.3** Full advertisement shall be available on the national Newspaper, Municipal website and at the Human Resources Division.
- 10.4** The advertisement must, where necessary and at the discretion of the Municipal Manager, also contain the following:
- (a) Statement that Municipality subscribes to principles of employment equity;
  - (b) Statement that canvassing will disqualify any candidate from being considered for appointment; and
  - (c) Statement that applications received after the closing date will not be accepted or considered.
  - (d) Statement that it is the responsibility of the applicant to evaluate all foreign qualifications by SAQA prior to submission of application.
  - (e) The municipality reserves the right of employment.
- 10.5** The advertisement may be utilised to create a pool of potential candidates valid for a period not exceeding six months from the date of advertisement to fill any other vacancy in the municipality if—
- (a) the job title, core functions, inherent requirements of the job and the salary level of the other vacancy is the same as the post advertised; and
  - (b) the recruitment process as per this policy has been complied with.
- 10.6** The municipality may advertise any funded vacant post, as a minimum, within the municipality, but may also advertise such post—
- (a) locally; or
  - (b) nationwide.
- 10.7** Vacancies must be advertised internally and may at the same time be advertised externally, provided that external advertisements may only be published in terms of section 21(1) of the Municipal Systems Act, as follows:

Nature of post	Advertising medium
Low level staff members	Local newspapers, billboards or internally
Middle management	National and provincial newspaper



Senior management and professional occupations	Internally, or provincial or national newspapers
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- 10.8** Internal advertisements shall be circulated electronically and placed on designated notice boards and/or other places as agreed as deemed appropriate to the recruitment.
- 10.9** External advertisements shall be placed in appropriate media / publications / Website / Social Media Sites ensuring maximum access by designated groups as determined by Human Resources, in consultation with relevant delegated authority.

## **11. UTILISATION OF RECRUITMENT AGENCY**

Where the municipality does not have the capacity to manage recruitment processes, the services of external employment / personnel agencies may be utilised for recruitment processes subject to compliance with the Supply Chain Management Policy and in terms of an approved tender. The recruitment agency shall not undertake the selection process

## **12. UNSOLICITED APPLICATIONS**

Unsolicited applications received during the course of the Municipality's operations shall 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. Nobody may promise or undertake to accept an unsolicited application for appointment and to submit it when a vacancy is advertised.

## **13. HEAD HUNTING**

- 13.1** Head hunting through recruitment agencies shall, where utilised, be applied with caution at all times, and it may be employed at any stage of the selection process, when the selection panel is of the opinion that the assessed candidates are not suitable and / or do not meet the requirements of the employment equity plan. The following conditions shall also apply:
- 13.1.1** Recruitment agencies on the preferred list of recruitment service providers shall be provided with a copy of the recruitment advert for use in finding suitable candidates.
- 13.1.2** The detailed head-hunting principles and guidelines shall be agreed to in the Local Labour Forum and approved by Council.

## **14. APPLICATION FOR VACANT POST**

- 14.1** An application for a vacant post must be made on the prescribed form of the Municipality, in hard copy. Any applicant or category of applicants, who has not complied with this requirement and did not complete the official application form, will be automatically disqualified.
- 14.2** Human Resources must ensure that a sufficient supply of official application forms is available and accessible at all times.
- 14.3** An application for a post must disclose an applicant's –
- 14.3.1 qualifications and experience;
  - 14.3.2 contactable references.
  - 14.3.3 registration with a relevant professional body, if applicable;
  - 14.3.4 full details of any dismissal for misconduct or substandard performance; and
  - 14.3.5 any disciplinary actions, whether pending or finalised, instituted against the applicant in his or her current or previous employment.
- 14.4** Misrepresentation or failure to disclose material information contemplated in clause 14.3 and the application form is a breach of the Code of Conduct for Municipal Staff
- 14.5** Applications not made on the prescribed application form for employment shall render any appointment or contract entered into, between the municipality and the successful candidate invalid.
- 14.6** Record of all applications received in response to advertisements as well as ad hoc applications received by Human Resources, should be maintained and disposed in line with the National Archives of South Africa Act
- 14.7** The record shall contain –
- (a) the applicants' biographical details and contact information;
  - (b) the details of the post for which the applicants were applying;
  - (c) the applicants' qualifications; and
  - (d) any other requirements outlined in the application form.

## **15. SELECTION**

- 15.1** Selection panel (NB: A municipality must categorise the selection panel according to different categories of staff members)

- 15.1.1 The Municipal Manager or his or her delegate shall appoint a selection panel for each of the advertised post to recommend the appointment of suitable persons to the vacant post.
- 15.1.2 The selection panel for a post shall once constituted, always remain the same. 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 shall be reconstituted.
- 15.1.3 The selection panel shall comprise of at least 3 but not more than 5 members.
- 15.1.4 The chairperson of the panel shall be the supervisor, or a staff member employed at least one job grade higher than that of the advertised post.
- 15.1.5 In deciding on the composition of the selection panel, the Municipal Manager shall consider the following:
- (a) nature of the post;
  - (b) gender and race balance of the panel; and
  - (c) skills, expertise, experience and availability of the person to be involved.
- 15.1.6 A member of a selection panel shall –
- (a) disclose any interest or relationship with shortlisted candidates during the short-listing process
  - (b) recuse himself or herself from the selection panel if –
    - (i) his or her spouse, partner, close family member or close friend has been shortlisted for the post;
    - (ii) the panel member has a de facto relationship or some form of indebtedness to a short-listed candidate or vice versa; or
    - (iii) any other conflict of interest.
  - (c) sign a prescribed declaration of confidentiality to avert the disclosure of information to unauthorised persons.
- 15.1.7 Where a union representative is allowed to attend interviews as an observer, he or she shall sign the declaration as prescribed to prevent the disclosure of information to unauthorised persons.



- 15.1.8 The head of human resources or his or her delegate shall facilitate and provide advisory services during the selection process to ensure compliance with the Regulations in the recruitment and selection process.
- 15.1.9 A staff member delegated to provide secretarial services during the selection process may not form part of the selection panel.
- 15.1.10 Each panel member shall disclose potential conflict to be considered by the full selection panel at the initial meeting of the panel.
- 15.1.11 If a conflict of interest becomes apparent during the selection process, the Municipal Manager or his or her delegate shall take the appropriate steps to remedy the situation, which may include declaring the selection process invalid and commencing a new process.
- 15.1.12 If a conflict of interest becomes apparent after the appointment, the Municipal Manager or his or her delegate shall report the matter to the Council, which shall take remedial action, including possible disciplinary action.

## **15.2 Compiling shortlist of applicants**

- 15.2.1 The Municipality shall compile a list of all applications received for the post evaluated against the relevant competency requirements for the post.
- 15.2.2 The selection panel shall compile a short-list based on the inherent requirements of the position and with due regard to Section 20 of the Employment Equity Act and Employment Equity Plan of the municipality.
- 15.2.3 Any candidate, internal or external, should be placed on the shortlist only if they meet the requirements of the advertisement and the selection criteria. If a large number of applicants meet the minimum selection criteria, a further shortlisting process may be required.
- 15.2.4 If a post is advertised locally, only applicants residing within the municipal, district or provincial boundaries shall be considered for the shortlisting.
- 15.2.5 If a post is advertised provincially only applicants residing in the Province may be considered for the shortlisting.
- 15.2.6 If a post is advertised nationally all applicants shall be considered for the shortlisting.
- 15.2.7 If a post is advertised internally, only internal candidates shall be considered for the shortlist of candidates.

- 15.2.8 The criminal record and disciplinary record of applicants shall be taken into consideration when compiling a shortlist.
- 15.2.9 If no candidate matches the inherent and prescribed competency requirements during the shortlisting process, the municipality must re-advertise the post.

### **15.3 Interviews**

- 15.3.1 The Human Resource functionary must notify shortlisted candidates of their shortlisting, the venue, date, time and nature of the selection process at least five (5) days prior to the interviews using the contact details provided by the candidate on the Application Form for Employment.
- 15.3.2 Where necessary, travel and accommodation arrangements may be organised in terms of the municipality's travel and subsistence policy.
- 15.3.3 On the day of the interview, the Human Resource functionary must provide the selection panel with the list of short-listed candidates, screening reports and copies of applications prior to the commencement of interviews.
- 15.3.4 The Municipality shall grant observer status to each of the recognised trade union representatives during the interviews: Provided that failure by trade union representatives to attend the interview shall not invalidate the outcome of the selection process.
- 15.3.5 All selection panel members and trade union representatives must sign the Declaration of Confidentiality Form as contained in Annexure C of the Regulations to prevent the disclosure of information to unauthorised persons.
- 15.3.6 Before the interviews for a specific post commence, the selection panel shall confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.
- 15.3.7 The selection panel must compile a list of questions relating directly to the job concerned, to be asked during the interview and a score sheet and such questions and score sheets to all persons who would be involved in the interview.
- 15.3.8 The selection panel must utilise the Interview Assessment Form, Evaluation Rating Scales as contained in Guideline 2C of the Guidelines and scoring sheet to evaluate candidates.
- 15.3.9 Completed score sheets and any written record must be kept in safe storage for a period of at least twelve (12) months after an appointment decision has been made.

- 15.3.10 After considering all the relevant information, the selection panel shall recommend candidates in order of preference. If the recommended candidate declines an offer of employment, the next suitable candidate, where applicable, may be considered for appointment.
- 15.3.11 If it is determined that the selection process has not attracted suitable candidates, the post may be re-advertised provided that reasons are recorded.
- 15.3.12 If the municipality is unable to attract suitable candidates after re-advertising the post, head-hunting may be considered provided that the post is categorised as a critical and scarce skill post.
- 15.3.13 The municipality must utilise the critical and scarce skills list determined by the Minister responsible for higher education and training.
- 15.3.14 All candidate headhunted shall be subjected to an assessment and interview process as outlined in this Policy.
- 15.3.15 A candidate must score at least 60% in the interview and 60% in the practical test in order to be declared as competent.
- 15.3.16 The recommendations of the selection panel shall 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 or her delegate for mediation or resolution.
- 15.3.17 If the selection panel recommends an appointment to the post, it shall submit its recommendation to the Municipal Manager or his or her delegate for approval.

#### **15.4 Competency/proficiency tests**

- 15.4.1 One or more relevant proficiency tests (e.g. computer skills tests, operating equipment, writing tests, technical presentations, etc.) may be required to be conducted before or after an interview is conducted.
- 15.4.2 A proficiency test may only be required if the outcome thereof is relevant to the expected job standards that would be expected of the staff member and it relates to the job description.
- 15.4.3 A proficiency test shall be conducted under the supervision of the selection panel.
- 15.4.4 A candidates may be subjected to competency tests / assessments. In terms of section 8 of the Employment Equity Act, assessments may only be used if they can be applied fairly to all candidates and are not biased against any staff



member, candidate or group. Competency/practical assessments should be accompanied by a pre-determined memorandum of response (set of answers) and candidates should score at least 60% in the assessments. During the conduction of competency assessments, candidates shall be identified by a predetermined number and not by his/her name.

- 15.4.5 The results of the competency/practical assessments of candidates who passed the test may only be made available by the Human Resources Practitioner to the Selection Panel after interviews have been conducted.

## **16. REFERENCES AND PERSONAL CREDENTIAL VERIFICATION**

- 16.1** The Human Resources section and/or external Service Provider appointed for such purpose must –
- (a) verify the candidate's inherent requirements of the job with the current or previous employer;
  - (b) establish the validity of candidate qualifications and any other verification required by the position before appointment;
  - (c) determine 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) verify any other additional personal credentials as may be required by the nature of the job such as criminal records, identification document, security clearance and, where necessary, credit checks.
- 16.2** Medical testing will only be utilised if required or permitted by legislation or if it is justified in light of health conditions as an inherent requirement of a job.
- 16.3** When it is expected from a person to register as a Peace Officer, proof of a clean criminal record must be submitted by the shortlisted candidate prior to finalisation of shortlisted candidates to be invited for practical assessments.
- 16.4** A written report on the outcome of the reference checks and personal credential verification shall be compiled before the appointment is concluded.
- 16.5** The absence of a previous employment record shall not disqualify a candidate for appointment to an advertised post.

## **17. APPOINTMENT**

- 17.1** An applicant may be appointed as a staff member only if they –

- (a) possesses the relevant competencies as prescribed in the Municipal Staff Regulations; and
  - (b) is not disqualified in terms of the policy provisions on the re-employment of dismissed municipal staff.
- 17.1.1 The Municipal Manager or the staff member to whom this function is delegated shall –
  - (a) consider the recommendations of the selection panel; and
  - (b) decide –
    - (i) on whom to appoint; and
    - (ii) the terms and conditions of employment.
- 17.1.2 Before deciding to appoint, the Municipal Manager or his/ her delegate shall satisfy himself or herself that the candidate meets the relevant requirements of the post as provided in the competency framework of the Municipal Staff Regulations.
- 17.1.3 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 shall be recorded in writing.
- 17.1.4 An appointment shall only take effect after the Municipal Manager or his or her delegate has approved the appointment.
- 17.1.5 Successful candidates should be informed by the Human Resources Division within 7 working days of the final selection decision, if possible. This communication should be in the form of an offer of employment stipulating remuneration, benefits and commencement date. Should such an offer be accepted, communication to the successful candidate in the prescribed manner should be dispatched as soon as possible.
- 17.1.6 The successful candidate must confirm acceptance or decline of offer within five (5) working days from the date the written employment offer was received by the candidate.
- 17.1.7 The Human Resources section should inform unsuccessful candidates who attended interviews of the outcome, in writing, no later than 7 working days after the appointment has been accepted by the successful candidate.
- 17.1.8 Unsuccessful candidates shall on request be provided with, or given reasons, in writing why they were not successful or appointed.

- 17.1.9 Disputes resulting from the appointment of a candidate should be dealt with in terms of the Bargaining Council's dispute resolution process and applicable labour laws.

## **17.2 Appointment of permanent staff**

- 17.2.1 Except where specifically determined in terms of this policy, appointments of staff members shall be on a permanent basis.

## **17.3 Appointment of support staff to offices of Public Office Bearers**

- 17.3.1 An applicant appointed to a post on the approved staff establishment in order to support the office of a public office bearer shall either be –

- (a) seconded from a post on the 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.

- 17.3.2 The duration of the secondment or fixed-term employment contract in this regard may not be longer than 30 days after the public office bearer vacates office.

## **17.4 Appointment of staff on fixed term contract**

- 17.4.1 Notwithstanding clause 17.2 above and subject to the provisions of section 198B of the Labour Relations Act, the Municipality may in exceptional circumstances and within the administrative and financial capacity appoint a person or persons on fixed term contract without adhering to the full provisions of this policy.

- 17.4.2 Procedures and criteria for such appointments shall be agreed to in the Local Labour Forum.

## **17.5 Appointment of replacement labour in the event of a strike**

- 17.5.1 The employment of replacement labour during a strike in terms of Section 76 of the Labour Relations Act shall be based on the main and divisional collective agreements entered in the SALGBC, and details agreed to in the Local Labour Forum.

## **17.6 Re-employment of dismissed municipal staff**

- 17.6.1 A person who was dismissed from a municipality for any reason stated in the Category of Misconduct in Annexure E of the Municipal Staff Regulations may



not be employed in the Municipality before the period set out, or any concurrent periods set out, has expired.

- 17.6.2 Notwithstanding clause 17.6.1, a person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.
- 17.6.3 The Municipality shall maintain a record of staff dismissed for misconduct and staff who resigned prior to the finalisation of any disciplinary proceedings.
- 17.6.4 The record shall contain –
- (a) full names and identity number of the person;
  - (b) title of the post that the person occupied;
  - (c) nature of the misconduct;
  - (d) date of suspension, if any;
  - (e) conditions of suspension, if any;
  - (f) date on which the misconduct was referred to a disciplinary hearing or pre-dismissal arbitration;
  - (g) date of commencement of the disciplinary hearing or pre-dismissal arbitration;
  - (h) finding;
  - (i) whether a dispute was referred to the SALGBC or the Labour Court;
  - (j) costs incurred by the municipality; and
  - (k) date of resignation or dismissal of the person.

#### **17.7 Probation**

- 17.7.1 The appointment of a person as per this policy shall be effective on a minimum probationary period of three months and a maximum probationary period of 12 months.
- 17.7.2 The probationary period shall be determined on the basis of job requirements and the minimum period required to establish whether performance is satisfactory or not.

- 17.7.3 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.
- 17.7.4 The Municipal Manager or his or her delegate shall –
- (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; and
  - (c) assess the staff member's performance and provide the staff member with feedback on their performance on a quarterly basis.
- 17.7.5 If a staff member's performance is not satisfactory, the Municipal Manager or his or her delegate shall advise the staff member of any aspects that the staff member is failing to meet the required performance standards.
- 17.7.6 If the Municipal Manager or his or her delegate believes that the staff member's performance does not meet the required standards, he or she may extend the probationary period or dismiss the staff member, provided that –
- (a) the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling; and
  - (b) the staff member's performance continues to be unsatisfactory after a reasonable period has been given to the staff member to improve his or her performance.
- 17.7.7 Notwithstanding clause 17.7.1 the Municipal Manager or his or her delegate may extend the probationary period by a period not exceeding six months, in order to afford the Municipality an opportunity to further assess the staff member's performance.
- 17.7.8 Within one month after the completion of the probationary period, the Municipal Manager or his or her delegate shall –
- (a) confirm the appointment if –
    - (i) the staff member's performance during the probationary period was satisfactory; and
    - (ii) the staff member complied with all the conditions of the probationary appointment.
  - (b) subject to the Labour Relations Act, terminate the appointment if –

- (i) the staff member's performance was not satisfactory during the probationary period; and
- (ii) the staff member did not comply with all the conditions of the probationary appointment.

#### **17.8 Completion of probation period**

- (a) The Municipal Manager or his/her delegate shall confirm the appointment of the staff member after completion of the probation period if:
  - (i) The staff member's performance during the probation period was satisfactory (the staff member was awarded at least 66% for each probation assessment); and
  - (ii) The staff member complied with all the conditions of the probation appointment.
- (b) On submission of the final probation report and upon approval of the director or Municipal Manager, the Human Resources Division shall notify the staff member in writing of his/her permanent appointment within one (1) month after completion of the probation period.
- (c) Should the Director or Municipal Manager not recommend appointment after completion of the initial probation period, he/she must refer to the Human Resources division in writing that:
  - (i) The probation period be extended; or
  - (ii) The service of the staff member be terminated, subject to the stipulations of paragraphs 8 and 9 of Schedule 8 of the Labour Relations Act (Act 66 of 1995) as amended.
- (d) If a staff member on probation works beyond the initial probation period without being evaluated and informed of the permanent appointment or extension of the probation period, the staff member will be regarded as having successfully completed the probation requirements.

#### **17.9 Underperformance during probation**

During the initial probation period, the relevant line manager/supervisor and director (in terms of their delegated powers) must express in writing to the Human Resources division should they be of the opinion that the incumbent not perform up to standard in terms of his/her job requirements. The Human Resources division shall as a result advise the line manager/supervisor and director as to the



necessary steps (refer to clause 7.20.11 and 7.20.12) to initiate in order to provide guidance or training to the incumbent, or to conduct further investigation.

#### **17.10 Extension of the probation period**

- (a) Should the relevant director and/or Municipal Manager be of the opinion that the staff member's performance does not meet the required standards of the post, he/she may extend the probation period on the basis of performance and provided that the extension is not disproportionate to the legitimate purpose that the employer seeks to achieve. The performance of the staff member should be assessed on an ongoing basis during the probation period to ensure that shortcomings in performance are identified and the necessary corrective action taken immediately.
- (b) The staff member on probation is entitled to be given reasonable evaluation, instruction, training, guidance and/or counselling where necessary to enable him/her to render satisfactory performance.
- (c) Should a staff member not meet the required performance standard(s) or is alleged to be incompetent for the post during the probation period, the line manager must advise the staff member on aspects in which he/she does not meet the required performance standards of the post or is alleged to be incompetent and record such detail on the prescribed form. The line manager and director must furthermore supply written reason to the staff member as to why an extension of the probation period is necessary and the terms thereof. Areas of under-performance must be indicated on the probation record form.
- (d) 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. It is the responsibility of the relevant line manager to obtain the staff member's leave record from the Human Resources Division and to ensure that the probation period less leave taken amounts to three (3) months.

#### **17.11 Termination of employment based on incapacity and/or poor performance during the probation period**

- (a) In dealing with poor performance or incapacity issues in this regard, the provision of fair labour practice indicated in the Labour Relations Act shall be adhered to the following:
  - (i) For posts on Middle Management and below Middle Manager's level, the relevant director may, after thorough investigation of reports, approve termination of employment of a staff member based on incapacity and/or under-performance after sufficient reasons have

been recorded in writing (on Collaborator task or per memorandum) for termination.

- (ii) For posts on below Officers level, the relevant director shall motivate and give reasons in writing (per memorandum) to the Municipal Manager as to why permanent appointment of the specific incumbent is not recommended. The report to the Municipal Manager should contain results of monthly probation reports, evidence of support and/or training provided to the staff member for improvement of performance, and any written correspondence to the staff member regarding the probation period and/or extension thereof.
- (iii) The Municipal Manager may approve the termination (on post of middle managers) of an incumbent in terms incompetence after satisfactory consultation with the relevant report(s) from the Directorate in which the post exists.
- (iv) A staff member may not be dismissed for unsatisfactory performance unless the employer has provided the staff member with appropriate evaluation, instruction, training, guidance and/or counselling. Furthermore, reasonable time for improvement should have been provided to the staff member before dismissal is considered. The procedure leading to dismissal should include an investigation to establish reasons for the unsatisfactory performance and the employer should consider other ways, short of dismissal, to remedy the matter.

## **17.12 Induction**

- 17.12.1 All new municipal staff members shall attend a standardised induction programme within a month of commencing employment.
- 17.12.2 Induction programmes shall result in new staff members having a clear understanding of the operations of the Municipality, as well as its structure, strategy, objectives, and culture.
- 17.12.3 The Municipality shall use induction programme to:
  - (a) welcome new staff members in a constructive way that projects a positive image of the Municipality;
  - (b) introduce the staff member to the working environment and his or her colleagues;
  - (c) facilitate integration into the job functions, the department, team, and the Municipality as a whole;



- (d) provide the new staff member with comprehensive information about the Municipality's policies, health and safety requirements, procedures, facilities, and services;
- (e) highlight and introduce performance standards, expectations and required behaviour patterns for effective job performance;
- (f) establish a solid foundation for the staff member to embrace the challenges of the post and to build commitment to the Municipality; and
- (g) open effective communication channels.

17.12.4 The Human Resource Practitioner responsible for Recruitment and Selection, must ensure that the new staff member receives the following documentation/information as part of the employment contract:

- (a) Appointment letter welcoming the new staff member at the Municipality
- (b) Details of package (basic salary)
- (c) Overview of benefits
- (d) Code of conduct
- (e) Job description
- (f) Start date, where and whom to report to
- (g) Recruitment specialist contact name

17.12.5 One week prior to the starting date, the supervisor should give the new staff member a courtesy call. This is not compulsory but is recommended.

17.12.6 Prior to the arrival of the new staff member (i.e. a day or two before the new staff member commences employment), the supervisor should inform the Director/Line Manager and the relevant team of the new staff member and provide information regarding his/her arrival in order to ensure a welcoming first day. The supervisor should ensure that the Director/Line Manager knows that the new staff member will be arriving and will accordingly direct the staff member to his/her new workstation.

17.12.7 The supervisor must ensure that the new staff member's workstation, access to equipment, passwords, protective clothing, etc. is prepared and ready prior to the new staff member's arrival.

17.12.8 The Human Resources Division must schedule and run an induction programme. The induction programme should be a one-day session before the end of the month in which the staff member commences employment. During the induction programme information should be shared and explained to the new staff member:



- (a) An overview and purpose of the Municipality's integrated development plan
- (b) The structures of the Municipality
- (c) The Vision and Mission of the Municipality
- (d) The Municipality's culture and values ("the way we do things")
- (e) Overview of policies
- (f) Performance management including reward & recognition structures.

#### 17.13 Roles and responsibilities

The Municipal Manager or his / her delegated assignee(s) accept overall responsibility for the implementation and monitoring of the policy. The financial implications related to implementing this policy shall be qualified and quantified by the Human Resource Unit, in consultation with the Chief Financial Officer (CFO).

### 18. POLICY MONITORING AND EVALUATION

- 18.1 This policy shall be implemented and effective once recommended by the Local Labour Forum and approved by Council.
- 18.2 Non-compliance to the stipulations contained in this policy shall be regarded as breach of Code of Conduct, which shall be dealt with in terms of the Code of Conduct.
- 18.3 Head of Corporate Services shall carry out the monitoring and evaluation of the policy's implementation.

### 19. POLICY APPROVAL

This policy was formulated by HR Management in consultation with the Local Labour Forum.

Authorised by Municipal Manager:

Signature:

Date: 30/07/2024

Recommended by Portfolio Committee on Corporate Services:

Signature:

Date: 30/07/2024

Approved by Municipal Council:

Signature:

Date: 30/07/2024

ANNEXURE A:

## *Blouberg Municipality*



### TALENT MANAGEMENT FRAMEWORK AND STRATEGY

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TALENT MANAGEMENT FRAMEWORK AND STRATEGY	

## **1. DEFINITION OF TALENT MANAGEMENT**

- 1.1 Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to the Municipality, either in view of their high potential for the future or because they are fulfilling business / operation-critical roles.
- 1.2 Whereas workforce planning is about the identification of needs, talent management and succession planning are about the development of individuals and the wider workforce, in order to be able to meet those identified needs.
- 1.3 The Municipality's nature of business and workforce is diverse, and therefore an inclusive approach is adopted to enable all staff to have the opportunity to identify their skills, knowledge, abilities and potential through the various human resource process.

## **2. IMPORTANCE OF TALENT MANAGEMENT FRAMEWORK**

The Municipality's talent management framework sets out to:

- 2.1 Act as a tool towards ensuring a high-performance workforce on a continuous basis.
- 2.2 Encourage a learning organisation.
- 2.3 Add value to the competitive position of the Municipality in the labour market.
- 2.4 Contribute to the realisation of the employment equity targets.

## **3. BENEFITS AND OUTCOMES OF SYSTEMATIC APPROACH TO TALENT MANAGEMENT**

The systematic approach to talent management shall benefit the Municipality as follows:

- 3.1 Enable the Municipality to identify the skills and competencies required to support the IDPs and cultivate high performing staff members.
- 3.2 Enable the Municipality to develop staff members to progress within its ranks.
- 3.3 Identify and develop the Municipality's future leaders.
- 3.4 Increase staff member engagement and retain key talent.

## **4. FOCUS OF THE TALENT MANAGEMENT FRAMEWORK**

The talent management framework focus on the following:

- Talent management strategy
- Talent identification



- Monitoring talent management

## **5. COMMON THEME OF THE TALENT MANAGEMENT FRAMEWORK**

The common theme of this framework is that managers need to engage in:

- 5.1** Workforce planning, the analysis of current workforce to identifying future skills and competencies required to deliver services;
- 5.2** Succession planning, having plans in place to meet future workforce demands, ensure continuity; and
- 5.3** Planning, development and review process, individual performance management tool, used to formally identify potential and talent, and to develop staff members.

## **6. TALENT MANAGEMENT STRATEGY**

The Municipality's talent management is embedded in and supports the strategy. Talent management is based on the purpose for managing talent (e.g., enabling the development of human resources, among others, succession planning). This is amplified in the policies and other practices of human resource management. Demographic changes in the Municipal area led to a scarcity of the workforce. Therefore, having talents in the Municipality, retaining them, and recruiting new talents, has become a critical success factor. The Municipality's talent management framework is defined and developed based on the municipal environment, the municipal strategy, and the related objectives for talent management. In other words, the Municipality confronted the following questions: What are the skills and capabilities required in individuals to support the strategy? What are the necessary leadership qualities required? What needs to be thought about in terms of succession planning that aligns to the current workforce? Does this achieve short-term and long-term results? To this end, the following interventions shall be in use:

### **6.1 Attraction and retention of talented staff members**

**6.1.1** To attract talents from the labour market and retain them, the Municipality understands the needs of the staff members, and shall then design and promote incentive systems accordingly. These systems shall include, but not limited to, job security in return for high performance and engagement, and development opportunities and employability in exchange for staff member loyalty and engagement. The Municipality shall thus deploy multiple techniques to attract staff, such as:

- (a)** Buying talent: Building relationships with important sources of talent such as tertiary institutions, business schools, using referral hiring, creating partnerships with staff search agencies, targeting potential staff members, building an internet recruitment strategy.

- (b) Building talent: Providing training and development for key staff members.
- (c) Borrowing talent: Forming alliances with organisations in the private and public sector, retaining consultants, building skills transfer programmes, outsourcing work, maintaining relationships with former staff members.
- (d) Bouncing talent: Investigating opportunities such as secondment, flexible work arrangements, and contract work.
- (e) Binding talent: Offering financial and non-financial inducements to retain talent.
- (f) Boosting talent: Promotion and staff recognition schemes.

**6.1.2** To retain staff, the Municipality shall embark on the following:

- (a) Each supervisor shall engage on an individual basis with those staff identified as competent staff members to understand both their tangible and intangible motivations and aspirations. The HRM Unit shall support supervisors by providing them with the methodology and instruments to undertake this engagement.
- (b) The engagement shall be integrated with the performance management cycle and the formulation of personal development plans. The engagement with a staff member shall take into account the following:
  - (i) the staff member's interests, values, skills, and development needs; and
  - (ii) the various options available to the staff member.
- (c) The engagement shall result in a plan that is signed off by both the staff member and the relevant supervisor and ratified by the HRM Unit. The plan shall contain both tangible and intangible actions, timelines, targets, and conditional requirements.
- (d) The plan shall become the basis for the development, engagement and retention of competent staff members.
- (e) The HRM Unit and supervisors shall develop and apply a talent exposure programme for new talent entering the Municipality or entering a specific level within the Municipality. The exposure programme shall aim at providing competent talent with structured exposure to particular fields of work and roles.
- (f) The HRM Unit shall ensure that the programme defines the roles that talent on the programme will perform so that their skills and development requirements are optimised during the exposure, and expectations are managed.



- (g) Supervisors shall engage with competent staff members in a discussion regarding their plan on an ongoing basis.
- (h) The talent management plan shall be reviewed annually, and the review shall coincide with the performance management cycle of the Municipality.
- (i) The review shall consider the steps that have been completed in the plan, what is still required to be done, performance, next steps, amendments, and support needed.
- (j) The plan shall be updated and sent to the HRM Unit.

## **6.2 Development of human capital**

**6.2.1** The objective of the Municipality is to qualitatively improve its human capital. Development opportunities in the Municipality are therefore geared at satisfying the needs of the talent for career opportunities and advancement.

**6.2.2** The Municipality shall have implicit agreements with staff members regarding talent management, staff member development, and career opportunities as the currency offered to gain staff member engagement and loyalty.

## **6.3 Succession planning**

To ensure an adequate talent pipeline and make it easier to fill strategic positions with suitable staff members, an adequate talent succession pool shall be created to have the right number of people with the right skills ready when they are needed.

## **6.4 Supporting the Municipal strategy**

Talent management supports the Municipality by implementing the Municipality's strategy. Talent management is therefore recognised as part of the overall strategy to establish a Municipality-wide mindset, and as a tool to motivate and value staff members to attain their commitment to the Municipality.

## **7. TALENT IDENTIFICATION**

The identification of talent is to be based on pre-defined criteria followed by development measures to support talent staff members in achieving the set objectives or the target position. The Municipality shall identify talent through the following means:

**7.1** Talent identification by the direct manager, using the elements:

**7.1.1** personal experience with the person;



7.1.2 performance appraisal; and

7.1.3 past performance and results.

7.2 For each category of talent requiring identification, the Municipality shall clearly define and practically describe criteria to help managers evaluate staff member potential. Potential indicators, such as the capability to cope with change, flexibility, and agility, to have a positive attitude, and to be a convincing and ambitious person, shall be applied. In addition, potential shall be considered, each time, under one or a combination of the following components:

7.2.1 Fundamental components are stable and not changeable over a lifetime (e.g., personality and cognition).

7.2.2 Latent components need the right context and support to express themselves (e.g., motivation).

7.2.3 Intervening components influence the degree an individual can grow and develop in different areas (e.g., openness to feedback).

7.2.4 Evolving components are acquired by an individual through career experience (e.g., technical knowledge).

7.3 The willingness to move into a key position and commitment to the Municipality.

7.4 Mobility of the staff member or candidate, in terms of acquiring knowledge and filling in expert positions in different locations of the Municipality.

7.5 The history and ability with social and business networks and relationships that are critical for the Municipality's success and coming with respectable referees.

## **8. MONITORING TALENT MANAGEMENT**

### **8.1 Evaluating talent management effectiveness**

The Municipality shall regularly evaluate the effectiveness of talent management to ensure it supports the Municipal strategy, and whether the Municipality identified the right staff members as talents. The following key performance indicators shall be utilised:

8.1.1 Rate of positions filled with internal candidates instead of external recruits (internal development rate).

8.1.2 Share of staff members staying with the Municipality (retention rate). This shall be divided into critical skills and generic skills.

**8.1.3** Rate of staff members promoted from the identified talents (talent promotion rate). This shall be divided into promotions of identified talents, and all other promotions.

**8.1.4** Staff members who were not confirmed as talents in the next cycle of performance appraisal (false nominations).

**8.1.5** Share of specific staff member groups among talents, such as race, gender, disability, youth, military veterans (culture and diversity).

## **8.2 Transparency about talent management**

**8.2.1** The share of new talent and of unconfirmed talents shall be balanced for a sustainable talent pipeline, and to manage negative side effects of staff members outside the talent pool. The unconfirmed talents segment shall be rather small to avoid false nominations.

**8.2.2** To avoid false expectations, the benefits, and costs of being a talent shall be communicated and managed well.

**8.2.3** Communication shall emphasise the need not to raise staff member expectations too high.

**8.2.4** Transparent communication of talent management shall be treated as important for credibility.

**8.2.5** Communication shall not involve any worries about disclosing confidential information, as HR managers have a professional discretion and obligation about talent identification.

## **8.3 Talent management and service provision**

**8.3.1** The Municipality recognises talent management as a core business process with an impact on overall service provision. To this effect, managers are accountable for talent management, just as they are for team performance and operational success.

**8.3.2** To drive talent management into the culture of the Municipality's service, managers shall integrate it with critical processes like selection, performance management and workforce planning.

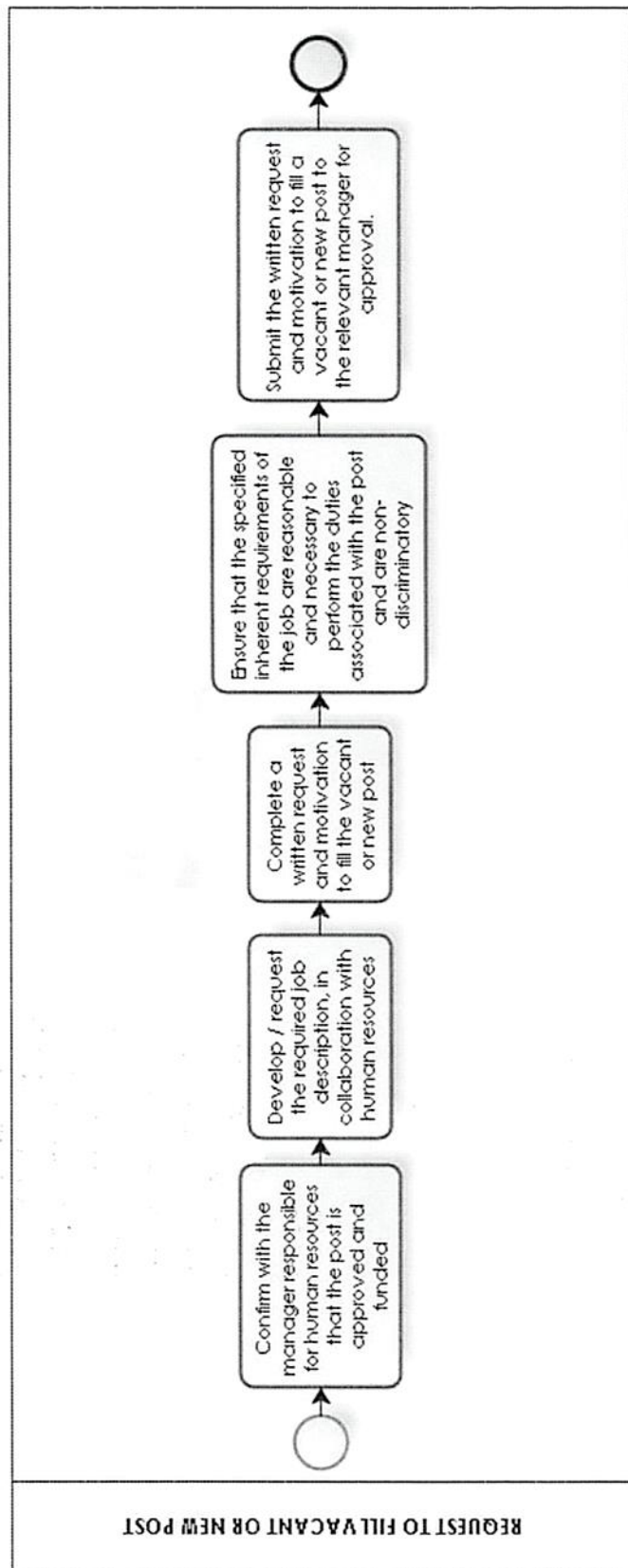
**8.3.3** At an individual level, managers shall ensure staff are receiving their personal development interventions.

## **8.4 Aggressive internal development**

- 8.4.1** The Municipality shall address talent gaps with aggressive internal development. In other words, managers shall not default to external recruitment when a vacancy occurs.
- 8.4.2** The approach, however, shall be to infuse outside talent with internal talent to get new skills and drive innovation, where needed.
- 8.4.3** The Municipality shall exploit the probability that internal talent with potential could feasibly have a shorter learning curve than external recruits in several occupational areas due to established internal networks that can support a more rapid path to success.
-



ANNEXURE B: REQUEST TO FILL VACANT OR NEW POST



Performance Measurement:

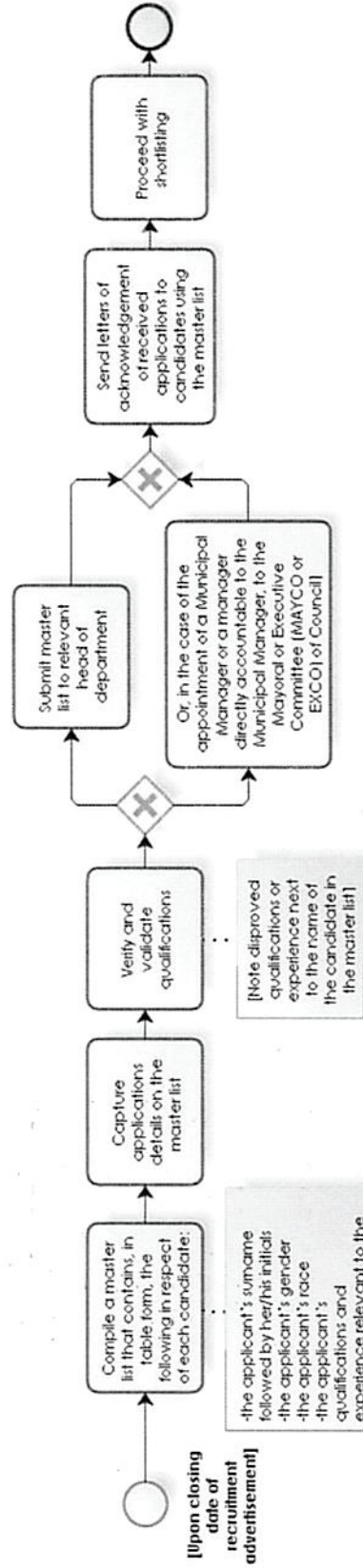
KPI	Unit of Measurement	Target/targets
Place advertisements for appointing staff members within 5 days after the request has been received	% of advertisements placed within the timeframe	100%

# **ANNEXURE D: RESPONSE HANDLING FOR APPLICATIONS OF VACANT POSTS**

RESPONSE HANDLING FOR APPLICATIONS OF VACANT POSTS				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	<p>[Upon closing date of recruitment advertisement] Compile a master list that contains, in table form, the following in respect of each candidate:</p> <ul style="list-style-type: none"> <li>- the applicant's surname followed by her/his initials</li> <li>- the applicant's gender</li> <li>- the applicant's race</li> <li>- the applicant's qualifications and experience relevant to the job description and job specification</li> <li>- (if applicable), the nature of the applicant's disability - The applicant's contact details</li> </ul>			
2.	Capture applications details on the master list			
3.	Submit master list to relevant head of department [Or, in the case of the appointment of a Municipal Manager or a manager directly accountable to the Municipal Manager, to the Mayoral or Executive Committee (MAYCO or EXCO) of Council]			
4.	Send letters of acknowledgement of received applications to candidates using the master list			
5.	Proceed with shortlisting			



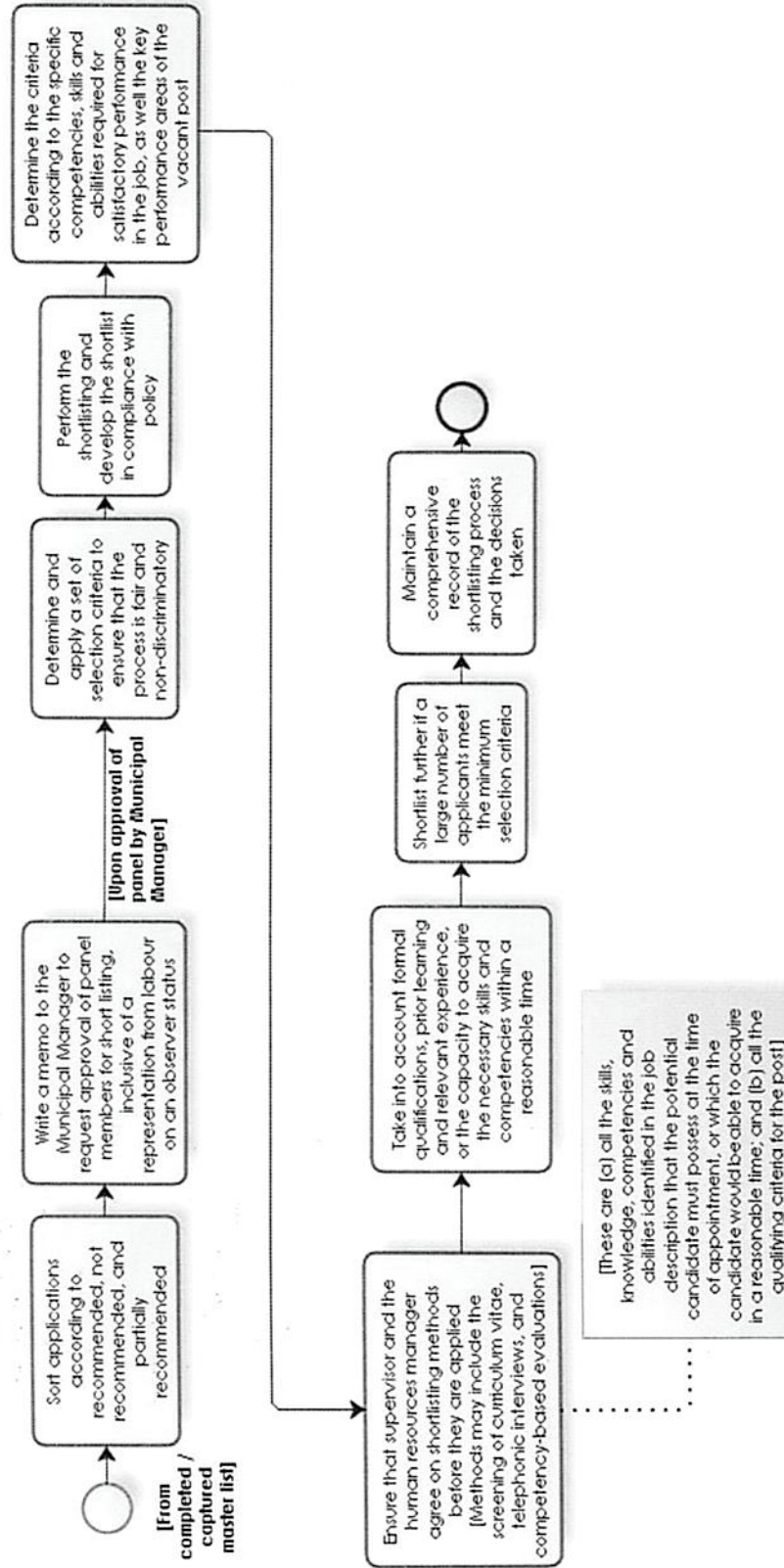
# RESPONSE HANDLING FOR APPLICATIONS OF VACANT POSTS



## ANEXURE E: COMPILING SHORTLISTS OF APPLICATIONS OF VACANT POSTS

COMPILING SHORTLISTS OF APPLICATIONS OF VACANT POSTS				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	[From completed / captured master list] Sort applications according to recommended, not recommended, and partially recommended			
2.	Write a memo to the Municipal Manager to request approval of panel members for short listing, inclusive of a representation from labour on an observer status			
3.	[Upon approval of panel by Municipal Manager] Determine and apply a set of selection criteria to ensure that the process is fair and non-discriminatory			
4.	Perform the shortlisting and develop the shortlist in compliance with policy			
5.	Determine the criteria according to the specific competencies, skills and abilities required for satisfactory performance in the job, as well the key performance areas of the vacant post			
6.	Ensure that supervisor and the human resources manager agree on shortlisting methods before they are applied [Methods may include the screening of curriculum vitae, telephonic interviews, and competency-based evaluations]			
7.	Ensure that the number of people on the shortlist is restricted to those who show in their applications that they clearly meet the minimum requirements [These are (a) all the skills, knowledge, competencies and abilities identified in the job description that the potential candidate must possess at the time of appointment, or which the candidate would be able to acquire in a reasonable time; and (b) all the qualifying criteria for the post]			
8.	Take into account formal qualifications, prior learning and relevant experience, or the capacity to acquire the necessary skills and competencies within a reasonable time			
9.	Shortlist further if a large number of applicants meet the minimum selection criteria			
10.	Maintain a comprehensive record of the shortlisting process and the decisions taken			

# COMPILING SHORTLISTS OF APPLICATIONS OF VACANT POSTS

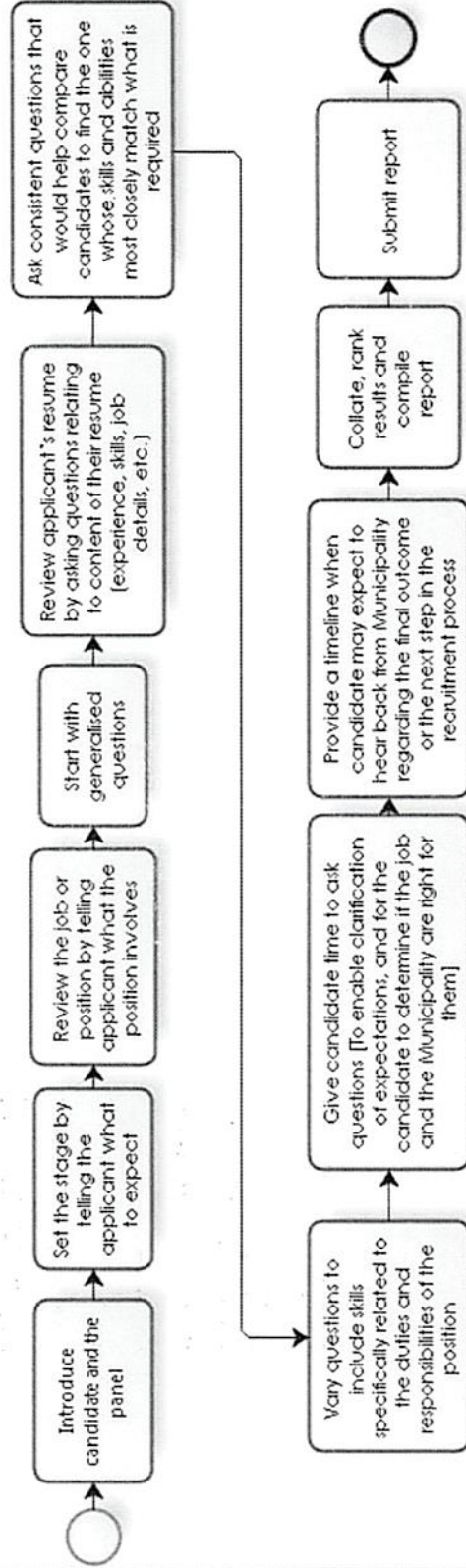




# ANNEXURE F: CONDUCTING INTERVIEWS FOR APPLICATION FOR VACANT POST

CONDUCTING INTERVIEWS FOR APPLICATION FOR VACANT POST				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Introduce candidate and the panel			
2.	Set the stage by telling the applicant what to expect			
3.	Review the job or position by telling applicant what the position involves			
4.	Start with generalised questions			
5.	Review applicant's resume by asking questions relating to content of their resume (experience, skills, job details, etc.)			
6.	Ask consistent questions that would help compare candidates to find the one whose skills and abilities most closely match what is required			
7.	Vary questions to include skills specifically related to the duties and responsibilities of the position			
8.	Give candidate time to ask questions [To enable clarification of expectations, and for the candidate to determine if the job and the Municipality are right for them]			
9.	Provide a timeline when candidate may expect to hear back from Municipality regarding the final outcome or the next step in the recruitment process			
10.	Collate, rank results and compile report			
11.	Submit report			

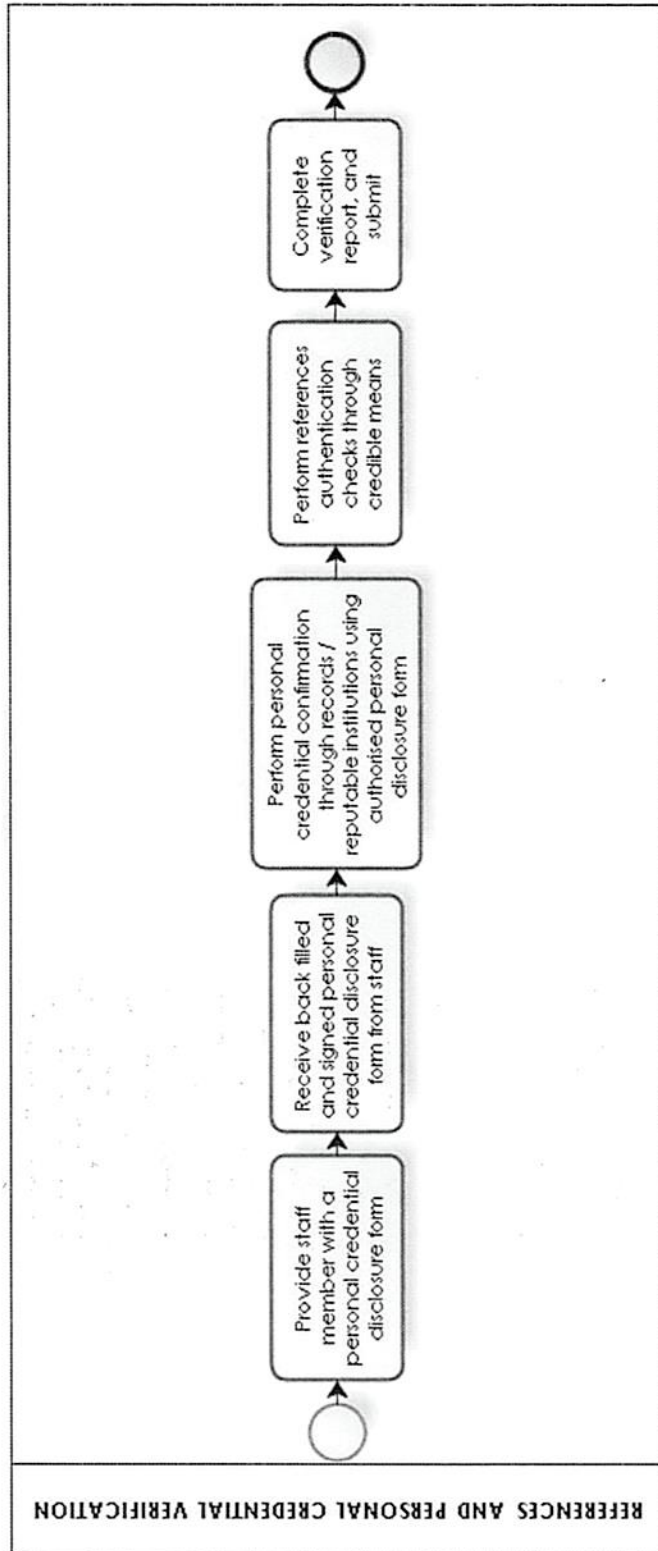
# CONDUCTING INTERVIEWS FOR APPLICATION FOR VACANT POST



# ANNEXURE G: REFERENCES AND PERSONAL CREDENTIAL VERIFICATION

REFERENCES AND PERSONAL CREDENTIAL VERIFICATION				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Provide staff member with a personal credential disclosure form			
2.	Receive back filled and signed personal credential disclosure form from staff			
3.	Perform personal credential confirmation through records / reputable institutions using authorised personal disclosure form			
4.	Perform references authentication checks through credible means			
5.	Complete verification report, and submit			





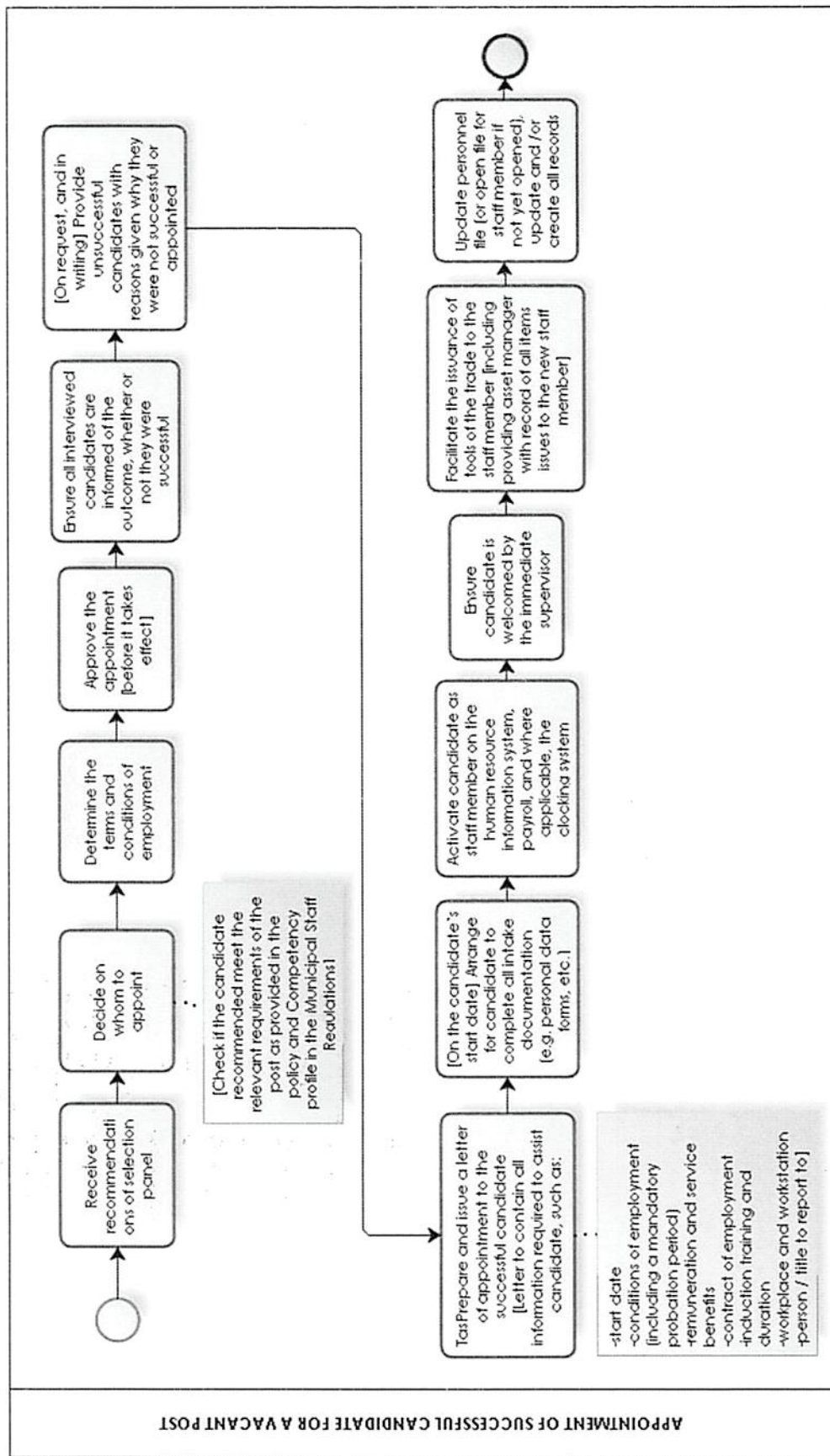
# ANNEXURE H: APPOINTMENT OF SUCCESSFUL CANDIDATE FOR A VACANT POST

APPOINTMENT OF SUCCESSFUL CANDIDATE FOR A VACANT POST				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Receive recommendations of selection panel			
2.	Decide on whom to appoint [Check if the candidate recommended meet the relevant requirements of the post as provided in the policy and Competency profile in the Municipal Staff Regulations]			
3.	Determine the terms and conditions of employment			
4.	Approve the appointment [before it takes effect]			
5.	Ensure all interviewed candidates are informed of the outcome, whether or not they were successful			
6.	[On request, and in writing] Provide unsuccessful candidates with reasons given why they were not successful or appointed			
7.	Prepare and issue a letter of appointment to the successful candidate [Letter to contain all information required to assist candidate, such as: <ul style="list-style-type: none"> <li>- start date</li> <li>- conditions of employment (including a mandatory probation period) - remuneration and service benefits</li> <li>- contract of employment</li> <li>- induction training and duration</li> <li>- workplace and workstation</li> <li>- person / title to report to]</li> </ul>			
8.	[On the candidate's start date] Arrange for candidate to complete all intake documentation (e.g. personal data forms, etc.)			

9.	Activate candidate as staff member on the human resource information system, payroll, and where applicable, the clocking system				
10.	Ensure candidate is welcomed by the immediate supervisor				
11.	Facilitate the issuance of tools of the trade to the staff member [including providing asset manager with record of all items issues to the new staff member]				
12.	Update personnel file (or open file for staff member if not yet opened), update and /or create all records				

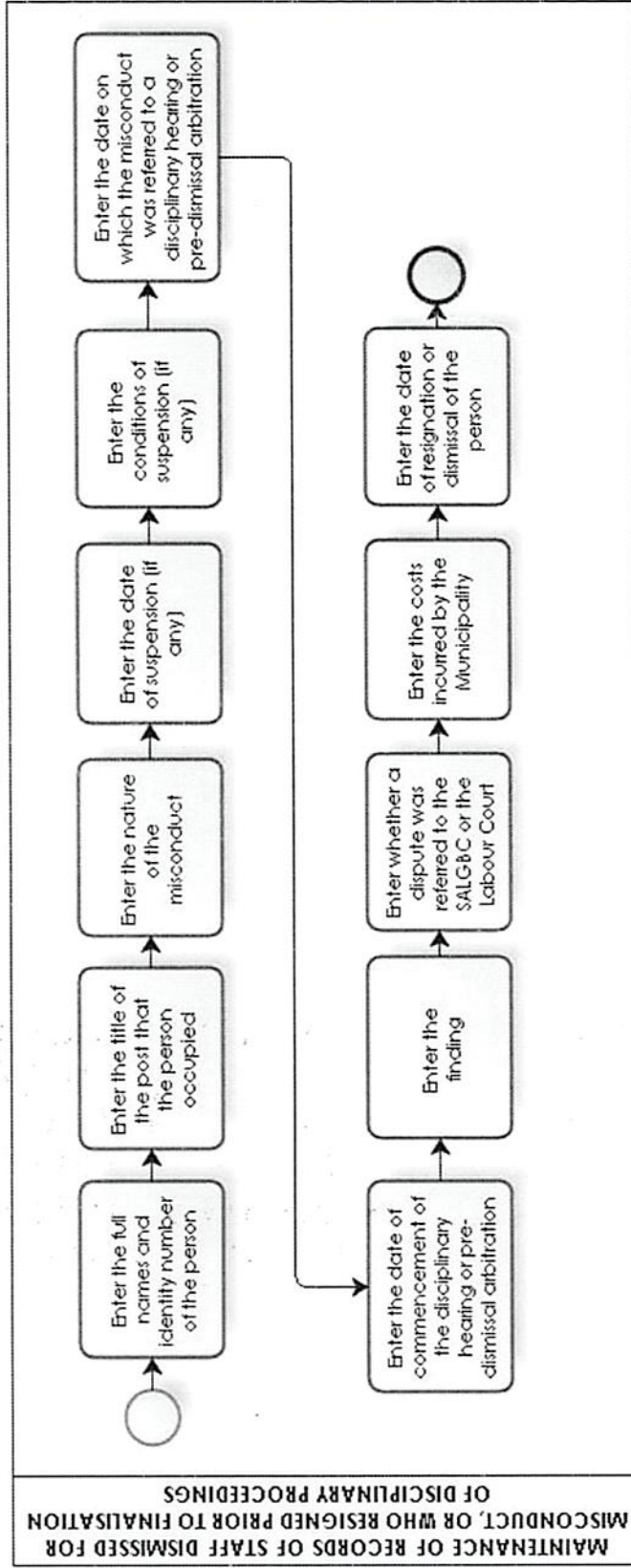


# APPOINTMENT OF SUCCESSFUL CANDIDATE FOR A VACANT POST



**ANNEXURE I: MAINTENANCE OF RECORDS OF STAFF DISMISSED FOR MISCONDUCT, OR WHO RESIGNED PRIOR TO FINALISATION OF DISCIPLINARY PROCEEDINGS**

MAINTENANCE OF RECORDS OF STAFF DISMISSED FOR MISCONDUCT, OR WHO RESIGNED PRIOR TO FINALISATION OF DISCIPLINARY PROCEEDINGS					
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)	
1.	Enter the full names and identity number of the person				
2.	Enter the title of the post that the person occupied				
3.	Enter the nature of the misconduct				
4.	Enter the date of suspension (if any)				
5.	Enter the conditions of suspension (if any)				
6.	Enter the date on which the misconduct was referred to a disciplinary hearing or pre-dismissal arbitration				
7.	Enter the date of commencement of the disciplinary hearing or pre-dismissal arbitration				
8.	Enter the finding				
9.	Enter whether a dispute was referred to the SALGBC or the Labour Court				
10.	Enter the costs incurred by the Municipality				
11.	Enter the date of resignation or dismissal of the person				



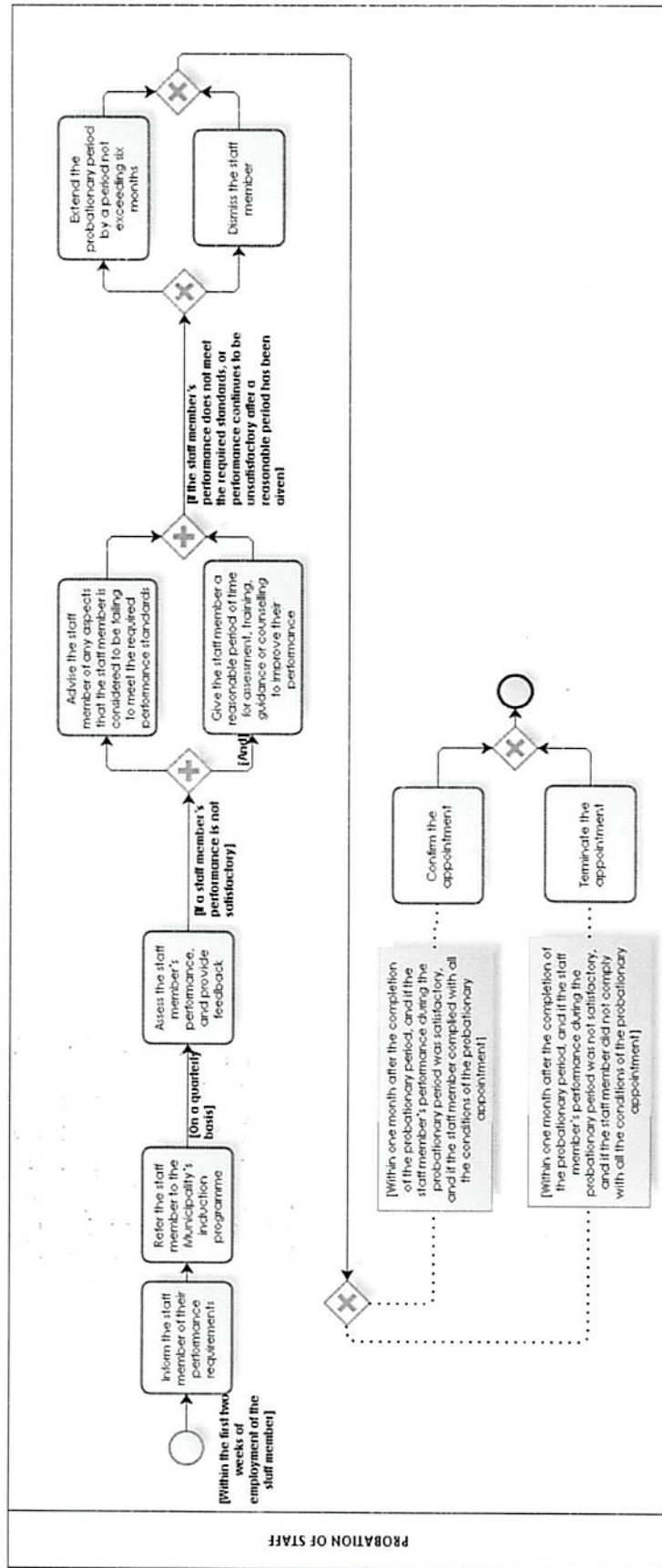


## ANNEXURE J: PROBATION OF STAFF

PROBATION OF STAFF				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	[Within the first two weeks of employment of the staff member] Inform the staff member of their performance requirements			
2.	Refer the staff member to the Municipality's induction programme			
3.	[On a quarterly basis] Assess the staff member's performance, and provide feedback			
4.	[If a staff member's performance is not satisfactory] Advise the staff member of any aspects that the staff member is considered to be failing to meet the required performance standards			
5.	[And] Give the staff member a reasonable period of time for assessment, training, guidance or counselling to improve their performance			
6.	[If the staff member's performance does not meet the required standards, or performance continues to be unsatisfactory after a reasonable period has been given] Extend the probationary period by a period not exceeding six months; <b>OR</b> , Dismiss the staff member			
7.	[Within one month after the completion of the probationary period, and if the staff member's performance during the probationary period was satisfactory, and if the staff member complied with all the conditions of the probationary appointment] Confirm the appointment; <b>OR</b>			

8.	<p>[Within one month after the completion of the probationary period, and if the staff member's performance during the probationary period was not satisfactory, and if the staff member did not comply with all the conditions of the probationary appointment]</p> <p>Terminate the appointment</p>			
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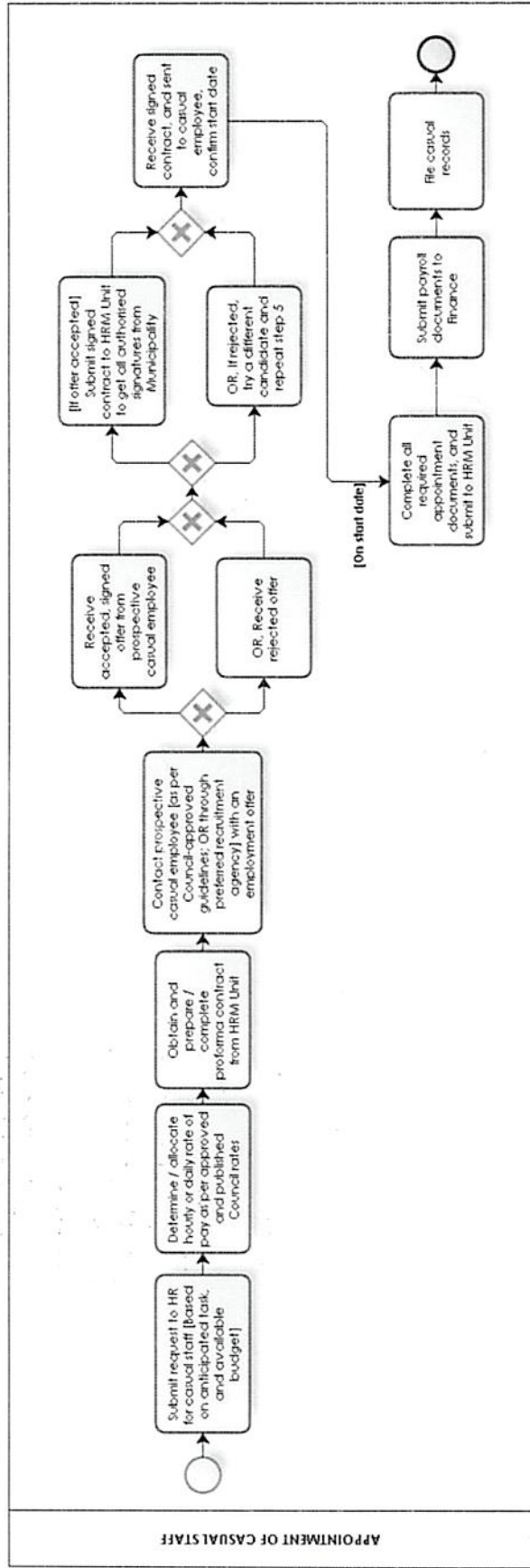
PROBATION OF STAFF





# ANNEXURE K: APPOINTMENT OF CASUAL STAFF

APPOINTMENT OF CASUAL STAFF				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Submit request to HR for casual staff [Based on anticipated task, and available budget]			
2.	Determine / allocate hourly or daily rate of pay as per approved and published Council rates			
3.	Obtain and prepare / complete proforma contract from HRM Unit			
4.	Contact prospective casual staff member [as per Council-approved guidelines; <b>OR</b> through preferred recruitment agency] with an employment offer			
5.	Receive accepted, signed offer from prospective casual staff member [ <b>OR</b> , Receive rejected offer]			
6.	[If offer accepted] Submit signed contract to HRM Unit to get all authorised signatures from Municipality [ <b>OR</b> , If rejected, try a different candidate and repeat step 5]			
7.	Receive signed contract, and sent to casual staff member, confirm start date			
8.	[On start date] Complete all required appointment documents, and submit to HRM Unit			
9.	Submit payroll documents to Finance			
10.	File casual records			



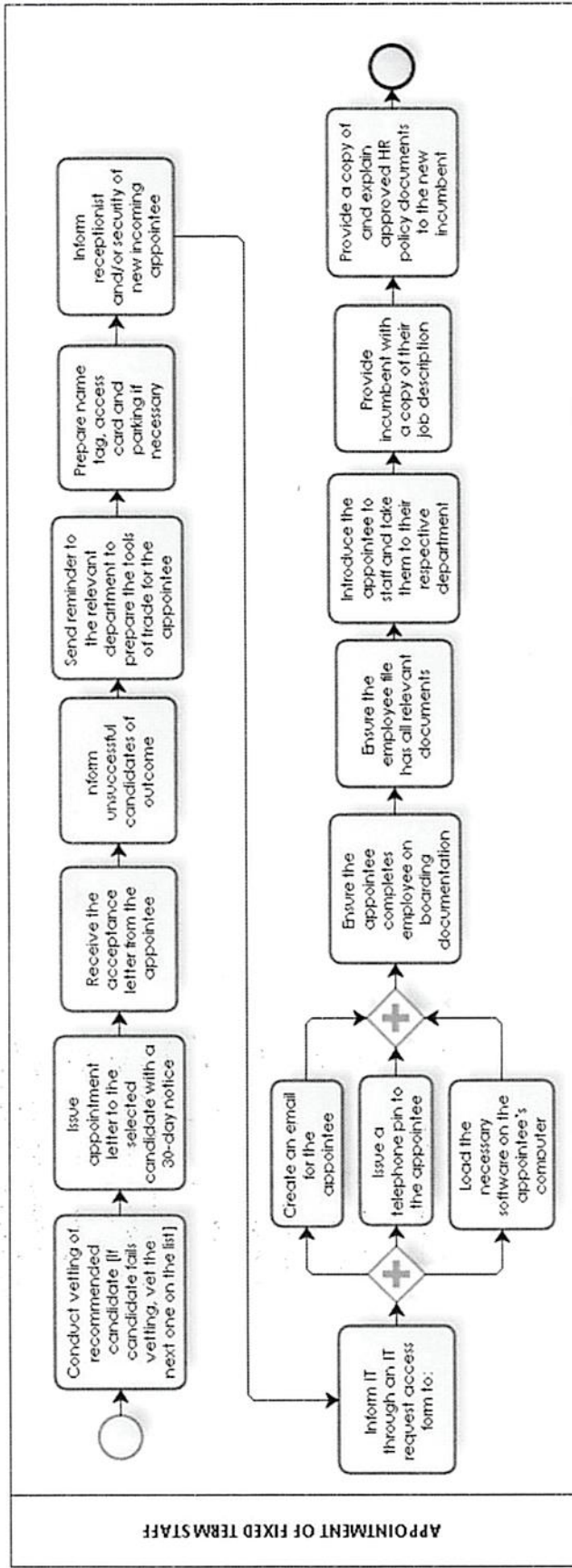
# ANNEXURE L: APPOINTMENT OF FIXED TERM STAFF

APPOINTMENT OF FIXED TERM STAFF					
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)	
1.	Conduct vetting of recommended candidate [if candidate fails vetting, vet the next one on the list]				
2.	Issue appointment letter to the selected candidate with a 30-day notice				
3.	Receive the acceptance letter from the appointee				
4.	Inform unsuccessful candidates of outcome				
5.	Send reminder to the relevant department to prepare the tools of trade for the appointee				
6.	Prepare name tag, access card and parking if necessary				
7.	Inform receptionist and/or security of new incoming appointee				
8.	Inform IT through an IT request access form to: <ul style="list-style-type: none"> <li>Create an email for the appointee</li> <li>Issue a telephone pin to the appointee</li> <li>Load the necessary software on the appointee's computer</li> </ul>				
9.	Ensure the appointee completes staff member on boarding documentation				
10.	Ensure the staff member file has all relevant documents				
11.	Introduce the appointee to staff and take them to their respective department				
12.	Provide incumbent with a copy of their job description				



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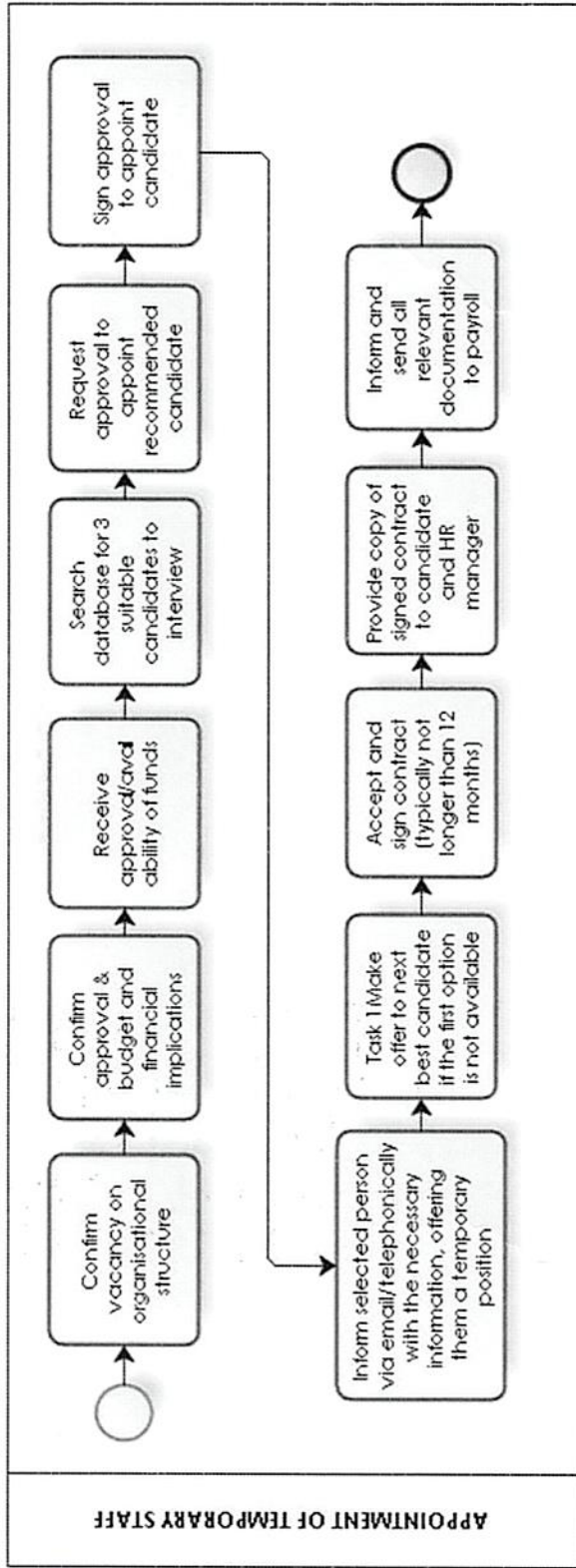
13.	Provide a copy of and explain approved HR policy documents to the new incumbent			
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## ANNEXURE M: APPOINTMENT OF TEMPORARY STAFF

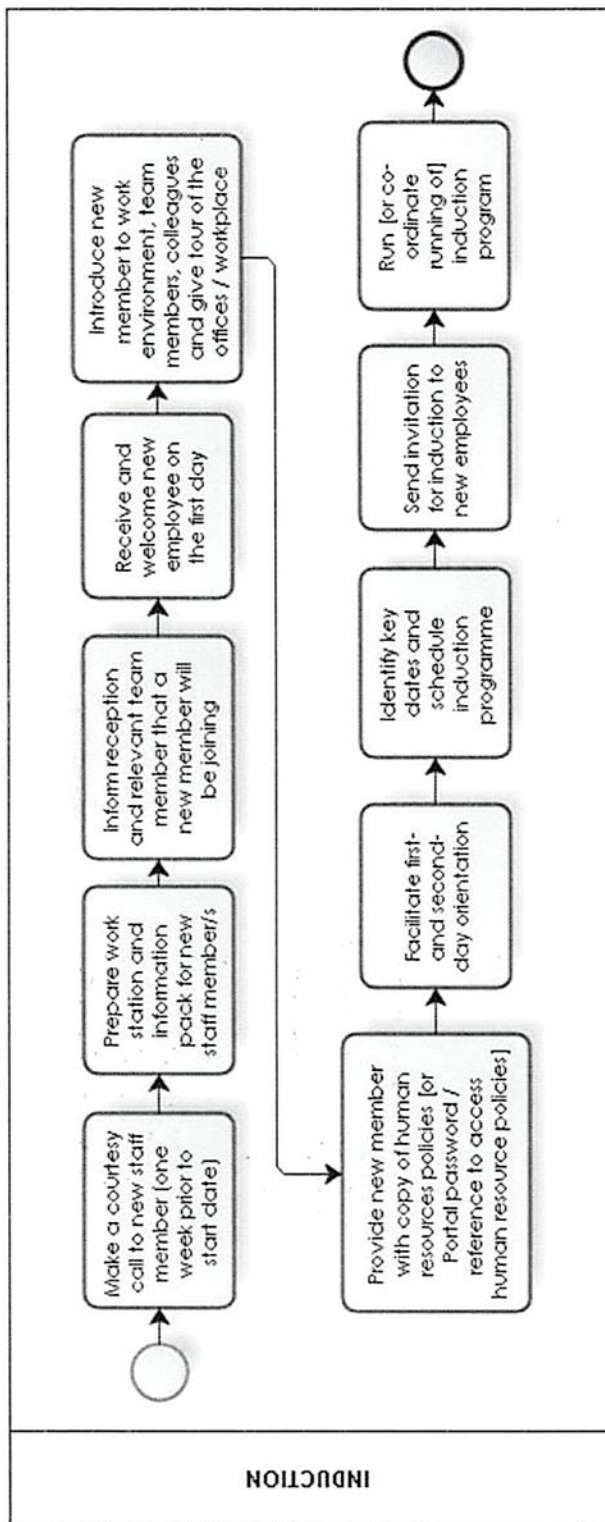
APPOINTMENT OF TEMPORARY STAFF				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Confirm vacancy on organisational structure			
2.	Confirm approval & budget and financial implications			
3.	Receive approval/availability of funds			
4.	Search database for 3 suitable candidates to interview			
5.	Request approval to appoint recommended candidate			
6.	Sign approval to appoint candidate			
7.	Inform selected person via email/telephonically with the necessary information, offering them a temporary position			
8.	Make offer to next best candidate if the first option is not available			
9.	Accept and sign contract (typically not longer than 12 months)			
10.	Provide copy of signed contract to candidate and HR manager			
11.	Inform and send all relevant documentation to payroll			





## ANNEXURE N: INDUCTION

INDUCTION					
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)	
1.	Make a courtesy call to new staff member (one week prior to start date)				
2.	Prepare work station and information pack for new staff member/s				
3.	Inform reception and relevant team member that a new member will be joining				
4.	Receive and welcome new staff member on the first day				
5.	Introduce new member to work environment, team members, colleagues and give tour of the offices / workplace				
6.	Provide new member with copy of human resources policies [or Portal password / reference to access human resource policies]				
7.	Facilitate first- and second-day orientation				
8.	Identify key dates and schedule induction programme				
9.	Send invitation for induction to new staff members				
10.	Run [or co-ordinate running of] induction program				





## ANNEXURE O: APPLICATION FORM FOR EMPLOYMENT

1. The purpose of this form is to assist a municipality in selecting suitable candidates for an advertised post.
2. This form must be completed in full, accurately and legibly. All substantial information relevant to a candidate must be provided in this form. Any additional information may be provided on the CV.
3. Candidates shortlisted for interviews may be requested to furnish additional information that will assist municipalities to expedite recruitment and selection processes.
4. All information received shall be treated with strict confidentiality and shall not be used for any other purpose than to assess the suitability of the applicant.
5. This form is designed to assist municipality with the recruitment, selection and appointment of staff members in terms of the Municipal Systems Act, 2000 (Act No. 32 of 2000)

### DETAILS OF THE ADVERTISED POST (as reflected in the advert)

Advertised post applying for					
Reference number					
Name of the Municipality					
Notice service period					
<b>PERSONAL DETAILS</b>					
Surname					
First Names					
ID or Passport Number					
Gender	Male		Female		
Race	African		White	Coloured	Indian
Do you have a disability?	Yes	No	If yes, elaborate		
Are you a South African Citizen?	Yes	No	If not, what is your nationality?		
			Do you have a valid work Permit?	Yes	No
Do you hold a professional membership with any professional body?	Yes	No	Name of professional body	Membership Number	Expiry date

### CONTACT DETAILS

Telephone number during office hours	( )
Mobile phone number	
Postal address	

		Code:
Email Address		
Preferred language of communication		

<b>QUALIFICATIONS (please elaborate on your CV)</b>			
Highest educational qualification obtained			
Name of the School	Highest Grade	Year Obtained	
Highest tertiary qualification obtained			
Name of Institution	Name of a qualification	NQF level	Year Obtained

<b>WORK EXPERIENCE (please elaborate on your CV)</b>						
Employer (starting with the most recent)	Post held	From		To		Reason for leaving
		Month	Year	Month	Year	

<b>DISCIPLINARY RECORD</b>				
Have you been dismissed for misconduct during the past ten (10) years?	Yes		No	
If yes, Name of Municipality/ Employer				
Type of a Misconduct/ Transgression				
Date of Resignation/ Disciplinary case finalised/Dismissal				
Award/ sanction				
Have you been accused of an alleged misconduct and resigned from your job pending finalisation of the disciplinary proceedings?	Yes		No	

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**CRIMINAL RECORD**

Have you been convicted of any criminal offence in a court of law during the past ten (10) years?	Yes		No	
If yes, type of criminal act				
Date criminal case finalised				
Outcome/ Judgment				

**REFERENCES (please elaborate on your CV)**

Name of Referee	Relationship	Tel (office hours)	Cell phone Number	Email

**DECLARATION**

I hereby declare that all the information provided in this application and any attachments in support thereof is to the best of my knowledge true and correct. I understand that any misrepresentation or failure to disclose any information may lead to my disqualification or termination of my employment contract, if appointed.

Signature:	Date:
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## *Blouberg Municipality*



### **ANNEXURE P: DECLARATION OF CONFIDENTIALITY BY MEMBER OF SELECTION PANEL**

**INTERVIEWS FOR THE ADVERTISED POST OF \_\_\_\_\_**

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

I, \_\_\_\_\_ hereby declare that I have read the provisions of regulation 25 (5)(c) of the Local Government: Municipal Staff Regulations.

I hereby further declare that—

- (a) I have no personal interest in any of the interviewed candidates;
- (b) I do not have any relationship whatsoever with the interviewed candidates;
- (c) I am not indebted to any of the interviewed candidates or vice versa;
- (d) My participation in these interviews will not in any way constitute a conflict of interest;
- (e) I will not unduly influence or attempt to influence the appointment or promotion of a spouse, partner, family member or associate;
- (f) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews; and
- (g) I commit to keep all the discussions emanating from the interview process strictly confidential and I will not disclose any information to any candidate or person who is not part of the selection panel prior or after the interviews.

**SIGNED** at \_\_\_\_\_ on this \_\_\_\_\_ of \_\_\_\_\_ 20\_\_.

\_\_\_\_\_  
**SIGNATURE OF PANEL MEMBER**

\_\_\_\_\_  
**SIGNATURE OF CHAIRPERSON**

## Blouberg Municipality



### ANNEXURE Q: RECRUITMENT REQUISITION FORM

Below is a recruitment requisition form, which should be completed when a decision is made to recruit a person for a post.

The municipality is committed to the maintenance of diversity and equity in employment within all categories and levels in the workplace	
Name of Division	
Name of Department	
Post	
Grade	
Minimum Prescribed Education	
Minimum Prescribed Experience	
Key Responsibilities	
Inherent Job Requirements	
Prescribed Competency Requirements	
Medium of Advertisement	
Internal:	External:
Reason for Recruitment:	New Post/ Additional Post/ Staff Resignation/ Pror
Other: Specify	
Budget Availability	Yes/ No

If No, state reasons	
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Head of Department

Signature:.....Date:.....

Recommended/Not recommended

Manager: Human Resources

Signature: ..... Date:.....

Approved/Not approved

Municipal Manager

Signature ..... Date:.....

## ANNEXURE R: INTERVIEW GUIDE

Below is an interview panel assessment form that should be completed by each member of the interview panel during the interview and guidelines for the completion of the form.

### Interview Panel Assessment Form

Interviewer name:	
Applicant name	
Date of interview	
Position/s applied for	
Notes / overall impression of the candidate in words	
Recommendation	

\_\_\_\_\_  
Panel member signature

\_\_\_\_\_  
Date

### Interviewer guidelines

#### General:

- All candidates are entitled to the same questions. This contributes towards a consistent interview process that is legally defensible.



- Keep a record of the candidate's answers. It serves as proof for the scores you give and will be required should you be accused of using discriminatory tactics.
- Never make personal remarks about the answers that the candidate has given to the questions asked.
- Do not ask questions about the candidate's personal life i.e. "What is your marital status?" or "Are you planning on having children in the near future?"
- At the end of the interview, thank the candidate for taking the time to attend and explain what the next steps in the process are.

#### **How to open the interview:**

Open the interview touching on the following key points:

- That the municipality has identified what, besides skills and experience, is important in order to perform well in the position;
- Explain that while we do not yet know when the outcome of the recruitment process will be available we are committed to as quick a process as possible and that all candidates will be notified as the information becomes available;
- Introduce yourself and explain to the candidate that you are going to be conducting a structured interview, and will be asking him or her for specific examples of where he or she did certain things or took certain actions or decisions; and
- You need to record as much information as possible during the interview and you will therefore be writing a lot during the interview.

#### **Note taking:**

- Listen to the responses and evaluate the quality and depth of the answers.
- Record your impression of the candidate.
- Note any evidence of competencies the candidate demonstrated.

The following rating scale should be used when interviewing candidates:

<b>Evaluation rating scale</b>		
<b>Scale</b>	<b>Description</b>	<b>Indicators of Performance</b>
<b>4</b>	<b>Excellent</b>	The applicant possesses exceptionally well developed and relevant skills and abilities for the technical and/or behavioural competencies required to perform the position.
<b>3</b>	<b>Competent</b>	The applicant possesses relevant skills, knowledge and abilities. They would generally be effective against this criterion.
<b>2</b>	<b>Requires Development</b>	The applicant possesses some skills, knowledge and abilities relevant to the criterion, but is limited on others. She/he requires further training and development to meet the standards required for this criterion.

1	<b>Unsatisfactory (Below Standard)</b>	The applicant is unable to demonstrate that she/he possesses the adequate skills, knowledge and abilities in relation to the criterion. She/he would not be suitable to perform the duties of the position.

**Closing the interview:**

- Thank the candidate for coming to the interview.
- Give the candidate the opportunity to ask questions.
- Explain the next step in the process and any time frames, including who will contact them and when.

**ANNEXURE S: CONFLICT OF INTEREST DECLARATION BY INTERVIEW PANEL MEMBER**

***Blouberg Municipality***



**CONFLICT OF INTEREST DECLARATION BY INTERVIEW PANEL MEMBER**

**DECLARATION OF CONFIDENTIALITY BY THE SELECTION PANEL MEMBER**

**INTERVIEWS FOR THE ADVERTISED POST OF .....(NAME OF THE ADVERTISED POST)**

**Date: dd/mm/yy**

I ..... hereby declare that I have read the provisions of regulation 24 of the Local Government: Municipal Staff Regulations ("hereinafter referred to as the Regulations").

I hereby further declare that —

- (a) I have no personal interest in any of the interviewed candidates;
- (b) I do not have any relationship whatsoever with the interviewed candidates;
- (c) I am not indebted to any of the interviewed candidates or vice versa;

- (d) my participation in these interviews will not in any way constitute a conflict of interest or undue influence or attempt to influence the appointment or promotion for a spouse, partner, family member, friend or associate;
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews.
- (d) all the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Manager or his or her delegate has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Municipal Manager or his or her delegate.

Signed at ..... on this ..... day of ..... 20.....

.....  
**Signature: Selection Committee Member**

.....  
**Signature: Chairperson**