

POLICY ON STAFF RECRUITMENT, SELECTION AND APOINTMENT

1. STATUTORY FRAMEWORK

This policy is in accordance with the spirit of the constitution of South Africa, Act 108 of 1996 and the Labour Relation Act, No 66 of 1995. it gives effect to the obligations placed on the Blouberg Municipality regarding the employment Equity Act, No 55 of 1998 and strives to ensure accountable, transparent and applicable to similar concepts in this policy.

2. APPLICATION.

This policy binds every employee of the Blouberg Municipality and is valid to the extent of its compatibility with the national Labour legislation and the South African Local Government Association Bargaining Council agreement.

3. CHIEF ROLE PLAYERS WITHIN THE FIELD OF THE PERSONNEL PROVISION PROCESS IN THE MUNICIPALITY.

The chief role players within the field of the personnel provisioning are as follows: -

3.1 The political component of the municipality

The Executive political functionaries of the Municipality must ensure compliance with government policies, e.g. the Employment Equity Act, structures, formulating internal policies and monitoring the functioning and implementation of such structures and policies.

3.2 The Municipal Manager

As the administrative and the accounting head of the Municipality, the Municipal Manager is responsible for its efficient management and administration. If the municipal manager deems it expedient for the efficient administration of the Municipality, he/she may delegate any power conferred upon the Municipal Manager's Office to heads of departments. Such delegation is subject to the conditions determined by the municipal manager and the Municipality's policies and subject to section 59 of the Local Government Municipal Systems Act, 2000 (Act no 32 of 2000).

3.3 The Human Resources Department

By virtue of the fact that personnel provisioning is a human resources function, the Human Resources Department is responsible to issue directives

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and conduct enquiries regarding personnel practices. The formulation and implementation of directives and the execution of personnel related functions are subject to policies of the Municipality.

3.4. Departmental Managers

To execute their managerial responsibilities, the Departmental Managers must: -

- Provide the necessary information and particulars in respect of specific human resource needs. i.e. job requirements.
- Ensure that when vacancies occur, the necessary steps are taken timeously to initiate the recruitment process via the Human Resources Department.

4. EMPLOYMENT EQUITY

4.1 The Human Resource Committee is vested with the power to make recommendations regarding the creation of new posts, filling of vacancies. The trade unions represented in the Human Resource Committee have observer status with regard to the performance of these functions. Recommendation of the Human Resource Committee must be will documented including information substantiating the creation of a new post or the filling of a vacancy, the specific need to be addressed, the job requirements and the cost involved.

4.2 The Departmental Manager where a vacancy exists will be cop-opted in an advisory capacity as a member of the Human Resource Committee for the purpose and duration of any actions concerning such vacancy.

5. ADVERTISING OF VACANT POSTS

PRINCIPLES AND PRECEPTS

5.1 Advertisements should be based on essential post and person specifications and should be compiled and designed in such a manner that recruitment objectives can be realized.

5.2 In so far as the necessary expertise is available, a policy of internal promotion/recruitment will be followed. If no suitably qualified applicants can be found, advertisements will be placed in representative newspapers for external recruitment.

5.3 The newspaper advertisement shall contain the following: In the event of specialized positions, internal and external recruitment will be done.

- (a) The job title and the salary of the range of salary offered, together with benefits or fringe benefits offered any job description
- (b) Brief job specifications
- (c) The name and Tell number of a person who can be contracted for further information
- (d) The closing date for the submission of applications and the person to whom and the address to which applications must be sent.

5.4 A recruitment agency registered in terms of section.24 of skills Development Act No.97 of 1998 as well as local, regional and /national newspaper may be utilized depending on the specific needs and situations of a particular department. Vacancies will be advertised as widely and neutrally as possible and the contents of the advert will be based on the post and person specifications that have been objectively laid down.

5.5 Advertising agencies may be used to advertise posts from level 1 to 5 to provide the Municipality with expert advice and professional assistance subject to the approval of the Human Resource Committee depending on the extent of advertising and the medium used, a reasonable closing date for applications will be determined.

5.6 Advertisements will be worded in a manner inviting all sectors of the population to apply but will also indicate the Municipality's commitment to equal employment opportunities and affirmative action and use the appropriate media to attract suitably qualified members of under-represented groups.

5.7 Priority shall be given to the employment of South African citizens. The employment of non South African Citizens will be done with in terms of the relevant legislative requirements.

6. PROCEDURE FOR FILLING VACANT POSTS

6.1 When a post becomes vacant it will not be automatically filled. Any request for filling of a vacant post must be fully motivated by the relevant Departmental Manager and be submitted to the Human Resources Committee.

6.2 Subsequent to the evaluation of the motivated report, the Human Resources Committee will recommend to Municipal that:

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- The relevant post be filled
OR
- The relevant post be frozen
OR
- The relevant post be abolished

6.3 The Human Resources Department is responsible for determining the appropriateness of the advertising medium to be used.

6.4 All application forms for vacancies will be issued and received by the Human Resources Department. The Departmental Manager will determine the closing dates for applications, which will be strictly adhered to.

7. NEW POSITIONS

All motivations for the creation of new posts shall be referred to the Human Resources Committee for recommendation to the Municipality. All new positions must be budgeted for. In the event of a strategic new position that has not been budgeted for, savings must be identified to cover such cost before Municipality's approval.

8. SCREENING PROCEDURES

8.1 Selection criteria shall be objective, culture-free and fair. It will be based on the inherent requirements of the job and consistently applied to all applicants irrespective of their race, gender and any other legislative qualifications.

8.2 Where applicable and practical, the learning potential to acquire the skills and knowledge of the positions, as well as the existing qualifications of candidates should play a significant role in terms of selection.

8.3 Non-job related qualifications and higher than necessary qualifications such as educational degrees, linguistic abilities or length of service shall not be used to justify selection of any person over any other person from under represented groups.

8.4 Any qualification and/or condition, restricting a person or persons from a designated group must be clearly substantiated as an inherent requirement of the job before application thereof is justified.

8.5 The applications that met favorably with the selection criteria are placed on a shortlist in terms of which the verification of references is proceeded with.

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9. VERIFICATION OF REFERENCES

9.1 Sound reference checking of applicants prior to appointment can avoid unnecessary and often costly mistakes arising within the Municipality. Primarily, the information contained on an individual's application form can be verified by using references. It is especially important to take note of the correctness of information given on the application form, such as dates of employment with previous employers, salary earned, responsibilities and so on. Previous service records and educational background should be examined very carefully. It is desirable to obtain as many objective facts about the applicant's previous performance and capability as possible, and to use this information as a starting point for predicting future job behavior.

9.2 Management should exercise caution and respect the implications of potential unfair discrimination on the basis of unfounded or unsubstantiated allegations that arise during the course of reference checks being conducted.

9.3 Blouberg Municipality requires that a minimum of two independent references be consulted to verify the information contained therein. The Human Resources Department will fulfill this function except in cases where certain technical and functional enquiries can only be dealt meaningfully by the relevant Departmental Manager.

9.4 Applicants are required to complete the Consent Form to allow the Municipality to verify the employee's credentials and employment recorded. Verification of references will be done in a structured and orderly manner on a prescribed form compiled by the Human Resources Department for this purpose.

10. INTERVIEW

10.1 PRINCIPLES AND PRECEPTS

10.1.1 Interview panels will be used to interview applicants in order to provide different perspectives and limit discrimination and bias.

10.1.2 Members of under-represented groups, including women, will be included on interview panels.

10.1.3 Pre-planned questions will be developed and be put to all candidates if it is practical to do so.

10.1.4 Interviewers will not ask questions pertaining to aspects that could have been accurately assessed from information obtained through the application forms or the reference verification process.

10.1.5 Interviews will be conducted in an atmosphere free from patronizing approaches or circumstances that may appear intimidating.

10.1.6 To ensure clear communication between the Municipality and applicants and to limit unrealistic expectations from interviewees, the purpose of an interview will be explained to an interviewee, whether it is an initial screening device or the final step.

10.1.7 Selected applicants will be invited for a personal interview. Compensation for travel and subsistence costs will be considered in cases where applicant's domicile is outside the magisterial district of Senwabarwana. Compensation will be based on the tariffs applicable to Blouberg employees.

11. COMPOSITION OF INTERVIEWING PANEL

The Mayor/ Municipal Manager/ any official delegated as such will constitute the panel when the need arises depending on the levels.

11.1 TESTING OF EMPLOYEES

Any form of medical testing, psychometric testing or HIV testing is prohibited unless it can be proved that such testing is an inherent requirement of the Job, and all legal requirements have been complied with.

12. TEMPORARY EMPLOYMENT

12.1.1 The use of non-permanent employment must be restricted to instances where permanent employment is not possible or to situations where such arrangements are necessary i.e. for specific projects of a stipulated and limited duration. Temporary appointments must meet with the approval of the relevant Departmental Manager acting in conjunction with the Municipal Manager.

12.1.2 Where non-permanent employees are engaged for a period of one month or longer, benefits in terms of applicable legislation will accrue to them, i.e. pro rata sick leave and annual leave, and where such a situation demands, other benefits may be negotiated with an individual employee.

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12.1.3 The Human Resources Department must facilitate the process of appointments as in 9.1.above.

12.1.4 The monitoring of temporary employees will require that full details of non-permanent employees be kept in Human Resources Department and such contracts will not be extended beyond the prescribed period, unless new contracts have been concluded.

13. APPOINTMENTS

Appointments will be done in terms of the delegated powers as adopted by council.

14. LETTERS OF APPOINTMENT

14.1.1 All contracts of employment will be written by the Human Resources Department and be signed by the Municipal Manager, except where it concerns the appointment of a Municipal Manager, in which case the Mayor of the Municipality will sign the contract of employment subject to section 57 (1) of Municipal Systems Act.

14.1.2 The appointment letter shall state that the appointment is subject to the conditions of service of the Municipality or Council as they may be amended from time to time.

15. SALARY DETERMINATION – STAFF APPOINTMENTS (SECTION 66 OF MUNICIPAL SYSTEMS ACT)

The salaries at which prospective candidates will be appointed will be determined as follows-

15.1.1 The commencing salary will be determined taking into account qualifications and expertise and the salaries of current employees engaged in comparable functions in the department where the appointee will be deployed.

15.1.2 The mid-point of the range of the grade/level will be offered where an adequately trained and experienced appointee meets the requirements of the position.

15.1.3 The maximum range of the grade/level will be offered where and appointee has relevant training and experience that exceed the requirements and will enhance the position.

15.1.4 The notching – in at mid and maximum point must be fully motivated by the relevant Departmental Manager and be approved by the Municipal Manager.

15.1.5 The minimum range of the grade/level will be offered in respect of an appointee who has the learning potential to acquire the skills and knowledge necessary for the position but who requires additional training. The latter will be addressed through affirmative action programme and mentorship programmes.

16. SECONDMENT OF NON-MUNICIPAL STAFF

The secondment of staff from National and Provincial Governments shall be done on the following basis:

- There must be formal request thereto, by Blouberg
- The period of secondment must be definite
- The full remuneration package of such members of staff to be borne by the Province/National
- The staff to be deployed and utilized in the sole discretion of the Blouberg
- Cases of misconduct to be dealt with by the Province in terms of its own condition of service.
- The Blouberg in its sole discretion will decide whether to continue employing or re-employing any staff member subject to a disciplinary
- The career-pathing and promotion opportunities of existing staff of the Blouberg are not to be detrimentally affected by this arrangement.
- That either party can terminate this arrangement by giving one calendar month's notice thereto.
- The Province may at any stage, request that a specific member or members of staff be re-employed by the Province by way of a mutually satisfactory arrangement.
- That this arrangement does not prohibit a provincial member of staff from applying for a permanent position within the staff structure of the Blouberg.
- That the provincial employees so seconded be advised in writing that this is a temporary arrangement and that no expectations regarding continued future employment with the Blouberg should be created.

17. DUTY TO DISCLOSE

17.1

- Any person who has to take a decision on matters regarding staff provisioning is expected to disclose any relationship with a candidate.

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- The committee concerned (whether short listing or interview) will decide whether the relationship and the nature of role the official is supposed to play in the staff provisioning process might constitute nepotism.

17.2 A person who fails to make a declaration in terms of Item 14.1 above, when it was necessary for him/her to do so, will render himself/herself liable to a charge of misconduct in terms of the disciplinary procedure for employee and code of conduct for councilors.

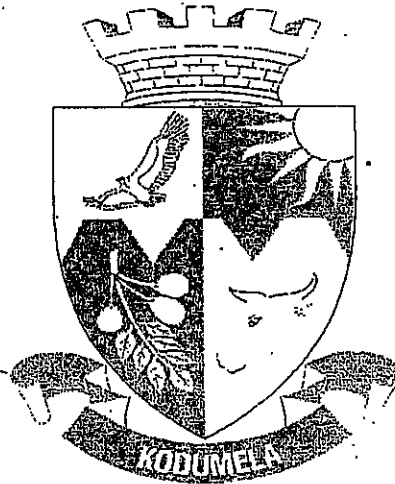
18. INDUCTION

Upon assumption of duty the new employee shall be given a copy of the conditions of service (or a summary of them) together with any rules relating to pension, medical aid, group life insurance and other schemes provided.

- The employee shall be introduced to his or her workplace, his/her colleagues and shall be familiarized with the procedures and practices applicable to his/her job
- The employee may be sent on an induction or orientation course, a periodically assessed for his or her potential for promotion, further training, etc.

STAFF RETENTION POLICY
(Draft)

BLOUBERG
MUNICIPALITY



STAFF RETENTION POLICY

1. PREAMBLE

The Municipality recognizes that its most valuable asset is its human resources. A great deal of time and money is invested in the recruitment, training and development of employees and, as such, every effort should be made to retain those employees who have scarce/critical skills, and/or experience. The application of the various staff retention techniques will contribute to a more competent, motivated workforce and improved service delivery.

PURPOSE

The purpose of this policy is to prevent the loss of competent staff from the Municipality, which could have an adverse effect on service delivery.

2. OBJECTIVES

The objectives of this Policy are :

- (a) To attract and retain competent employees;
- (b) To position the Municipality as the employer of choice;
- (c) To outline roles of line managers with regard to staff retention;
- (d) To create a conducive and harmonious working environment for employees of the Municipality;
- (e) To reduce annual staff turnover rate; and
- (f) To ensure optimal human resource utilization.

3. SCOPE

This policy applies to all employees of the Blouberg Municipality.

4. LEGAL FRAMEWORK

The objective of retaining suitable personnel within the Municipality is based on the following legislation:-

- (a) Constitution of the Republic of South Africa; 1996
- (b) Local Government : Municipal System Act, 2000;
- (c) Labour Relations Act, 1995;
- (d) Promotion of Administrative Justice Act, 2000;
- (b) Employment Equity Act, 1998;
- (c) Skills Development Act, 1998;
- (d) Municipal Finance Management Act, 2003
- (e) Municipal Finance Management Act, 2003;
- (f) SALGBC Collective Agreements
- (g) Employment Equity Plan of the Blouberg Municipality; and
- (h) Recruitment, Selection and Appointment Policy of the Blouberg Municipality.

5. TIMEFRAMES

This policy is effective once approved. The Human Capital Provisioning Committee will review the policy on an annual basis

6. DEFINITIONS

- (a) Compensation refers to all forms of financial returns and tangible services and

- benefits employees receive as part of an employment relationship and therefore includes both intrinsic and extrinsic rewards;
- (b) **Exit Interview** means an interview with a departing employee to identify reasons for leaving the Municipality;
 - (c) **High Risk Skills** refer to skills that employees have who may soon leave. These include employees who have indicated a need to leave the Municipality;
 - (d) **Staff Retention** refers to both attracting employees to join the Municipality through focused recruitment and selection strategies, and keeping those who are already employed especially those whose skills are crucial to the Municipality;
 - (e) **Municipality** means the Blouberg Local Municipality;
 - (f) **Scarce Skills** refer to skills that are needed to realise the Municipality's goals and objectives, but which are difficult to recruit and expensive to replace. These skills are identified by :
 - Analysing staff turnover;
 - Considering acquisition trends in a particular job category; and
 - Understanding the Municipality's skills requirements and the competition for such skills in the labour market.
 - (g) **Valued Skills** refer to valued staff members who contribute positively and whose loss would have a negative impact on the Municipality's ability to meet its goals rather than in the scarcity of skills as such

7: PRINCIPLES

This policy is underpinned by the following principles :

- (a) The policy should by no means be construed to be creating expectations for either promotion or monetary rewards;
- (b) The culture of creating and sustaining a pleasant and humane working environment where employees are given a chance to thrive shall be a norm;
- (c) Honesty, transparency, equity and fairness.

8. ROLES AND RESPONSIBILITIES

8.1 Human Resources Manager

The roles and responsibilities of Human Resources Manager in achieving the purpose and objectives of this policy are to :

- a. Ensure that the criteria to determine the retention of staff is followed;
- b. Facilitate the development of appropriate policies, procedures and systems of human resources management that would guarantee equal employment opportunities; employee empowerment through training and skills development; good labour relations; and employee health, wellness and safety.
- c. Develop an effective human resource plan;
- d. Continually identify employees or categories of employees who might leave and whose departures would derail strategic objectives or have an immediate negative impact on operations;
- e. Continually calculate and report on staff turnover costs;
- f. Constantly analyse and advise on skills demand and supply trends in the

- labour market;
- g. Constantly undertake benchmarking exercises and advise on approved human resources key factors; and
- h. Perform constant skills audit within the Administration and develop interventions to address critical skills shortage.

8.2 Line Managers

Line Managers are responsible for ensuring that their Departments do not lose competent, scarce and skilled employees particularly with regard to employees from designated groups and for this reason line managers should :

- (a) Provide adequate induction and training as prescribed in the Municipality's Induction Policy;
- (b) Apply human resources policies, procedures and systems fairly and consistently to all employees;
- (c) Motivate employees and create an enabling environment for employees to perform;
- (d) Understand and appreciate the employees preferences and what drives and motivates them;
- (e) Empower employees by making them realize that they are part of the organization and decision making; giving them challenging and meaningful work; implementing effective delegation; and by interfering minimally with employees in terms of how they do their job;
- (f) Act in personally supportive way towards employees;
- (g) Create an environment for their staff to consult and communicate on matters that affect them;
- (h) Consult the Human Resources Manager for intervention once they identify employees in the scarce skills, valued skills or high risk skills categories manifesting intentions to leave the Municipality;
- (i) Provide a safe and congenial work environment;
- (j) Develop and implement team building exercises;
- (k) Design flexible working arrangements to benefit both the employer and the employee and create a conducive work - life balance. Evaluation of individual commitment should be based on results achieved and not on hours put in; and
- (l) Implement the Staff Retention Policy.

8.3 Municipal Manager

The Municipal Manager is responsible for :

- (a) Approving the awarding of salaries within the approved salary range for the retention of employees with skills or experience in a scarce field and employees from designated groups as recommended by the head of the Department concerned and the Human Capital Provisioning Committee.
- (b) Ensuring fairness in selection, appraisal, promotion, and redundancy procedure;

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- (c) Ensuring equity (internal and external) in the allocation of benefits;
- (d) Providing equitable pay in relation to market values across the organization;
- (e) Approving departmental flexible working arrangements.

8.4 Council

The Council is responsible for

- (a) Recognising and rewarding special contribution or long service by employees;
- (b) Providing job security to employees;
- (c) Prescribing an organizational culture that secures the organizational and senior team quality, reputation, and integrity; and
- (d) Prioritising and availing resources that meet the demands of all the jobs and ensure that the Municipality is technologically competitive;

9. POLICY DIRECTIVES AND PROCEDURES

9.1 Organisational and Job Previews

The Municipality shall ensure that its recruitment processes are highly transparent and informative to prospective employees so that they do not discover crucial information and regret their move immediately after appointment. This would include:

- (a) Improving and updating website information about the Municipality so that prospective employees are able to familiarize themselves with the Municipality before committing themselves to the employment contract;
- (b) Forwarding the HR Manual to the prospective employee with the letter offering appointment;
- (c) Ensuring that new employees receive sufficient induction when they join the Municipality.

9.2 Career Development and Progression

Strategies shall be continually developed and revised to maximize opportunities for individual employees to develop their skills and move up in their careers and to this effect:

- (a) The Municipality's recruitment strategies shall be biased towards internal promotions before external recruitment are considered;
- (b) Where promotions are not feasible, sideways moves shall be considered to vary experience and make work more interesting.

9.3 Staff Retention as Key Performance Indicator

Staff retention shall be made a key performance indicator for all line managers and to that effect:

- (a) All line managers shall be trained in people management and development skills
- (b) Line managers whose record at keeping staff is good shall be rewarded by including the subject in their performance contracts or appraisals;

9.4 Organisational /Climate Survey

- (a) Annually the Municipality will conduct a survey on internal staff morale, profile and external market trends
- (b) Results of this survey shall be used to review the Staff Retention Policy and set performance targets for the following year.

9.5 Employee Relations and Communications

The Municipality shall develop and regularly revise an internal communications policy or strategy that enables employees to promptly raise and resolve their frustrations. To this effect, the Municipality shall ensure that:

- (a) All statutory consultative structures are established and supported to perform optimally;
- (b) Regular appraisals are conducted;
- (c) Regular attitude surveys are conducted and their results addressed; and
- (d) Grievance systems are established and functional.

9.6 Compensation and Benefits

The Municipality will continually compare its compensation and fringe benefits with those of other municipalities of its size and strive to give equal or better offers.

9.7 Disincentives

- (a) An employee that leaves the Municipality before serving at least 12 months
 - (i) forfeits service bonus;
 - (ii) Has to repay costs incurred in terms of the Induction Policy including relocation costs;
- (b) An employee has to serve in a post for at least 12 months before qualifying for assessment for pay progression

9.8 Incentives Plans

The Municipality shall develop and implement employees performance incentives policy to reward outstanding performance

9.9 Counter Offering

Should an employee considered a valued staff member, scarce skill, valued skill or high risk skill want to leave the employ of the Municipality because he/she has been offered a better remuneration, a counter offer to retain him/her shall be made subject to the following procedure

- (a) The individual must have received a bona fide offer of employment from another organization. The offer must be in writing and including a salary level;
- (b) Submission for counter offering the employee shall be made by the head of the department who must verify the offer and provide a concise written justification, along with a copy of the offer letter to the Municipal Manager.
- (c) If the Municipal Manager agrees to counter offering, he/she shall refer the matter to the Human Resource which shall handle the counter offer process and submit their final recommendation to the Municipal Manager for approval.

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- (d) The counter offer should be equivalent to or 10% maximum higher than what the other institution is offering the incumbent.

9.10 Exit Interviews

Should the employee's resignation be unavoidable, an exit interview in line with the following purpose and procedure shall be conducted

- (a) The overall purpose of the interview shall be to improve the Municipality's staff retention interventions and therefore the interview should establish answers on the following areas, among other:
- ✓ Resources, job information and training the exiting employee had been exposed to;
 - Job challenge and opportunities for advancement;
 - Relations with supervisors, co-workers and other departments;
 - Comfort and working conditions;
 - Municipality's policies (Comments and suggestions)
 - Job security, salaries and fringe benefits
- (b) An exit or post-exit interview or both shall be used;
- (c) The services of a third party, preferably a human resources practitioner of the Capricorn District Municipality, will be utilized to conduct the exit interview.
- (d) The Human Resources Manager may send over a post exit interview questionnaire to the former employee a few weeks after their departure;
- (e) Results of the exit interview shall be timely communicated to the Municipal Manager and line managers concerned and annually to the Council.

10. EVALUATION CRITERIA

This policy will be evaluated every year to establish the following:

11.1 Impact

The extent to which the Policy's desired results shall have been achieved.

11.2 Responsiveness

Whether the policy, as it stands, is able to address the initially identified problem

11.3 Applicability

Whether the Policy is still worth having.

11. ATTACHMENTS

None

12. POLICIES REPEALED

This is a new policy