

1. RECRUITMENT, SELECTION AND RETENTION POLICY

OBJECTIVE

The objective of this policy is to ensure that the candidate who best meets the selection criteria is appointed.

POLICY

- (1) Municipality recruitment, selection and retention processes will fundamentally be about matching human capital to the strategic and operational needs of the organisation and ensuring the full-utilisation and continued development of these resources;
- (2) The Municipality aims to attract, obtain and retain people with the required competencies (knowledge, skills and attributes) within the organisation;
- (3) In addition, this policy aims to ensure that a continuous supply of high calibre employees is available to meet the Municipality's immediate and future human resource needs; and
- (4) This policy is also attuned to establishing a positive image of the Municipality and positioning it as the employer of choice within the development sector.
- (5) The Municipality will adhere to the relevant employment laws e.g. Basic Conditions of Employment Act, Employment Equity Act, Labour Relations Acts, National Qualifications Framework and the Skill development Act.
- (6) The Municipality will not discriminate on the basis of age, religion, culture, race, gender or sexual orientation.
- (7) The Municipality will at times adopt a professional, non-discriminatory, open and fair approach to recruitment subject to its Employment Equity Obligations and its stated Affirmative Action Policy.

Municipality will continuously create an environment that permits equal opportunity for all entering the organisation, and for further advancement within the organisation.

Aggressive targets will be set for hiring and retaining those employees that are the prime beneficiaries of this policy. The Municipality will appoint people with potential at all levels, and ensure that there is equal representation of all employees (in terms of race and gender) especially at senior levels within the organisation.

However, affirmative action strategies must be taken into consideration when recruiting candidates. No candidate will be unfairly discriminated against solely through lack of formal qualifications, where the applicant does not meet the basic minimum formal qualification requirement:

- Potential for development, prior learning and previous employment will be considered, subject to the requirements of the Municipality; and
- Development plans will be put in place where “gaps” have been identified.

The Municipality will ensure that it becomes and remains a competitive and representative organisation. It is also through such mechanisms that the Municipality can be positioned as the employer’s choice. The Municipality’s targets and progress against achieving these will be measured and communicated to all employees on a regular basis.

1.1 PERMANENT EMPLOYMENT POLICY

OBJECTIVE

The objective of this policy is to outline policy guidelines for the recruitment and selection of permanent employees.

POLICY

Vacancies for permanent employment within the organisation will be filled by the most suitable candidates, with special preference being given to those that were previously disadvantaged.

1.1.1 Recruitment Sources

- (1) Recruitment activities are dependent on the Municipality’s human capital requirements and key organisational competencies;
- (2) The choice of media for recruitment purposes should comply with the requirements of the Labour Relations Act, 1995;
- (3) Internal sources of recruitment must receive priority as it is cost-effective, in accordance with career pathing, and serves as motivation for all employees within the Municipality;
- (4) External recruitment may be undertaken by means of advertisements. Where necessary, Municipality shall use the services of the recruitment agencies who subscribe to Employment Equity principles and reflect this commitment through their practices; and
- (5) External employment advertisements shall be open to all members of the public and a suitable range of the press media will be used in targeting the desired audience. However, Municipality will use media that will best reach the targeted audience.

GENERAL GUIDELINES

- (1) Canvassing by job applicants or any other person on behalf of a job applicant, for the posts within the Municipality is prohibited and evidence thereof will disqualify the applicant for consideration for appointment.
- (2) The purpose of the interview should be made clear to the applicant. The interviewing panel shall be responsible for ensuring that applicants are given the opportunity to ask questions in respect of job requirements, output requirements, support structures, the conditions of employment associated with the job and career prospects which may stem from employment with the Municipality.
- (3) Interviews shall be concluded in an atmosphere that is designed to make the applicant feel at ease and free of any intimidation and patronising attitudes.
- (4) Interview questions shall focus on the requirements of the job and shall not have any element of discrimination as defined by Schedule 7 of the Labour Relations Act. An adequate summary of the interview session should be recorded for all positions.
- (5) On request, internal unsuccessful candidates should be debriefed as to their strengths and weaknesses in relation to the position applied for and be counselled about further career opportunities. Should any member of the interview panel have a personal interest or bias regarding the outcome of any interview session, such member should disclose and later withdraw from participating in that interview session.
- (6) In all stages, timeous and appropriate feedback must be given to all the interested parties.

RECRUITMENT PROCEDURES

Municipality will adhere to the following guidelines and procedures:

1.1.2 Employment of Family Members, Relatives And Having Intimate Relationships

OBJECTIVE

The objective of this policy is to outline guidelines regarding the recruitment and selection of family members, relatives and having intimate relations within the Municipality.

POLICY

- (1) The practice of assigning a position with the responsibility to supervise or evaluate a family member and/or relative or someone with whom there exists an intimate relationship is discouraged. It is the responsibility of all employees to disclose to Human Resources of the existence of any such relationship. When such a situation exist, the family member and/or relative or an employee with whom they have an intimate relationship, may be transferred to another functional area within the organisation.
- (2) Similarly, if an employee later becomes related to another employee or an intimate relationship develops involving a person under their direct supervision, Human Resources should address the situation by means of an internal transfer within the organisation if possible.
- (3) However, each individual case will be examined and treated on its own merit by Human Resources.

