THE POLICY

1. PREAMBLE
The recruitment policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Breede Valley Municipality and ensuring the full utilization and continued development of these employees.

All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.

2. DEFINITIONS
- “induction” initiation: a formal entry into an organization or position or office.
- “nepotism” means favoritism on the basis of family relationship or friendship.
- “candidate” means an applicant for a post
- “recruitment” means the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the municipality in achieving its objectives.
- “reference check” means the gathering of information about candidate’s past history from people with whom such candidate has been associated.
- “selection” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.
- All terminology not defined under clause 2 of this policy shall bear the same meaning as in the applicable legislation.

3. LEGAL FRAMEWORK
- The responsibility for the appointment of personnel other than those provided for in section 56 and 57 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA), rests with the Municipal Manager or his/her delegated assignee(s) in terms of section 55(1)(e) of the MSA.
- In terms of section 56 of the MSA, the municipal council after consultation with the municipal manager appoints a manager directly accountable to the municipal manager.
- Employment Equity Act (Act 55 of 1998)
- Basic Conditions of Employment Act 1997 (Act No 75 of 1997)
- This policy is subject applicable legislation

4. SCOPE AND APPLICATION
To ensure a fair and equitable employment process, this policy shall apply to all appointments made within the Breede Valley Municipality except that this policy will not apply to:
   i. appointments arising out of a procurement process;
   ii. students seeking practical training during and part of the course of their studies;
   iii. acting appointments or rotating portfolios to which staff is elected by popular voting;
   iv. appointments through governmental job creation projects like EPWP, CWP; and
   v. appointments of personnel in the office of any councillor except as provided for in paragraph 6.4.3 of this policy.

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

This policy is further based on the principles set out below. Human resources management in the Breede Valley Municipality must –

(a) be characterised by a high standard of professional ethics;
(b) promote the efficient, economic and effective utilisation of employees;
(c) be conducted in an accountable manner;
(d) be transparent;
(e) promote good human resource management and career development practices, to maximise human potential; and
(f) ensure that the Breede Valley Municipality’s administration is broadly representative of the South African people, with human resources management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

6. **POLICY CONTENT**

The responsibility for the appointment of personnel below the level of employees appointed in terms of section 56 and 57 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA) rests with the Municipal Manager or his delegated assignee(s) in terms of section 55(1)(e) of the MSA.

6.1 **Post Establishment**

The Breede Valley Municipality will maintain a record of all approved posts and shall monitor all appointments against posts according to the approved staff establishment.

The post structure is aligned with the Breede Valley municipal IDP and approved system of Tuned Assessment of Skills and Knowledge (TASK) as defined by the South African Local Government Bargaining Council.

The Breede Valley Municipal Council shall, unless it has issued delegations to any other authority, have an oversight role in the staff establishment of the Breede Valley Municipality. All requests for unfreezing of the posts below the level of employees appointed in terms of section 56 and 57 of the MSA must be approved by the Municipal Manager or his delegated authority.

6.2 **Recruitment – Refer to Annexure A for recruitment timeframe**

6.2.1 **Determining recruitment needs**

Prior to filling a post, the necessity for filling shall be assessed and motivated in writing by the Director/ Manager to the Municipal Manager or his delegate: Provided that the authority to fill vacancies can only be delegated to a Director.

6.2.2 **Validation of inherent requirements**

The inherent requirements of a job must reflect the needs of the Breede Valley Municipality and must be appropriate to achieve the service delivery interests of the Breede Valley Municipality.

Prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency/ job profile or job description are scrutinized as to relevance and applicability.

6.2.3 **Recruitment Advertisement**

The validated inherent job requirements and key performance areas shall form the basis for the advertisement/brief and all advertisements shall clearly state:
• The name and location of the Breede Valley Municipality.
• A statement that the Breede Valley Municipality subscribes to the principles of employment equity.
• The designation of the position that is advertised.
• The minimum requirements in terms of qualification, skills, expertise and other requirements for appointment.
• A summary of the key performance areas/primary duties of the position.
• A statement that the appointment will be permanent or for a fixed term, and the term (if applicable).
• A statement that the appointment will be subject to a probation period.
• In the case of the Municipal Manager and a manager directly accountable to the Municipal Manager, a statement that the continued employment of the successful candidate will be subject to the annual conclusion of a performance agreement with the Breede Valley Municipality.
• The name and contact details of the person to whom enquiries may be directed.
• A statement that canvassing will disqualify any candidate from being considered for appointment.
• An indication of the remuneration offered.
• The format and content of applications.
• The address where, and person to whom, applications must be delivered.
• The closing date for the submission of applications.
• A statement that applications received after the closing date will not be accepted or considered.
• A statement that if an applicant does not hear from the Breede Valley municipality within 30 days his/her application was unsuccessful.
• A statement that faxed applications will not be considered.

In order to save costs, newspaper advertisements may set out only the job name, title, brief job description, a website address and municipal contact details where additional and full details about the post can be obtained.

Vacancies must be advertised internally and or may at the same time be advertised externally, as set out below provided that external advertisements may only be published in a newspaper of record in terms of section 21(1) of the Municipal Systems Act, as follows:

<table>
<thead>
<tr>
<th>Nature of Post</th>
<th>Recruitment Target</th>
<th>Advertising Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary elementary positions</td>
<td>Internal and External</td>
<td>Local newspapers, municipal website, municipal notice boards and internal</td>
</tr>
<tr>
<td>Permanent elementary occupations.</td>
<td>Internal and External</td>
<td>Internal and on municipal notice boards</td>
</tr>
<tr>
<td>Post levels T1 –T5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry and middle level occupations.</td>
<td>Internal and External</td>
<td>Internally and local newspapers, municipal website, municipal notice boards</td>
</tr>
<tr>
<td>Post levels T6 – T9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management and professional Occupations</td>
<td>Internal and External</td>
<td>Internally, provincially and or national newspapers, municipal website, municipal notice boards</td>
</tr>
</tbody>
</table>
Notwithstanding the above, the municipal manager may decide to advertise a vacancy through any appropriate means if the post has been identified as scarce skills.

6.2.4 Unsolicited applications

Unsolicited applications received during the course of the Breede Valley Municipality’s operations will not be considered.

Nobody may promise or undertake to accept an unsolicited application for appointment and to submit it when a vacancy is advertised.

6.2.5 Head hunting

Head hunting will be applied with caution at all times, and it may be employed at any stage of the selection process, when the municipal manager is of the opinion that the assessed candidates are not suitable and/or do not meet the requirements of the employment equity plan.

Normally targeted persons will be provided with the copy of the recruitment advertisement and allowing them to apply of their own accord.

Any headhunting will be disclosed and recorded in writing as part of the recruitment process.

6.2.6 Application forms

The Manager HR must design and ensure that a sufficient supply of official application forms is available and accessible at all times. Except as provided for below, all applications must be submitted on an official application form. Any applicant or category of applicants, who has not been exempted from this requirement and did not complete the official application form, must do so before an interview.

Applicants applying for post at section 56 and 57 level, and post above T9 do not need to complete the official application form. These applicants must submit a full and detailed CV.

6.3 Selection

6.3.1 General Principles Governing Selection

Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the Breede Valley Municipality.

The central guiding principle for selection shall be competence in relation to the inherent requirements of the job provided that selection shall favour, as determined by the targets, suitably qualified applicants as defined in section 20(3) of the Employment Equity Act.

Unless formal or statutory qualifications are clearly justified as essential for the job, relevant experience/performance, training [internal/external] as reflected and measured through competencies, and potential for the prospective vacancy shall be an important criterion.

Canvassing or attempting to solicit the influence of any person who could substantially influence the selection process by job applicants, or any other person on behalf of job applicants, for posts within the Council’s service is prohibited and evidence thereof will disqualify the applicant’s application for consideration for appointment.

6.3.1.1 Nepotism

The basic criteria for the appointment and/or promotion of employees in the Breede Valley Municipality shall be appropriate qualifications and appropriate performance as set forth in the
policies of the Council.

Relationship by a family or marriage shall constitute neither an advantage nor a disadvantage.

Any poor performance or loss of productivity which is a direct result of conflict between two family members both employed in the organization can result in disciplinary action being implemented against both employees.

For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws of any of the foregoing.

6.3.2 Selection Process
The purpose of selection is to identify the most suitable candidates from all the persons who applied and to eliminate unsuitable candidates in the fairest way possible with due regard to the employment equity targets as set out in the Employment Equity Plan.

The Selection process will be conducted by a Selection Panel consisting of (depending and with due cognisance of the post) at least three persons of the following:

- The Municipal Manager or his/her delegated assignee(s)
- Directors or Managers of the Department where to post is to be filled; and
- Directors or Managers of other Departments
- Employees selected by the relevant manager provide that such person must be at least on level higher than the post so recruited.
- The Manager Human Resources or his/her delegated assignee(s)

No person below the post of manager will be the chairperson of the selection process. No power can be sub-delegated to an official below the level of manager to be the chairperson of the selection or recruitment process, except for persons acting as managers.

Labour Unions and councillors may attend the proceedings as observers only.

6.3.3 Compiling of master lists
After the closing date of an advertisement all the applications received for every specific position are captured in on the master list compiled by the Manager Human Resources. The master list must contain, in table form, the following particulars in respect of each candidate:

- the applicant's surname followed by her/his initials
- the applicant's gender;
- the applicant's race;
- the applicant's qualifications
- The applicant's experience relevant to the job description and job specification; and
- if applicable, the nature of the applicant's disability

The Manager Human Resources must submit the master list, together with the applications to the relevant Director or in the case of the appointment of a Municipal Manager or a manager directly accountable to the Municipal Manager, to the Executive Committee.

The Manager Human Resources must, during the compilation of the master list, take all reasonable steps to ensure that the list truthfully and accurately reflect the applicants information as obtained in his/her application. The Manager Human Resources must, take all reasonable steps and actions to establish the validity and accuracy of any certificates, diplomas and other information supplied by an applicant. If any candidate submitted or claimed that she/he had some or other certificate or
diploma, qualification or experience that is disproved, such information must be noted next to the name of the candidate in the master list.

The Manager Human Resources or his/her designated representative must indicate on the master list which candidates meet the requirements of the post.

6.3.4 Compiling short lists

Except for appointments that must be made by the Council, the shortlisting panel concerned must compile a short-list of suitable candidates for the position(s).

The short listing process will be conducted by a Shortlisting Panel consisting of the Manager Human Resources or his/her delegated assignee(s) and at least two other persons from amongst :(depending and with due cognisance of the post):

- The Municipal Manager or his/her delegated assignee(s)
- Directors and or Managers of the Department where to post is to be filled; and
- Directors or Managers of other Departments
- Employees selected by the relevant manager where to post is to be filled provide that such persons must be at least on level higher than the post so recruited.

No person below the post of manager will be the chairperson of the shortlisting panel.

Except for Manager Human Resources or his/her delegated assignee(s), all persons who form part of the shortlisting panel and who participate in a shortlisting, must be at a level higher than the post being shortlisted.

Shortlisting Panel must select from the master list, with due regard for the numerical goals set in the Breede Valley Municipality’s employment equity plan, not more than 5 (five) applicants who in their opinion would be the most suitable candidates to be subjected to the selection process.

Unions and councilors will have only observer status during the shortlisting process. The union’s role is to ensure that the process is fair and councilors will exercise their oversight role.

Unions shall be provided at their request reasonable access to applications received to verify the correctness of the master list information.

Short listing must be done in accordance with the following order of preference –

- Internal applicants
- Local applicants
- Provincial applicants
- National applicants

The Human Resources department must submit the particulars of the short listed candidates to the relevant Director for his/her approval.

6.3.5 Notification of short listed candidates of selection proceedings

The Manager Human Resources must notify every candidate whose name has been short listed of the venue, date and time and nature of the selection proceedings she/he must attend using the most reliable communications methods available.
6.3.6 Interviewing in respect of vacancies

Except for appointments that must be made by the Council, the interviewing process will be conducted by a Interviewing Panel consisting of the Manager Human Resources or his/her delegated assignee(s) and at least two other persons from amongst :( depending and with due cognisance of the post):

- The Municipal Manager or his/her delegated assignee(s)
- Directors and or Managers of the Department where to post is to be filled; and
- Directors or Managers of other Departments
- Employees selected by the relevant manager where to post is to be filled provide that such persons must be at least on level higher than the post so recruited.

The Municipal Manager or his/her designated representatives must attend and may participate in any interview for appointing an employee-

- on the first level below the level of Director;
- as manager directly accountable to her/him; and
- in her/his department/office

No person below the post of manager will be the chairperson of the interviewing panel.

Except for Manager Human Resources or his/her delegated assignee(s), all persons who form part of the interviewing panel and who participate in an interview, must be at a level higher than the post being interviewed.

Completed score sheets must be kept in safe storage for a period of at least eighteen (18) months after an appointment decision has been made.

Unions and councilors will have only observer status during the interview process. The union’s role is to ensure that the process is fair and councilors will exercise their oversight role.

6.3.7 Conducting proficiency tests

One or more relevant proficiency, psychometric and or competency tests may be required to be conducted before or after an interview is conducted. A proficiency, psychometric and or competency tests may only be required if the outcome thereof is relevant to the expected job standards that would be expected of the employee and it relates to the job description.

6.4 Appointment

The appointment of an applicant may take place only in accordance with the requirements of the post concerned and the merit of the applicant.

6.4.1 Appointment for a fixed term

A person appointed as –

- Municipal Manager,
- Manager directly accountable to the Municipal Manager.

The employment contract of a person appointed for a fixed term must include, subject to applicable labour legislation, details of –
the duties, remuneration, benefits and other terms and conditions of employment of the employer and employee;

- the term of employment for the municipal manager may not exceed a period ending two years after the election of the next council of the Breede Valley Municipality;

- include a provision for cancellation of the contract, in the case of non-compliance with the employment contract or the performance agreement;

- stipulate the terms of the contract and the terms of the renewal of the employment contract, but only by agreement between the parties; and

- reflect the values and principles referred to in Section 50, the Code of Conduct set out in Schedule 2, and the management standards and practices contained in section 51 of the Municipal Systems Act.

The annual performance agreement must be concluded within a reasonable time after a person has been appointed and, thereafter, on or before 31 July each year and must include-

- The performance objectives and targets that the incumbent must meet during the next financial year. Such performance objectives and targets must be practical, measurable and based on the key performance indicators set out in the Breede Valley Municipality's integrated development plan.

- The time frames within which those performance objectives and targets must be met;

- standards and procedures for evaluating performance;

- the intervals for evaluation; and

- the consequences of substandard performance.

- The annual performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed in terms of the Local Government: Municipal Finance Management Act, Act No 56 of 2003 must be made public no later than 14 days after the approval of the Breede Valley Municipality's service delivery and budget implementation plan as required by the abovementioned Act.

- Copies of such performance agreements must be submitted to the council and the MEC for local government in the province within thirty days after signing of the performance agreements.

6.4.2 Appointment of employees to posts in the temporary establishment

A person appointed to a temporary position –

- is appointed at the salary applicable to a comparable position on the permanent establishment;

- may not receive any housing and travelling benefits;

- may not become a member of a retirement fund or medical aid scheme to which the Breede Valley Municipality must contribute;

- earns leave in terms of the relevant collective agreement; and is subject to the attendance requirements, rules of conduct and grievance procedures in terms of the Breede Valley Municipality's conditions of service;

- May not be appointed for a period exceeding six (6) months and may not be appointed for a consecutive period of six (6) months.

6.4.3 Appointment of personnel in the office of any councillor

Only a full-time political office-bearer is entitled to one or more employees being assigned to her/him. Any position created with the sole purpose of providing administrative support to a councillor, is created in the department responsible for Strategic Support Services.

Any person employed in a post assigned to any Councillor must be appointed in terms of a written fixed term contract entered into with the Municipal Manager. The term of an appointment in terms of this paragraph expires automatically when the councilor to whom the employee had been
assigned, ceases to be a councilor, political office-bearer or a fulltime councilor of the Breede Valley Municipality, whichever event happens first.

6.4.4 **Appointment of replacement labour in the event of a strike**
The Municipal Manager may, after consultation with the relevant Directors and the Director Financial Services, employ replacement labour during a strike in terms of, and consistent with, section 76 of the Labour Relations Act 1995.

Every person appointed as replacement labour must receive a letter of appointment that complies with section 29 of the Basic Conditions of Employment Act 1997. The letter of appointment must clearly stipulate that:

- the appointment is only for the duration of the strike and that the services of the employee will terminate immediately when the regular employees of the Breede Valley Municipality return to work; and
- termination of any replacement labour employment shall not constitute a dismissal of the person concerned and that she/he shall not be entitled to any additional remuneration or compensation in respect of the completion of such period.
- The person’s employment with the Breede Valley Municipality will come to an automatic end on expiry of the term and such termination shall not be construed as a termination based on the Breede Valley Municipality’s operational requirements, nor as an unfair dismissal.
- Accordingly, reference in this paragraph to additional remuneration or compensation to which the person shall not be entitled, includes but is not limited to, severance pay, notice pay, retirement and medical aid fund benefits to which an employee may otherwise be entitled to in the event of a termination based on an employer’s operational requirements.

6.4.5 **Appointment to a permanent position**
The Manager HR or his/her designated representative must present every newly appointed employee with a letter of appointment on the day which she/he starts working or alternatively as soon as reasonably possible.

Whenever any of the details contained in such a letter change the Manager Human Resource or his/her designated representative must inform the employee in writing of such changes.

In the event of an employee that cannot read the relevant Director or his/her designated representative must explain the content of such letter and any amendment thereof to every such employee in a language that she/he understands.

6.4.5.1 **Probation**
Any permanent employee who is newly appointed must be appointed on probation for a maximum period of six months. The appointing authority must determine the period of probation at the time of making the appointment having regard for the inherent requirements of the position concerned. Any appointment on probation must also comply with the relevant legal prescripts of the Labour Relations Act, Act 66 of 1995 and any Code of Good Practice published in terms of the aforementioned Act.

The Director concerned or his/her designated representative must evaluate the progress and performance of an employee appointed on probation on a monthly basis according to such factors, objectives and criteria as may be prescribed in terms of the Breede Valley Municipality’s employee performance appraisal system.
6.4.5.2. Induction
On permanent appointments, the respective HR Manager or his/her designated representative will take full responsibility for induction:

- The new incumbent will be introduced to his / her immediate staff / colleagues by the HR Manager or his/her designated representative.
- The respective HR Manager or his/her designated representative shall ensure, in conjunction with the incumbent, that all appointment documentation has been completed and processed.
- The responsible HR Manager or his/her designated representative will arrange a tour / explanation for the new incumbent of the range of services.
- The HR Manager or his/her designated representative will explain and provide a copy of the job description relating to the new employee’s specific position / job function (line management is expected to conduct a full job orientation).
- The HR Manager or his/her designated representative will also explain and provide a copy of the Council’s Human Resources Policy and Procedure Manual.
- The Director or his/her designated representative is responsible for the induction of each employee in his/her department in order to familiarise the employee with the department in which he/she has been appointed.

6.5 Relocation of Newly Appointed Employees
The Breede Valley Municipality shall pay 100% of an employee’s cost (excluding VAT) of moving from another place to a place closer to her/his workplace on her/his appointment, including transit insurance, but excluding any packing and packaging cost, as indicated on the cheapest of the quotations, regardless of the quotation the employee accepts.

The employee must obtain three written quotations for the relocation of that employee’s household and appoint a removal company to relocate her/his household goods. The written quotations obtained by the employee must be attached to her/his claim for reimbursement.

The employee must reimburse the full amount of the subsidy to the Breede Valley Municipality if he/she for whatever reason terminates their employment with the Breede Valley Municipality within one year of their appointment.

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

7. IMPLEMENTATION AND MONITORING
This policy will be implemented and effective once consulted by the Local Labour Forum and approved by Council.

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

9. POLICY REVIEW
This policy will be reviewed annually and revised as necessary.

10. BUDGET AND RESOURCES
The financial and resource implication/s related to the implementation of this policy should be qualified and quantified.

11. ROLES AND RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Manager (subject to its delegations if any)</td>
<td>Approves the establishment and all appointments other than section 57 posts</td>
</tr>
<tr>
<td>Council</td>
<td>Develops the strategy and approves recommendations of the selection panels in respect of appointments on job levels relating to the Municipal Manager and Section 57 Employees</td>
</tr>
<tr>
<td>Line Director</td>
<td>Reviews the operational needs for advertising the positions and appoints in terms of authority and delegations by the Municipal Manager</td>
</tr>
<tr>
<td>Selection Panels</td>
<td>Short-lists, conducts interviews and make recommendations on suitability of candidates.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Custodian of recruitment selection, placement and induction processes of the BVM and quality assurance</td>
</tr>
<tr>
<td>Labour Representatives</td>
<td>Ensures transparency and openness in the selection processes</td>
</tr>
</tbody>
</table>

12. RECORD KEEPING

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

13. PENALTIES

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

14. DISPUTE RESOLUTION

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

15. AUTHORITY

Formulated by: PR ESAU Date: 17 July 2013
Consulted: LLF: Date: 30 October 2013

MM Approval: Date: 19 November 2013
MAYCO Approval: Date: 19 November 2013
# RECRUITMENT TIME FRAMES

The following times frames should serve as a guideline for turnaround on recruitments.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>RESPONSIBILITY</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>VACANCY</td>
<td>Line manager to motivate filling of post to municipal</td>
<td>Within 2 (two) weeks of occurrence of vacancy or as soon as reasonably possible</td>
</tr>
<tr>
<td></td>
<td>• through resignation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• dismissal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• retirement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• incapacity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• other</td>
<td></td>
</tr>
<tr>
<td>ADVERTISEMENT</td>
<td>Human Resources Department to place advertisements.</td>
<td>Advertisements are for 2 (two) weeks period.</td>
</tr>
<tr>
<td></td>
<td>• internal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• external</td>
<td></td>
</tr>
<tr>
<td>MASTER LIST</td>
<td>Human Resources Department to compile a master list of all applicants</td>
<td>Within 3 (three) days from the closing date of applications in terms of the advertisement</td>
</tr>
<tr>
<td>SCREENING</td>
<td>Recruitment Office</td>
<td>Within 5 (five) days from the closing date of applications in terms of the advertisement</td>
</tr>
<tr>
<td></td>
<td>• rejecting non complying applications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• filing complying application</td>
<td></td>
</tr>
<tr>
<td>SHORTLISTING</td>
<td>Short Listing Committee</td>
<td>Within a week from the closing date of applications in terms of the advertisement Notice of the shortlisting meeting except in exceptional cases, shall be send to the members of the Shortlisting Panel two days before the shortlisting meeting. Unions have the right o</td>
</tr>
<tr>
<td>INTERVIEW</td>
<td>Selection Panel</td>
<td>view the master list at the HR department two days before the shortlisting meeting.</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>APPROVAL</td>
<td>Municipal Manager authority or Council</td>
<td>Within a week after recommendations submitted by the Selection Panel.</td>
</tr>
<tr>
<td>APPOINTMENT</td>
<td>Line Director after approval by Municipal Manager or Council</td>
<td>Immediately after approval by delegated authority or Council.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average time frame from the date of advertisement to appointment is 5 (five) weeks.</td>
</tr>
</tbody>
</table>
The following flow chart should serve as a guideline on Employee Selection Procedures:

Non Section 57

Municipal Manager and Section 57

FLOW CHART: EMPLOYEE SELECTION PROCEDURES

Municipal Manager
Approval to fill a vacancy

Position description

Unadvertised positions promotions reserved

DEVELOPMENT SELECTION CRITERIA
- Job description
- Performance indicators
- Job profiling
- TASK outcome

Advertising

Response handling & Screening

SHORT LISTING COMMITTEE
- Short listing

SELECTION PANEL
Selection Decision
- Interview
- Additional “tests”
- Referees

Recommendations

COUNCIL OR MUNICIPAL MANAGER
Approval or rejection or appointments

Appointments

Re-advertise

SELECTION PANEL
Selection Decision
- Interview
- Seminar presentation
- Referees / assessors

Recommendations
ANNEXURE C

Guidelines about Conducting Interviews

1. The Chairman will welcome the candidate, thank the candidate for attending and introduce the candidate to the members of the panel and the union and councilor observers.

2. The Chairman will inform the candidate regarding the interview format, and mention the opportunity for questions about his application at the conclusion of the interview.

3. The Chairman and the Panel members will ask all the candidates the same questions in order to gain as much information about the candidates as possible. The topics which must be covered in questioning will include but not limited to: interpersonal questions and technical job related questions.

4. Panel members will ask interview questions as pre-determined. HR will be responsible to compile the interpersonal questions and the relevant managers will compile the technical questions. All technical questions shall be submitted to the HR department at least 24 hours before the interviews so that HR can consolidate the interpersonal as well as the technical questions into one document.

5. Where a presentation on research or seminar is made by the candidate’s questions relating to the presentation of the research or seminar should be asked to determine suitability of candidates to the job.

6. All the responses by the candidate should be recorded.

7. Candidates must be advised about any special conditions (leave period, overtime, transfers, and locations) that are applicable to the post. Candidates must be asked if they are comfortable with and can meet special conditions presented to them regarding the post.

8. After the interview is completed strictly within the timeframe provided the Chairman will thank the candidate and with one of the panel members, escort out him out.