



**CAPE WINELANDS DISTRICT**  
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## **REVIEWED RECRUITMENT AND SELECTION POLICY**

**POLICY ADOPTED BY COUNCIL ON 25 NOVEMBER 2010  
AT ITEM C.14.7**

# REVIEWED RECRUITMENT & SELECTION POLICY

## TABLE OF CONTENTS

<u>CONTENTS</u>	<u>PAGE</u>
1. Purpose of policy .....	2
2. Application of the policy .....	2
3. Definitions .....	2 – 3
4. Recruitment process .....	
4.1 General principles .....	3 – 4
4.2 Requisition and authorization for filling of a vacant post .....	4
5. Recruitment administration .....	5 – 7
6. Recruitment sources .....	
6.1 Internal sources .....	7
6.2 External sources .....	8
7. Appointing authority .....	8
8. Employment tests, selection and assessment methodology .....	8 – 9
9. Employment of family members of employees .....	
9.1 Objectives .....	9
9.2 Principles .....	9
9.3 Procedure .....	10
10. Appointment of Section 57 employees .....	10 – 11
11. Feedback to candidates .....	11
12. Dispute resolution .....	11

## **1. PURPOSE OF POLICY**

- 1.1 To apply consistent, transparent, procedurally and substantively fair recruitment and selection procedures;
- 1.2 To give effect to fair recruitment and selection processes;
- 1.3 To ensure that the recruitment process is objective and complies with the Employment Equity Act and other relevant legislations;
- 1.4 To provide an effective system to be used by line management and the Directorate: Human Resource Management in filling vacant positions;
- 1.5 To provide guidelines for the systematic process through which line managers can request the approval and filling of vacancies;
- 1.6 To ensure that all candidates are selected objectively and on merit;
- 1.7 To attract and retain the interests of suitable qualified candidates and to project a positive image of the municipality to outsiders.

## **2. APPLICATION OF THE POLICY**

- 2.1 This policy is applicable and binding to both the Municipality and all candidates and shall become operative on the date on which it is approved by the Council.

## **3. DEFINITIONS**

In this policy, unless the context indicates otherwise:

- 3.1 **"Candidate"** means an applicant for a post;
- 3.2 **"Council"** means the a category C municipality envisaged in section 155 (1) of the Constitution of the Republic of South Africa;
- 3.3 **"Municipality"** means the Cape Winelands District Municipality;
- 3.4 **"Recruitment"** means the activities undertaken by the Directorate: Human Resource Management in order to attract sufficient candidates who have the necessary potential, compliances and traits to fill job needs and to assist the municipality in achieving its objectives;
- 3.5 **"Reference Check"** means the gathering of information about candidates past history from people with whom such candidate has been associated;

- 3.6 **"Selection"** means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job;
- 3.7 **"Suitably Qualifying Candidate"** means a person suitably qualified for a job as the result of any one of, or any combination of that person's formal qualifications, prior learning, prior experience, or capacity to acquire, within a reasonable time, the ability to do the job.

#### **4. RECRUITMENT PROCESS**

##### **4.1 General Principles**

- 4.1.1 The recruitment of candidates shall be undertaken by Council and recruitment shall be done only in the event of vacant post(s) existing in the Municipality's approved staff establishment (organogram);
- 4.1.2 A candidate who canvasses support with a view to be recruited in the service of the Municipality shall be disqualified for such recruitment;
- 4.1.3 The Municipality encourages the policy of open recruitment of individuals to positions on the basis of qualifications and suitability and with due regards to the provisions of pertinent employment legislation;
- 4.1.4 The Municipality is determined to fill vacant position(s) with the suitable qualifying candidates;
- 4.1.5 Vacancies that arise as a direct result of the introduction of a special project to be undertaken by the Municipality shall be filled in consultation with the unions in a manner determined by Council and the recruitment for such vacancies shall not necessarily be subjected to this Policy;
- 4.1.6 In all recruitment and selection processes of the CWDM the Employment Equity Act, 1998 (Act No 55 of 1998) shall be complied with, unless formal or statutory qualifications are clearly justified;
- 4.1.7 Cape Winelands District Municipality employment equity targets shall be complied with at all times, unless operational requirements determine otherwise;
- 4.1.8 This Policy shall not be strictly observed in offering practical work to Students or Internships as this is not regarded as employment, but the Municipal Manager will make the determination, from time to time, depending on the operational requirements of the Municipality;

- 4.1.9 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;
- 4.1.10 Recruitment and Selection processes of Cape Winelands District Municipality shall observe all relevant legislative arrangements and Regulations thereof, where applicable;
- 4.1.11 Where EE Plan agreement has expired, this policy shall apply as if it is in force, up until the new EE Plan is in place.

#### **4.2 Requisition and authorization for filling of a vacant post**

- 4.2.1 The Head of Department shall, *inter alia*, evaluate the continued need of the vacant post;
- 4.2.2 The Head of Department, through the normal process, shall also apply his/her mind as to whether the vacant post cannot be merged with another post or abolished;
- 4.2.3 Upon establishing facts about the need for filling a vacant post as is, the Head of Department shall solicit authorization of filling for a vacant post from the Municipal Manager or his/her designee;
- 4.2.4 An approval for the filling of a vacant post shall be forwarded to the Directorate: Human Resource Management for implementation;
- 4.2.5 Prior to proceeding with the filling of a vacant post, the Directorate: Human Resource Management shall verify the following about a vacant post:
  - 4.2.5.1 Staff establishment
  - 4.2.5.2 Funding for the post
  - 4.2.5.3 Nature of the post
  - 4.2.5.4 Applicable terms of employment
  - 4.2.5.5 Nature of pay

## **5. RECRUITMENT ADMINISTRATION**

- 5.1 The Directorate: Human Resources Management shall be responsible for administering the recruitment and selection process in that it shall, amongst other things:**
  - 5.1.1 Provide assistance in defining job specifications for vacant positions;**
  - 5.1.2 Process departmental recommendations for the filling of a vacant position;**
  - 5.1.3 Prepare all advertisements for the position to be filled;**
  - 5.1.4 Convene the Selection Panel meetings.**
- 5.2 The Municipal Manager shall determine from time to time which post(s) should be advertised internally or externally, taking into account operational requirements;**
- 5.3 Where a post has been advertised internally with only one internal candidate who meets the minimum requirements for the post, the Municipal Manager may either decide that the candidate be appointed or be interviewed;**
- 5.4 If there is no suitably qualified candidate found after a vacant post has been advertised internally and/or externally, the post shall be re-advertised;**
- 5.5 For the purposes of advertising externally, both provincial and local media designated by the Municipal Manager shall be used, unless otherwise determined;**
- 5.6 Notice boards of various work stations shall be used for placement of all job advertisements;**
- 5.7 Records of the entire selection process shall be maintained at all times;**
- 5.8 All parties to the recruitment and selection process will uphold the strictest confidentiality in respect of the whole process and any outcomes of the process shall only be declared by the Directorate: Human Resource Management upon the Municipal Manager's approval of the appointment;**
- 5.9 Procedure for applying for an advertised vacant post**
  - 5.9.1 Enquiries about any advertised post shall be directed to the Directorate: Human Resource Management;**
  - 5.9.2 All applications shall be received by the Directorate: Human Resource Management;**

- 5.9.3 Only applications, accompanied by certified true copies of original qualification certificates (i.e. degrees, diplomas, certificates, school certificates, etc), as well as required driver's licenses, Professional Driver's Permits and registration certificates from professional bodies, where applicable shall be accepted from applicants;
  - 5.9.4 All applications received shall be stamped with a date stamp and captured in the master list of applicants by the Directorate: Human Resource Management;
  - 5.9.5 The Municipality shall not be held liable for the custody of application documents submitted by applicants except as official municipal records.
- 5.10 Pre-Screening
- 5.10.1 The master list of applicants shall be used as a baseline for pre-screening of suitable qualified candidates;
  - 5.10.2 Applications of all applicants on the master list will be pre-screened by a representative from the Directorate: Human Resource Management, together with officials nominated by Head of Department where the vacant post(s) exist;
  - 5.10.3 The purpose of pre-screening is to ensure that applications of candidates adhere to the Policy requirement that it must be accompanied by certified true copies of original qualification certificates (i.e. degrees, diplomas, certificates, school certificates, etc), as well as required driver's licenses, Professional Driver's Permits and registration certificates from professional bodies, where applicable;
  - 5.10.4 Only applicants whose applications adhere to the requirements of Clause 5.10.3 of the Policy will be included in the shortlisting schedule;
  - 5.10.5 Internal candidates who are prescreened out will be brought the short listing panel.
- 5.11 Shortlisting and interviewing of candidates
- 5.11.1 Shortlisting of candidates shall be made by a Selection Panel;
  - 5.11.2 The Selection Panel shall be established on an *ad hoc* basis;

5.1 i.3 The Selection Panel will at least consist of:

1 x Municipal Manager or his/her delegate  
1 x Manager of the Department /Directorate/Division concerned  
1 x Representative from the HRM Directorate  
Labour representative as observers

5.11.4 The master list of applicants and a copy of the advertisement shall be presented to the Selection Panel by the Directorate: Human Resource Management;

5.11.5 The Selection Panel shall select not less than three (3) or not more than six (6) applicants for shortlisting per post;

5.11.6 Notwithstanding Clause 5.11.5 when there is only one applicant meeting the requirements of the post, such applicant shall be shortlisted and interviewed provided that the post has been advertised at least once externally, in the case of external applicant(s);

5.11.7 Reasonable notice shall be given reasonable notice, unless operational requirements dictate otherwise.

## 6. RECRUITMENT SOURCES

The Municipality may utilize the following sources in its recruitment process:

### 6.1 Internal Sources

6.1.1 **Skills inventories:** If the employee shortage is for higher level employees, a skills inventory system may be used to search for appropriate candidates. A skills inventory is simply a record system listing employees with specific skills;

6.1.2 **Job posting (advertisement):** Vacancies within the municipality are placed on notice boards or in information bulletins. Details of the job are provided and employees may apply;

6.1.3 **Inside moonlighting:** In the case of a short-term need which does not involve a great deal of additional work, the Municipality could offer to pay incentives of various types (e.g. acting allowances).



## **6.2 External Sources**

- 6.2.1 **Referral:** This is a word-of-mouth technique in which present employees refer candidates from outside the Municipality. This is an inexpensive technique which is effective in finding candidates with specific skills quickly;
- 6.2.2 **Professional bodies:** Accounting, engineering and scientific institutes look after the interests of their members by allowing advertisements in their publications. Opportunities for networking are also afforded through conventions;
- 6.2.3 **Head-hunting:** Persons are approached personally with an offer to fill a vacancy, especially in scarce/critical skills areas. Headhunting may be applied at any time where the filling of a post is required without delay, or when the normal recruitment and selection processes have been exhausted with no satisfaction, provided that minimum requirements are complied with;
- 6.2.4 **Educational Institutions:** Schools, colleges and universities provide grass-roots level opportunities for the Municipality to pick the "best of the crop".

## **7. APPOINTING AUTHORITY**

- 7.1 The responsibility for the appointment of personnel rests with the Municipal Manager of the Employer or his/her delegated assignee(s) in terms of section 55(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000);
- 7.2 Only the Municipal Manager may deviate from the prescriptions of this policy, as an appointing authority.

## **8. EMPLOYMENT TESTS, SELECTION AND ASSESSMENT METHODOLOGY**

- 8.1 In the process of selecting a suitable candidate for a vacancy the Selection Panel may require the selected candidate(s) to undergo one and/or more of the following employment tests:
  - 8.1.1 Intelligence Test
  - 8.1.2 Aptitude Test
  - 8.1.3 Personality Test
  - 8.1.4 Interest test
  - 8.1.5 Psychological test
  - 8.1.6 Medical test

- 8.2 No candidate shall be subjected to undergo any of the employment test mentioned in clause 8.1, above, unless it can be demonstrated that such a test is permitted or required by legislation and/or that such test is justifiable in the light of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of the job.

## **9. EMPLOYMENT OF FAMILY MEMBERS OF EMPLOYEES**

### **9.1 Objectives**

- 9.1.1 To establish a consistent set of guidelines by which recruitment decisions can be made in terms of employment of immediate family members of current employees;
- 9.1.2 To ensure that immediate family members are not employed where the decisions made in performing their duties can impact on the performance or material well-being of the other family members;
- 9.1.3 To ensure that no nepotism and/or favoritism is practiced in selection decisions.

### **9.2 Principles**

- 9.2.1 With reference to 9.1.2 above, employment of immediate family members of current employees is not acceptable. An immediate family member is considered to be a mother, father, husband, wife, child, brother, sister or any of the preceding as a family member by marriage ("in-law");
- 9.2.2 Only the Selection Panel can recommend the appointment of family members of current employees in positions where they can be directly influenced by the decision of another family member;
- 9.2.3 Any municipal functionary shall excuse himself/herself from a recruitment and selection process where his/her family member is involved.

### **9.3 Procedure**

- 9.3.1 The Directorate: Human Resource Management shall always ensure that the correct recruitment and selection procedure is followed;
- 9.3.2 In the situation where a family member applies for a vacant position, the Directorate: Human Resources Management must point out the content of this Policy to the parties involved, provided that the Directorate: Human Resources Management was aware of such a candidate;
- 9.3.3 The Recruitment and Selection Committee can recommend the appointment of family members;
- 9.3.4 The Directorate: Human Resources Management must be informed of all engagements of immediate family members indicating relationships, positions appointed to, names and the positions of already employed family members;
- 9.3.5 Line managers should be aware of family relationships when transferring employees (where applicable) and should bear the requirements of this Policy in mind.

## **10. APPOINTMENT OF SECTION 57 EMPLOYEES**

- 10.1 On the appointment of the Municipal Manager, the Executive Mayor shall:
  - 10.1.1 Determine a shortlist for appointment of a Municipal Manager
  - 10.1.2 Interview candidates
  - 10.1.3 Make recommendations to the Council on a preferred candidate
  - 10.1.4 Sign the contract of employment on behalf of the Municipality
- 10.2 On the appointment of the managers directly accountable to the Municipal Manager, the Executive Mayor in consultation with the Municipal Manager shall:
  - 10.2.1 Determine a shortlist of candidates for the appointment in positions that are directly accountable to the Municipal Manager
  - 10.2.2 Interview candidates
  - 10.2.3 Make recommendations to Council on the preferred candidate
- 10.3 The Municipal Manager shall sign the contracts of employment of managers directly accountable to the Municipal Manager on behalf of the Municipality;

- 10.4 The Executive Mayor in consultation with the Deputy Executive Mayor shall determine the conditions of service and the terms of employment contracts of the Municipal Manager and those staff directly accountable to the Municipal Manager, subject to applicable legislations and regulations;
- 10.5 The Executive Mayor in consultation with the Deputy Executive Mayor shall exercise all rights and duties of the Council and take all decisions regarding privileges, rights and duties of the Municipal Manager and those members of staff directly accountable to the Municipal Manager, in terms of their respective rights;
- 10.6 The appointment of the Municipal Manager and staff directly accountable to the Municipal Manager shall from time to time be subjected to Council's Systems of Delegations and applicable legislation.

## **11. FEEDBACK TO CANDIDATES**

- 11.1 The Directorate: Human Resource Management will on request, provide feedback to unsuccessful candidates for career development purposes;
- 11.2 When specifically requested, applicants for advertised posts will be informed in writing of the outcome of the selection process in regard to their application;
- 11.3 The Directorate: Human Resource Management informs the successful candidates and makes a verbal employment offer (remuneration, benefits, commencement date);
- 11.4 All persons appointed to the Municipality accept the appointment by way of signing the employment contract prior to commencement of duties;
- 11.5 The Directorate: Human Resource Management informs the unsuccessful short-listed candidates.

## **12. DISPUTE RESOLUTION**

- 12.1 Any dispute relating to both the interpretation and implementation thereof of this Policy shall be dealt with in accordance with the dispute resolution machinery provided for in terms of Bargaining Council Dispute Resolution, relevant labour relations dispensation and / or any applicable legislation.

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