

CENTRAL KAROO DISTRICT MUNICIPALITY
RECRUITMENT AND SELECTION / EMPLOYMENT PRACTICE
POLICY

Approved Date:	
Consultation Processes Followed:	<p>Review Date: Discussed with SALGA, Council, Management and Labour on 21 August 2013. E-mailed to Management and Labour on 2 September 2013 for comments./Labour Forum 10 September 2013/Mayoral Committee 26 September 2013 referred to HR Committee / Labour Forum 28 November 2013 /</p> <p>Letter to unions 17 February 2014 / Labour Forum 12 March 2014 / LF 25 March 2014 / HR Com 10.6.2014/ HR Com 19 June 2014 / HR Committee 16 July 2014 / HR Committee 19 August 2014 / HR 14 October 2014 /</p> <p>reviewed 2015.02.09 / HR Committee 12.3.2015 / GR 28.5.2015 / referred to HR Chair on 3.7.2015 and asked for date to workshop./ HR16.7.2015 / GR31.8.2015 /</p> <p>Mayoral Committee meeting of 22 March 2016 – decision that Policy be approved at next Council Meeting</p> <p>New Council - HR Meeting 15.9.2016 (recommended for approval)</p> <p>APPROVED – SPECIAL COUNCIL MEETING 27 OCTOBER 2016 REVIEWED – COUNCIL MEETING 25 MAY 2017</p>

Notwithstanding the review date herein, this policy shall remain effective until such time approved otherwise by Council and may be reviewed on an earlier date if necessary.

Why Have a Policy?

This policy is intended to create a framework for decision-making in respect of employment practice/s in the Municipality. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the Municipality.

THE POLICY

1. PREAMBLE

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

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

2. DEFINITIONS

- **“induction”** a formal entry into an organization or position or office. Normally conducted by means of a one day workshop where the newly appointed staff member are familiarised with the Municipality’s policies, procedures and processes.
- **“nepotism”** means favouritism 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 rests with the Municipal Manager in terms of section 55(1)(e) and 66 (1) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).
- Employment Equity Act (Act 55 of 1998)
- Basic Conditions of Employment Act 1997 (Act No 75 of 1997)
- Labour Relations Act, (Act 66 of 1995)

4. SCOPE AND APPLICATION

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

5. OBJECTIVES OF POLICY

The Municipality 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 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.

The CKDM also have a strategic objective supportive of recruiting and selecting suitable staff to populate the organisational structure so as to ensure the

attainment of Council's strategic objectives of the IDP, to deliver on the local government mandate as contained in the Constitution and the relevant legislation, deliver on basic services, undertake the development function particularly with regard to the poor and ensure the financial sustainability of the CKDM.

This policy is further based on the principles set out below.

Human Resources Management in the 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 resources management and career development practices, to maximise human potential; and
- (f) ensure that the Municipality's administration is broadly representative of the South African people, with human resources management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

6. POLICY CONTENT

The responsibility for the appointment of personnel rests with the Municipal Manager in terms of section 55(1)(e) and 66(b)(3) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

6.1 Post Establishment

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

The post structure is aligned with the Municipal IDP and approved system of job evaluation (TASK) as defined by the South African Local Government Bargaining Council.

The Municipal Council shall, unless it has issued delegations to any other authority, have an oversight role in the staff establishment of the Municipality. Therefore, all requests for new positions and/ or unfreezing of the posts must be approved by the Municipal Manager.

6.2 Recruitment – Refer Annexure A

6.2.1 Determining recruitment needs

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

6.2.2 Validation of inherent requirements

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

Prior to the recruitment process commencing the Departmental Head will review the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency/job profile or job as to relevance and applicability. Changes to the content of the job description are made if needed.

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 Municipality.
- A statement that the 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).
- 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 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 Municipality within 30 days after the closing date his/her application was unsuccessful.
- No E-mail and faxed applications will be considered.
- Vacancies must be advertised internally for seven days and if insufficient response/applications received shall be advertised externally.
- In certain circumstances, and upon motivation by the Senior Manager of a department, vacancies may be advertised internally and externally at the same time.
- A Statement that applications without the relevant certified proof of qualifications etc. will not be accepted.

- External advertisements may only be published in a newspaper of record in terms of section 21(1) of the Municipal Systems Act, as follows:

Nature of Post	Advertising Medium
Temporary elementary positions	Unemployment list of B-Municipalities
Permanent elementary occupations	Internally or externally if no temporary employees employed at the time.
Entry and middle level occupations	Internally and local newspapers
Senior management and professional Occupations	Internally, provincial and national newspapers

- The advertisement must be written in a general neutral language. (No mentioning of gender, colour, etc.)
- The advertisement document must be communicated to the union representatives for transparency. If the unions do not respond within 5 days of receipt, the Manager Human Resources can continue with advertising.
- To minimise advertising cost a shortened advertisement will be placed in newspapers for post levels 14 and higher. The complete advertisement will be put on the website. *(HR20.2.2017)*
- When advertisements are only placed in the Courier it will be placed in full. *(HR20.2.2017)*

6.2.4 Unsolicited applications

Unsolicited applications received during the course of the Municipality's operations must be returned forthwith to the applicant stating that the Municipality did not have any vacancies at the time when the application was submitted and that should any vacancy arise, the Municipality would advertise such vacancy. No councillor or staff member 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 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 or when the position in question is determined as a scarce skill or the post require specialised knowledge which is not readily and freely available in the municipal sector.

Normally targeted persons will be provided with the copy of the recruitment advertisement and allowing them to apply of their own accord, unless otherwise the selection panel so decide.

6.2.6 Application forms

The Manager Human Resources must design and ensure that a sufficient supply of official application forms is available and accessible at all times. Unless specifically allowed in a particular case, 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.

6.3 Selection Process – Refer Annexure B

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 Municipality. The CKDM must ensure that the candidates have the relevant competency to perform the functions of the job for which they have applied. This is key in the ability of the CKDM to efficiently, effectively and economically deliver services and to fulfil its developmental role.

The National requirements (MFMA Act) must be adhered to when appointing the Municipal Manager, senior managers and those officials exercising functions in finance and procurement.

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.

The CKDM will take into account categories of persons who were disadvantaged by unfair discrimination in the past, but not at the expense of the competencies needed for the specific job.

Canvassing, i.e. 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 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 severe 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.

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

- The Head of Department or his delegated assignee(s)
- Representative of department nominated by the MM
- Employment Equity Officer
- The Human Resources Manager and Labour Union Chairmans attend as observers – who must ensure that the process and procedure followed is fair and transparent towards all candidates and that panellist act fairly and just towards candidates

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 and 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 departmental head 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 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.

6.3.4 Compiling short lists

A shortlisting panel, consisting of the Head of Department or his delegated assignee(s), the Manager of Department/Section, the Employment Equity Officer, Manager Human Resources and the Labour Union Chairmen whom shall attend as observers or the Executive Committee, as the case may be, must select from the master list, and with due regard for the numerical goals set in the Municipality employment equity plan not more than 7 applicants who in her/his opinion would be the most suitable candidates to be subjected to the selection process.

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

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

The relevant departmental head or the Executive Committee, as the case may be, must submit the particulars of the short listed candidates to the Manager Human Resources.

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 – refer Annexure C

Except for appointments that must be made by the Council, the selection panel must conduct interviews for all positions and make a recommendation for appointment to the Municipal Manager who shall sign off the recommendation as the appointing authority.

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

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

The use of cellphones, laptops, i-pads, notepads, etc. will not be allowed by candidates or the interview panel during the interviewing process.

6.3.7 Conducting proficiency tests

One or more relevant proficiency tests (e.g. typing tests, operating a grader etc.) may be required to be conducted before or after an interview is conducted. A proficiency test 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 Appointments

The selection panel shall discuss and reach consensus on the final method of selection, i. e. whether the interview score or a combination of the score and any assessment will be determinative of the eventual selection of a candidate for appointment. Completed score sheets must be kept in safe storage at the Human Resources Division for a period of at least six months after an appointment decision has been made.

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 may be appointed on contract. 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, which terms may not exceed a period ending two years after the election of the next council of the Municipality, provided that the term of any person appointed to work directly under the supervision and command of a political office-bearer or other councillor must expire if that office-bearer ceases to hold that office;
- 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 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 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

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 an approved post on the permanent establishment (excluding Road Workers who will be paid in accordance with fees established by Council with regard to specific projects);
- may not receive any housing and travelling benefits;
- may not become a member of a retirement fund or medical aid scheme to which the 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 Municipality's conditions of service;
- may not be appointed for a period exceeding six (6) months and for more than two consecutive periods of six (6) months.
- The Municipal Manager or his delegate will, in consultation with the administrative functionary of the concerned B-Municipality, make appointments in accordance with the official unemployment list.

6.4.3 Appointment of personnel in the office of any fulltime councillor

Only a full-time political office-bearer is entitled to an employee 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 corporate 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 councillor to whom the employee had been assigned, ceases to be a councillor, political office-bearer or a fulltime councillor of the Municipality, whichever event happens first. In such a case the affected Councillor will form part of the Appointment Committee.

6.4.4 Appointment of replacement labour in the event of a strike

The Municipal Manager may, after consultation with the relevant departmental heads and the Senior Manager 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 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 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 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 Human Resources must present every newly appointed employee with a letter of appointment, signed by the Municipal Manager, by not later than the day on which she/he starts working in terms of section 29 of the Basic Conditions of Employment Act 1997.

Whenever any of the details contained in such a letter change the Senior Manager Corporate Services must consult with the employee. Changes may only be done with the consent of the employee. These changes should be in writing.

In the event of an employee that cannot read the relevant departmental head 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. 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 departmental head concerned 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 Municipality's employee performance appraisal system.

6.4.5.2 Induction

On permanent appointments, the respective HR Manager will take full responsibility for induction:

- The new incumbent will be introduced to his / her immediate staff / colleagues by the HR Manager.
- The respective HR Manager shall ensure, in conjunction with the incumbent, that all appointment documentation has been completed and processed.
- The HR Manager will arrange a tour / explanation for the new incumbent of the range of services.
- The HR Manager 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 will also explain and provide a copy of the Councils Human Resources Policy and Procedure Manual.
- The Head of Department 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 Municipality shall pay 75% 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 three 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 Municipality if her/his employment with the Municipality is terminated for whatever reason within one year after the subsidy had been paid. If her/his employment with the Municipality is terminated for whatever reason after completion of one year, but before two years have been completed, the employee must reimburse the Municipality for 75% of the subsidy.

6.5 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 with the LLF 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 should 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

Role	Responsibility
Municipal Manager (subject to its delegations if any)	Recruitment and selection of staff in accordance with Section 55(e) of the Systems Act other than staff referred to in Section 56(a), subject to the Employment Equity Act and subject to the policy directions of council. Approves the establishment and all appointments other than section 57 posts
Council	Appointing of the Municipal Manager in accordance with Section 82 of the Structures Act as well as appointing those officials who are directly accountable to the Municipal Manager. 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.
Line Senior Manager	Reviews the operational needs for advertising the positions and appoints in terms of authority and delegations by the Municipal Manager
Selection Panels	Short-lists, conducts interviews and make final recommendations on suitability of candidates.
Human Resources	Custodian of recruitment selection, placement and induction processes of the Municipality and quality assurance
Union Representatives	Ensures transparency and openness in the selection processes

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

Council Approval Date: 27 OCTOBER 2016

Gvz/2016-09-27

ANNEXURE A

RECRUITMENT TIME FRAMES

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

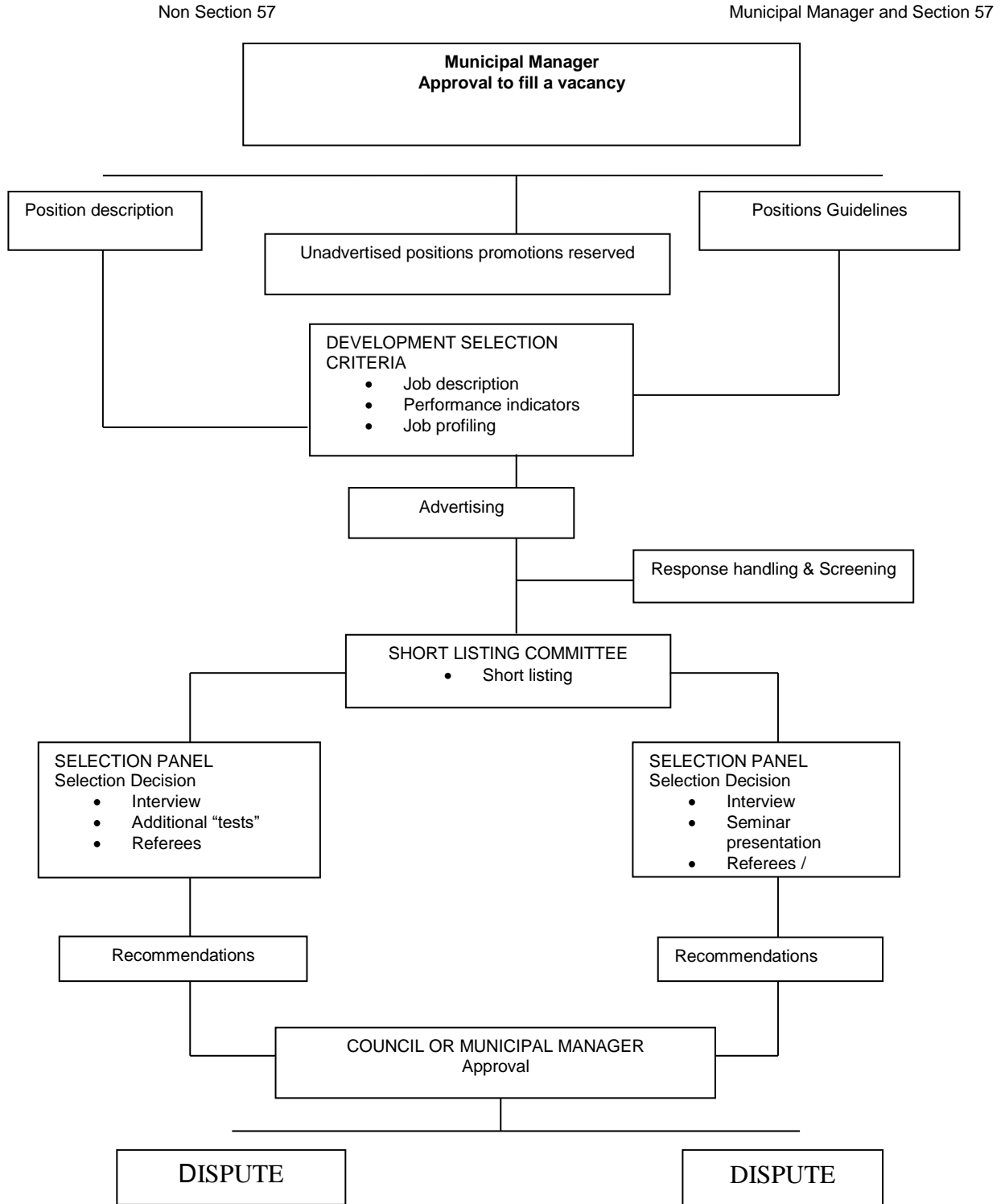
ACTIVITY	RESPONSIBILITY	TIME
VACANCY <ul style="list-style-type: none"> • through resignation • dismissal • retirement • incapacity • other 	Line Manager to motivate filling of post to MUNICIPAL MANAGER	Within 2 (two) weeks of occurrence of vacancy or as soon as reasonably possible
ADVERTISEMENT <ul style="list-style-type: none"> • internal • external 	Senior Manager: Corporate Services or Human Resources Department on referral by Senior Manager: Corporate Services to request job profiles and place advertisements	Advertisements are for 2 (two) weeks period with a grace of an additional 3 (three) days for posted applications
SCREENING <ul style="list-style-type: none"> • rejecting non complying applications • filing complying application 	Recruitment Office	Within 3 (three) days from the closing date of applications in terms of the advertisement
SHORTLISTING	Short Listing Committee	Within a week from the closing date of applications in terms of the advertisement
INTERVIEW	Selection Panel	Within a week from the final short listing
APPROVAL	Municipal Manager authority or Council	Within a week after recommendations submitted by the Selection Panel
APPOINTMENT	Line Senior Manager after approval by Municipal Manager or Council	Immediately after approval by delegated authority or Council
		Average time frame from the date of advertisement to appointment is 5 (five) weeks



Same Week

FLOW CHART: EMPLOYEE SELECTION PROCEDURES

The following flow chart should serve as a guideline on Employee Selection Procedures:



Guidelines about Conducting Interviews

1. Before start of interviews the Chairman will instruct that the use of cellphones, laptops, i-pads, notepads, etc. will not be allowed by candidates or the interview panel during the interviewing process.
2. The Chairman will welcome the candidate, thank the candidate for attending and introduce the candidate to the members of the panel.
3. The Chairman will inform the candidate regarding the interview format, and mention the opportunity for questions at the conclusion of the interview.
4. The Chairman will confirm that the candidate has read the position description.
5. The Chairman will provide some brief scene setting about the organisational structure and how the position fits.
6. The Head of Department will outline the duties of the post concerned and will invite the candidate to ask questions. The panel will give as much information as possible.
7. The Chairman and the Panel members will ask the candidate questions in order to gain as much information about the candidate as possible. The topics which must be covered in questioning will include but not limited to: personal qualifications, experience, work history, personal achievements, social activities, and any special circumstances applicable to the candidate.
8. Panel members will ask interview questions as pre-determined. 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.
9. All the responses by the candidate should be recorded.
10. Each member of the panel must make individual assessments prior to discussion with candidates.
11. 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.
12. The candidate will be invited to see the Human Resources official afterwards for a fuller explanation of the conditions, if the candidate so wishes.
13. After the candidate has asked questions regarding the post and the work environment and answers provided by the panel, the Chairman should advise the candidates on the next step in the selection process and timing for decision making.
14. After the interview is completed, strictly within the timeframe provided, the Chairman will thank the candidate and with one of the panel members, escort him/her out.

/gvz/2016-08-30