

EMPLOYMENT POLICY

TABLE OF CONTENTS

DEFINITIONS	32
1. PREAMBLE	33
2. LEGAL FRAMEWORK AND REQUIREMENTS.....	33
3. OBJECTIVES.....	34
4. SCOPE OF APPLICATION.....	34
5. UNDERPINNING PRINCIPLES OF EMPLOYMENT	35
6. PREFERENTIAL EMPLOYMENT FRAMEWORK FOR LOCAL PEOPLE.....	35
7. OCCURRENCE OF A VACANCY.....	36
8. REQUISITION AND AUTHORISATION FOR FILLING OF A VACANT POST.....	36
9. FILLING OF A VACANT POST	37
9.4.1 Advertisement of a Vacant Post.....	37
9.4.2 Procedure for Applying for an Advertised Vacant Post.....	38
9.4.3 Shortlisting of Candidates	39
9.4.4 Arranging of Interviews.....	41
9.4.5 Implementation of the Results of Interviews	43
9.4.6 Use of Employment Agencies	44
9.4.7 Headhunting	44
9.4.8 Induction of a New Employee.....	44
9.4.9 Management of Employee Probation	44
10. PROVISIONS FOR EMPLOYMENT OF SECTION 54/56 MANAGERS AND MIDDLE MANAGERS	45
11. PROVISIONS FOR EMPLOYMENT OF POLITICAL OFFICE BEARERS'SUPPORT STAFF	45
12. PROVISION FOR EMPLOYMENT OF WARD SUPPORT ASSISTANTS	46
13. EMPLOYMENT OF FAMILY MEMBERS OF EMPLOYEES AND COUNCILLORS	46
13.1 AIMS	46
13.2 PRINCIPLES.....	46
13.3 PROCEDURE.....	47
14. BUDGETARY PROVISION.....	47
15. NORMAL RETIREMENT AGE.....	47
16. COMMENCEMENT OF THIS POLICY.....	47
17. INTERPRETATION OF THIS POLICY.....	47
18. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY	47
19. AMENDMENT AND/OR ABOLITION OF THIS POLICY	48
20. COMPLIANCE AND ENFORCEMENT	48

DEFINITIONS

“APPLICANT” –	is any person who enquires about, applies for or has applied for employment in the Municipality.
“ASSIGNEE” –	is a Municipal functionary or any person designated to act in a particular capacity.
“BOARDING”–	is termination of services of an employee on grounds of ill health or disability.
“BASELINE” –	is a basic framework of an exercise which serves as a point of departure.
“BURSARY HOLDERS”–	a student offered a bursary by the Municipality or its associate.
“CANDIDATE” –	is an applicant who has been shortlisted for interviews.
“CHIEF SHOP STEWARD”–	is a senior shop steward by virtue of being a Chairperson of the Shop Steward Council or holding any top position within the Shop Steward Council.
“DESIGNATED MUNICIPAL FUNCTIONARY/DESIGNEE”–	is a person or employee of the Municipality authorised to act in a particular capacity.
“DISMISSAL” –	termination of employment on grounds of misconduct.
“EMPLOYMENT EQUITY PLAN”–	is a policy framework designed for advancing and managing representatives in terms of the Employment Equity Act, 1998.
“ESTABLISHED POST” –	is a position established as part of the establishment plan of the Municipality.
“HEAD-HUNTING”–	is an act of searching for an appropriately qualified person for a vacant post.
“HUMAN RESOURCES PRACTITIONER”–	is an employee in the Corporate Services Department assigned to perform recruitment-related activities.
“IMMEDIATE FAMILY MEMBERS” –	are considered to be mother, father, husband, wife, child, brother, sister or any of the preceding as a family member by marriage (in-laws).
“JOB SPECIFICATION” –	is a list of job requirements for the post.
“LEARNER” –	is a person who is attached to the Municipality for job learnership purposes.
“LABOUR BROKER” –	is a service provider providing labour
“MIDDLE MANAGER” –	is a management employee falling within the range of Post Task Grade 14-16 or equivalent
“NATURE OF PAY” –	refers to either basic pay or inclusive pay.
“NATURE OF THE POST” –	refers to whether a post is a permanent, contract or temporary post.

“NON-ESTABLISHED POST”–	is a post which does not form part of the establishment plan of the Municipality.
“OUTSOURCING REQUEST”–	refers to an act of instructing a labour broker/Recruitment Agency or any other person to supply the Municipality with labour.
“POST ESTABLISHMENT”–	is the procedure and process followed in the creation of a post.
“QUALITATIVE JOB – REQUIREMENTS”	refers to relatively immeasurable portraits of the candidate or job requirements e.g. interpersonal skills and leadership skills.
“QUANTITATIVE JOB – REQUIREMENTS”	refers to the measurable requirements of the post contained in the advert or a similar document e.g. matric and three years of experience.
“RECRUITMENT AGENCY”–	is a service provided providing or recruiting personnel for its clients
“RETRENCHMENT” –	is the termination of employment on grounds of operational requirements.
“TRAINEE” –	is any person attached to the Municipality for training purposes.
“ZERO-BASED APPROACH”–	is an analysis of a problem from scratch, as if there was nothing before.
“NORMAL RETIREMENT AGE”–	This shall mean age of 65, regardless of type of employment.

1. PREAMBLE

Driven by empirical and conceptual challenges of recruitment for an establishment of the Municipality’s profile and size, this recruitment policy seeks to create a balanced and transcendent culture of fine and sound employment patterns and practices in the Municipality. It is designed to foster and promote sound and fair recruitment procedures and practices which underpin the principles of equal employment opportunity and affirmative action.

2. LEGAL FRAMEWORK AND REQUIREMENTS

- 2.1.** This policy is premised from the relevant provisions of the Labour Relations Act (66 of 1995);
- 2.2.** It also derives its legitimacy from the Municipal Structures Act (117 of 1998), Municipal Systems Act (32 of 2000), Employment Equity Act (55 of 1998);
- 2.3.** This policy will be implemented in terms of the objects of other relevant sister policies within the Municipality.
- 2.4.** This policy is implemented in furtherance of the spirit of the Basic Conditions of Employment Act (75 of 1997).

L.

3. OBJECTIVES

- 3.1. To give effect to the principles of equal employment opportunity and affirmative action.**
- 3.2. To inject uniform, transparent, fair and sound recruitment procedures and practices.**
- 3.3. To give effect to the objects of relevant labour laws.**
- 3.4. To provide a mechanism for application of a zero-based approach in the filling of a vacant post.**
- 3.5. To usher in a regulatory mechanism for filling an approved vacant post in the Municipality.**
- 3.6. To attract competent and suitably qualified applicants for a vacant post.**
- 3.7. To provide measures for a fair and just selection process for candidates to be interviewed.**
- 3.8. To provide a procedure for actioning appointment of a successful candidate.**
- 3.9. To set out procedures for handling unsuccessful applications.**
- 3.10. To provide a framework for managing probation of a newly appointed employee.**
- 3.11. To provide a framework for employment of staff for the political office bearers.**
- 3.12. To provide a framework for employment of Ward Support Assistants.**
- 3.13. To recognize and incentivize training and development initiatives by municipal employees taking part in the training and development by providing their inclusion for consideration in the vacant positions.**

4. SCOPE OF APPLICATION

This policy shall apply:

- 4.1 To individuals who are defined by Chapter One of Basic Conditions of Employment Act 75 of 1997 as employees of the Municipality;**
- 4.2 To any member of the public who, by virtue of his or her application for employment in the Municipality, who happens to be classified as an applicant or candidate;**
- 4.3 To all formally established and non-established posts of the Municipality;**
- 4.4 To all formal posts of non-Municipal programmes, functions or Municipality's associates in respect of which the Municipality is defined by law as the employer.**

This policy shall not apply to:

- 4.5 Employment of casual labourers and skilled employees who are required to work for not longer than six (6) consecutive months;**
- 4.6 The employment of a job learner or experiential trainee; unless the learnership programme stipulates otherwise.**
- 4.7 The employment of the Municipality's bursary holders who are required to work for the Municipality as per their respective contracts with the Municipality;**
- 4.8 The experiential trainees/ interns who receive a training stipend.**

- 4.9 Notwithstanding the above, an employment contract for employee mentioned in 4.5 may be extended or renewed beyond the six month -period depending on the prevailing circumstances.

5. UNDERPINNING PRINCIPLES OF EMPLOYMENT

- 5.1. The Municipality's Integrated Development Plan (IDP) shall inform Human Resource plan or strategy.
- 5.2. Human Resource needs analysis shall precede creation of any post within the Municipality.
- 5.3. Existence of each post shall be underpinned by the service delivery requirements embodied in the IDP and establishment plan of the Municipality.
- 5.4. An approved organogram or structure of posts shall form a basis for employment in respect of all established posts.
- 5.5. The zero-based approach shall apply in the filling of all vacant posts.
- 5.6. Descriptions of a job content and job specification shall constitute fundamental components of a job description for any post.
- 5.7. The job description and specification shall be used for determining the content of any advertisement of a vacancy, outsourcing request or any document for a similar purpose.
- 5.8. The nature/method of recruitment shall be decided in accordance with the recruitment procedure set out in this policy.
- 5.9. Canvassing by a candidate for support in respect of a particular recruitment exercise will lead to the disqualification of the candidate.
- 5.10. The Corporate Services Department shall, in implementing this policy, uphold the norms and standards enshrined in this policy.
- 5.11. Corporate Services Department shall make a budgetary provision for recruitment costs for each department.

6. PREFERENTIAL EMPLOYMENT FRAMEWORK FOR LOCAL PEOPLE

- 6.1. Notwithstanding the equal employment opportunity principles entrenched in this policy; there shall be an effort to use the municipality's employment programme to fight the highest levels of unemployment within the area of jurisdiction.
- 6.2. In order to give effect to the above principles, advertisements for positions ranging from Task Grade 1-9 or equivalent based on any applicable job grading system will target employment of local people through a special recruitment mechanism.
- 6.3. Strides will be taken all the time to ensure that all posts that get advertised comply with the requirements laid down in the staff regulations.
- 6.4. Notwithstanding the job requirements and specifications outlined in the staff regulations, the table below will be used as a guide for the kind of appropriate qualifications for the various qualifications:

Task Grade	Minimum Educational Qualifications	Minimum Work Experience
Municipal Manager & Senior Managers - As per applicable legislation/Regulations		
Task Grade 17 - 18	Matric + Post Grad. Degree	Minimum of 5 years' Middle Management experience valid driving license.
Task Grade 15 - 16	Matric + Degree	Minimum of 5 years' working experience of which 3 years must be at supervisory level, valid driving licence.

Task Grade 13 - 14	Matric, + National Diploma/ Degree	4 year relevant working experience, of which 2 years must be at supervisory level valid driving licence.
Task Grade 11-12	Matric, + National Diploma	3 year relevant working experience, valid driving licence.
Task Grade 10	Matric/Grade 12, National Diploma	+2-year relevant experience
Task Grade 09	Matric/Grade 12, Diploma/National Higher Certificate	+2 year relevant experience
Task Grade 8	Matric/Grade 12	1-year relevant experience
Task Grade 7	Grade 10	18 months of any work experience with a potential to learn
Task Grade 4 – 6	Grade 9	6 months of any work experience with a potential to learn
Task Grade 1 - 3	Grade 9 or equivalent	0 month

6.4 The Municipal Manager and the relevant General Manager (Head of Department in which the vacancy exists) will be assigned in terms of this policy an ultimate responsibility to see to it that the targeted employment of local people is given effect to.

6.5 Managers or immediate Superiors for employees appointed in terms of the above criteria will be required to provide the necessary on the job training.

6.6. When shortlisting of applicants is conducted, the following order of preference will be adhered to: local, district and provincial.

6.7. Notwithstanding the table above on the minimum years of experience and educational qualifications, a special waiver will be put into place to allow for the consideration of internal candidates on the strength of their current enrolment and qualifications in allowing them necessary exposure in the areas they are undertaking studies in.

7. OCCURRENCE OF A VACANCY

7.1 A vacancy shall occur as a result of the following:

- 7.1.1 Dismissal /boarding;**
- 7.1.2 Voluntary resignation;**
- 7.1.3 Death;**
- 7.1.4 Approval of a creation of a new post**
- 7.1.5 Retirement**

7.2 A short term vacancy shall occur as a result of the following:

- 7.2.1 Sickness/injury;**
- 7.2.2 Leave of absence;**
- 7.2.3 Suspension;**
- 7.2.4 Secondment;**
- 7.2.5 Arising from special temporary work.**
- 7.2.6 Any other causes**

8. REQUISITION AND AUTHORISATION FOR FILLING OF A VACANT POST

8.1 The General Manager/Designee in respect of which a vacant post exists shall assess the situation of the vacancy in accordance with clauses 3.4 and 5.5 of this policy and sign the requisition for filling a vacant post.

8.2 The General Manager shall, inter alia, evaluate a continued need of the vacant post.

8.3 The General Manager shall also apply his/her mind to whether the vacant post cannot be merged with another post or abolished.

8.4 Upon establishing the facts about a need for filling a vacant post as is, the General Manager shall solicit authorisation for filling a vacant post from the Municipal Manager or Designee.

- 8.5** An approval for filling a vacant post shall be forwarded to the Corporate Services Department for processing.
- 8.6** Prior to proceeding with the filling of a vacant post, the Corporate Services Department shall verify the following about a vacant post:
- 8.6.1** Post establishment;
 - 8.6.2** Funding for the post;
 - 8.6.3** Nature of the post;
 - 8.6.4** Applicable terms of employment;
 - 8.6.5** Nature of pay.
 - 8.6.6** Job Description (signed by the Supervisor and Head of the Department)

9. FILLING OF A VACANT POST

- 9.1** The following shall constitute modes of filling a vacant post:
- 9.1.1** Recruitment;
 - 9.1.2** Secondment from another employer;
 - 9.1.3** Use of employment agencies;
 - 9.1.4** Head-hunting.
- 9.2** The Corporate Services Department shall exercise its due diligence and caution in checking whether modes other than recruitment may be used for filling a vacant post.
- 9.3** If a vacant post will be filled through any mode other than recruitment, the Corporate Services Department will facilitate filling of a vacant post through invoking the appropriate mode.
- 9.4** If a vacant post will be filled through recruitment, the following sub-procedures shall apply:
- 9.4.1** Advertisement of a Vacant Post
- 9.4.1.1.** The Corporate Services Department shall draw up an advert for a vacant post which will, inter alia, manifest the following vital components of the advert:
 - (i) Name of the Municipality;
 - (ii) Job Title;
 - (iii) Post level/grade;
 - (iv) Nature and amount of remuneration
 - (v) Negotiated remuneration
 - (vi) Term of employment, if the post will be filled on a fixed term basis.
 - (vii) And the requirements in terms of the MLM EE Plan.
 - 9.4.1.2.** Advertisement of the contractual posts shall be done and publicised three month before the contract of employment expires.
 - 9.4.1.3.** The finalized copy of an advert endorsement prior to advertising;
 - 9.4.1.4.** TASK Grade 14 and above vacant posts will be advertised both internally and externally at the same time for at least 5 consecutive working days;
 - 9.4.1.5.** Notwithstanding the above, posts with critical and scarce skills will be advertised both externally and internally on a simultaneous basis without advertising internally first.

- 9.4.1.6. If there is no applicant or candidate for the internally advertised post, the post will be advertised externally for at least 5 consecutive working days;
- 9.4.1.7. TASK Grade 13 vacant posts will be advertised on Local media.
- 9.4.1.8. TASK Grade 14 to 16 vacant posts will be advertised on the local (District) media in exclusion of posts deemed to be of scarce and critical skills.
- 9.4.1.9. If there is no suitably qualified candidate found after a vacant post has been advertised externally, the post will either be re-advertised for not less than 12 consecutive working days or headhunting proceedings will be instituted whichever is found to be suitable.
- 9.4.1.10. TASK Grade 1 to 10 vacant posts will be advertised on the local media only.
- 9.4.1.11. TASK grade 11 to 12 vacant posts will be advertised on the Provincial media, when advertised for the second time for at least five working days, unless there are other compelling reasons not to do so, approved by the accounting officer.
- 9.4.1.12. Task Grade 14 and up will be advertised on both local and Provincial and on National Media when advertised for the second time or in case where laws and regulations are determining that advertisement should be on a National Media.
- 9.4.1.13. Advertisement of Task Grade 1-13 will be confined to the local media;
- 9.4.1.14. Notwithstanding the above, posts with critical and scarce skills will be advertised in Provincial and National newspapers instantly.
- 9.4.1.15. Notice boards of various work stations will be used for placement of internal job adverts.
- 9.4.1.16. Ward-based recruitment exercise will be implemented with regard to employment of unskilled casual workers.
- 9.4.1.17. Advertisement of a post on the National Newspapers may be done before head hunting.
- 9.4.1.18. Advertisement shall specify employment equity target as required in Municipal Employment Equity Plan
- 9.4.2 Procedure for Applying for an Advertised Vacant Post
 - 9.4.2.1. All Employees of the Municipality and members of the public who meet both quantitative and qualitative requirements of an advertised post will be encouraged to apply for the post;
 - 9.4.2.2. All prospective applicants will apply strictly according to the procedures set out in the advert;
 - 9.4.2.3. Enquiries about any advertised post will be directed to the Corporate Services Department;
 - 9.4.2.4. No late applications will be considered;
 - 9.4.2.5. No applicant shall canvass for a post;
 - 9.4.2.6. No faxed, emailed and late applications will be considered;
 - 9.4.2.7. Employment application forms shall be issued to applicants upon request and will be available in the Municipal website.

- 9.4.2.8. All applications shall be received by the Corporate Services Department;
- 9.4.2.9. No original copies of documents like Identity Document, Driver's Licence and certificates will be accepted from applicants;
- 9.4.2.10. All received applications will be stamped with a date stamp and captured in the master list of applicants by the Corporate Services Department;
- 9.4.2.11. The Municipality will not be held liable for the custody of application documents submitted by an applicant except as official Municipal records;
- 9.4.2.12. The master list of applicants will be used as a baseline information for screening and selection of the suitable candidates by the shortlisting committee.
- 9.4.2.13. Persons cited as references by any of the applicants will be allowed from participating in the shortlisting and interview processes unless the cited reference(s) indicates a possible conflict of interest in which case, they will be recused.

9.4.3 Shortlisting of Candidates

- a. Shortlisting of candidates shall be drawn up by a shortlisting panel, supported by the General Manager concerned for recommendation by the General Manager: Corporate Services and for approval by the Municipal Manager.
- b. The shortlisting panel shall be established on a basis of a post and on an ad hoc basis;
- c. The General Managers or the Municipal Manager shall be consulted with regard to the line departmental representatives in the shortlisting panel
- d. The shortlisting panel for Task Grade 15 and above for positions excluding HOD's and the Municipal Manager shall be established at least as follows:
 - 3 x Senior Managers;
 - 1 x representative per Union (Observer);
 - 1 x Corporate Services Department representative;
 - 1 x Scribe from the Human Resources Management Unit;
 - 1 or 2 outsiders with relevant expertise subject to approval by the Municipal Manager.
- e. The shortlisting panel for Task Grades 1 - 14 shall be established at least as follows:
 - 2 x Line Departmental Representatives;
 - 1x Corporate Services Representative;
 - 1 x Scribe from the Human Resources Management Unit;
 - 1 x representative per Union (Observer);
 - 1 or 2 outsiders with relevant expertise subject to approval by the Municipal Manager.
- f. An outsider with relevant expertise may be invited to the interviews with the approval of the Municipal Manager.
- g. The shortlisting panel for section 54 & 56 post will be set up by Council in a form of a council resolution guided by the applicable Regulations on Appointment and Conditions of Employment of Senior Managers.

L.

- h. Trade Unions shall be invited to the shortlisting meeting via the issue of the agenda to the Chairperson of the Shop Steward Committee.**
- i. The master list of applicants and the copy of the advert shall be presented to the shortlisting panel by the Corporate Services Department; and will be returned to the Corporate Services Department after use.**
- j. The shortlisting panel shall select not less than three (3) and not more than six (6) applicants for shortlisting per post;**
- k. In the event where the municipality shortlists more than six (6) candidates for one position, competency assessments will be administered to help with further elimination of candidates.**
- l. The shortlisting panel shall select primarily from those applicants who meet the qualitative and quantitative requirements of the post;**
- m. In the event of recruiting for more than one position for the same post, clause (j) shall be waived by the shortlisting panel;**
- n. Notwithstanding clause (i) when there is only less than three (3) applicants meeting the quantitative requirements of the post, such applicant will be shortlisted and interviewed accordingly;**
- o. Due regard shall be given to the requirements of the employment equity plan when shortlisting is conducted;**
- p. The shortlisting panel shall decide on which of the types of employment tests and checks to be conducted on the shortlisted applicants.**
- q. Notwithstanding clause (p) above PPA test and intelligence test will be confined to relatively strategic positions as determined by the shortlisting panel.**
- r. An HIV test can only be conducted on the applicant with the permission of the Labour Court;**
- s. Notwithstanding clause (n) above typing speed, computer literacy and driving tests shall be conducted only if they are the main and inherent requirements of the job.**
- t. The shortlisting panel shall decide on whether the job requirement is inherent or main in accordance within the definitions of a main or inherent requirement of a job.**
- u. In spite of clause (n) compulsory reference checks will be conducted on all candidates with not less than two referees from the candidate's previous/current employment or former teachers, if his /her work referees are not available.**
- v. Corporate Services shall be responsible for conducting vetting on all the recommended candidates' qualifications and related employment details,**
- w. In the event wherein an employee/ candidate is found to have forged any of the necessary minimum requirements, disciplinary action will be commenced against the concerned employee/ candidate by opening a criminal case. The municipality may also institute civil claim against the employee/ candidate with the latter standing to be made liable to resultant costs of the civil action initiated because of the employee's misconduct.**
- x. In the event when the qualifications have been proven to be fraudulent the appointment shall be withdrawn with immediate effect if the incumbent's**

- y. appointment was not yet confirmed. And the employer has a right to lay the charges against the perpetrator with the police. If the incumbent is an employee of the municipality, disciplinary processes will take place.
- z. The Corporate Services Department shall facilitate conducting of the agreed-upon employment tests and checks in a given situation.
- aa. The results of the tests or checks conducted will be presented to the interviewing panel for consideration prior to making a recommendation.
- bb. No employee shall participate in a shortlisting process for a post that is above or equivalent to his/her Task Grade except in giving logistical support to the process.
- cc. A written recommendation with all the profiles of the shortlisted candidates collated to the job specifications shall be submitted to General Manager: Corporate Services for approval, prior to arrangement of interviews.
- dd. Scores or points may be awarded to candidates for other assessment methods like reference check, test, etc. in addition to the interview, at the discretion of the interviewing panel in respect of a particular post.
- ee. Municipal Councillors/Officials who are references in the employment applications received from both internal and external applicants will be allowed in the shortlisting and interviewing panels the cited municipal reference(s) indicates a possible conflict of interest in which case, they will be recused.

9.4.4 Re-employment of dismissed staff

- a. A person who was dismissed from a municipality for any reason stated in column B of the table in Annexure E, may not be employed in any municipality before the period set in column C of the table has expired.

9.4.5 Arranging of Interviews

- a. The interviewing panel shall be appointed by the Municipal Manager, preferably the interviewing panel shall be comprised of the same people who constituted the shortlisting panel of the same position.
- b. The Corporate Services Department shall facilitate the makeup of a panel for interviews on an ad hoc basis; the interviewing panel and preferably be made up of the same people who constituted the shortlisting panel for the same post, and shall be approved by the Municipal Manager.
- c. The Interview panel for Task Grade 15 and above for positions excluding HOD's and the Municipal Manager shall be established at least as follows:
 3 x Senior Managers;
 1 x representative per Union (Observer);
 1 x Corporate Services Department representative;
 1 x Scribe from the Human Resources Management Unit;
 1 or 2 outsiders with relevant expertise subject to approval by the Municipal Manager.
- d. The Interview panel for Task Grades 1 - 14 shall be established at least as follows:

A selection panel must consist of at least 3 but not more than 5 members
 The chairperson of the panel must be the supervisor or a staff member employed at least one job grade higher than that of the advertised post

2 x Line Departmental Representatives;
1x Corporate Services Representative;
1 x Scribe from the Human Resources Management Unit;
1 x representative per Union (Observer);
1 or 2 outsiders with relevant expertise subject to approval by the Municipal Manager.

- d. **The establishment of the interviewing panel for section 54 and 56 posts will remain a responsibility of council as guided by Local Government Regulations on Appointment and Conditions of Employment of Senior Managers**
- e. **The Corporate Services Department shall, in consultation with the interviewing panel members, decide the date of interviews;**
- f. **After deciding the date of interviews, the Corporate Services Department shall proceed to advise candidates about the date and venue of interviews;**
- g. **A minimum of two candidates must confirm their attendance of the scheduled interviews in order for interviews to take place, unless there is only one candidate invited; Shortlisted candidates may be given another chance (re – schedule), subject to receipt of and considered valid proof for his inability to attend the interviews on the first instance, 24 hours prior to the date of the interviews, unless it's an emergency such as sickness, which period may be lesser hours.**
- h. **The Corporate Services Department shall prepare profiles of candidates and documentation, material presented to the interviews shall be returned to the Corporate Services.**
- i. **The Corporate Services Department shall arrange venues for interviews.**
- j. **Trade Union representatives shall be invited in writing for interviews via the interviewing agenda of the Chief Shop Steward or Chairperson of the Shop Steward Committee.**
- k. **All members of the interviewing panel shall confirm their availability for interviews in advance;**
- l. **Candidates shall be informed about the date, respective scheduled time and venue for interviews prior to attending interviews;**
- m. **In an event when the candidates were invited to attend the interviews and subsequently fails to attend due to the following reasons must report in writing and submit the proof thereof before the date of the actual interviews: (Sickness; Accident; Family responsibility as enshrined in the Basic Conditions of Employment Act and writing of formal examinations) will be considered to be interviewed on a re-scheduled date;**
- n. **The Corporate Services Department shall prepare all pertinent interview documentation and compile an interview agenda to be distributed to each member of the panel;**
- o. **Interviewing panel members shall be as impartial as possible and conduct interviews with dignity and absolute professionalism;**
- p. **The interviewing panel shall recommend three (3) names for employment in the order of their performance, if there is no suitable candidate found; a recommendation for not employing shall be made.**

L.

- q. In an event where there is a dispute on the selection and recruitment process, the dispute must be submitted to the employer within two working days from the date of the event.
- r. In the case of positions below s54 (Municipal Manager) and s56 (General Managers), interviewing panel shall also decide on candidates No.1, No 2 and No. 3 in the order of merit and preference, so that candidate's Nos 2 and 3 may be offered the job in case the first candidate declines an offer respectively or fails to remain in the post for a period of six months after appointment.
- s. In the case of s54 (Municipal Manager) and s56 (General Managers), the interviewing panel shall reserve a right to recommend top three (3) candidates in terms of their performance in the interviews and other means of assessment for consideration for appointment of one (1) of them by the Municipal Council.
- t. In the case of s54 (Municipal Manager) and s56 (General Managers), the Municipal Council shall reserve a right to offer employment to either first or second or third best candidate including determining the order of preference for appointment for the purpose of giving effect to the requirements of clause (p) of this policy. Council may decide to re-advertise the post even if panel has recommended three (3) names, panel recommendations do not determine or guarantee employment offer for any candidate. Council reserve the right to either employ or determine otherwise.
- u. No employee shall participate in the interviewing process for a post that is above or equivalent to her/his post grade except giving logistical support to the process
- v. The home addresses of candidates included in their profiles will be used to determine their place of departure for refunding of resultant travel expenses which will be capped at 500 km's per candidate.
- x. An option of allowing a candidate to be interviewed using a virtual platform will be given to candidates in addressing the circumstances of the candidates.

9.4.6 Implementation of the Results of Interviews

- a. Candidates coming outside the radius of 10kms shall be reimbursed for their travelling costs in accordance with the Municipality's applicable rates.
- b. The General Manager concerned shall support the recommendation of the Interviewing panel in writing subject to all minimum requirements of the vacant post being met in terms of the advertisement.
- c. The General Manager: Corporate Services shall support the recommendation of the interviewing panel and the recommendation of the General Manager concerned in writing subject to all minimum requirements of the vacant post being met in terms of the advertisement.
- d. The successful candidate will be contacted by the Corporate Services Department to find out about acceptance of the offer and pertinent conditions thereafter.
- e. A letter or contract of employment shall then be drawn up by the Corporate Services Department for signing by the Municipal Manager or the Mayor, depending on the grade of the post.

- f. Upon signing of the letter or contract of employment by either the Municipal Manager or Mayor and acceptance of employment by the successful candidate, the notification of welcome shall be written to staff by the Corporate Services Department.
- g. Unsuccessful shortlisted and interviewed candidates shall be advised in writing about the fate of their applications.
- h. General Manager shall have a right to make a representation to the Municipal Manager if he/she is not happy with the outcome of interviews.

9.4.6 Use of Employment Agencies

9.4.6.1 When the Matatiele Local Municipality has not been able to fill a vacant post through the recruitment and secondment process, the recruitment process shall progress to the use of Employment Agencies through the following:

- a. A minimum of three or less Employment Agencies will be approached to assist with finding a suitable candidate.
- b. Once candidates have been received from the agencies the Shortlisting and Interviewing process shall be employed.
- c. If there is no suitable candidate found, the recruitment process shall progress to the Headhunting process.

9.4.7 Headhunting

- a. If the position cannot be filled through the recruitment and or secondment process, headhunting process will take place
- b. The Panel that was responsible for other processes shall be responsible for the headhunting process.

9.4.8 Induction of a New Employee

- a. A newly appointed employee shall be formally introduced to the staff members within his/her immediate work environment and adjacent work stations, preferably on the first day of assumption of duty, by the Corporate Services Department;
- b. A new employee shall be taken through the main conditions of service upon commencement of duty, preferably on the first day, by the Corporate Services Department;
- c. It shall be incumbent upon the employing department to make all necessary logistical preparations for the professional and decent welcome of a new employee;
- d. Fully fledged orientation and induction shall be conducted with the employee at a later stage by the Human Resources Division.

9.4.9 Management of Employee Probation

- a. A newly employed person shall be put on a three (3) month -probation;
- b. The Corporate Services Department shall issue probation management tools to the department concerned for kick-starting and managing a newly appointed staff member's probation within 7 working days after commencement of duty;
- c. Probation shall be monitored by the General Manager/Manager or immediate superior of an employee through doing the following:
 - (i) On-the-job training;

- (ii) Performance monitoring;
- (iii) Mentoring;
- (iv) Coaching;
- (v) Guidance;
- (vi) Corrective action.

- d. The probation based performance reviews shall be conducted by the General Manager or Assignee at the end of each month of the three (3) month – period.
- e. The General Manager may invoke intervention of the Corporate Services Department for assistance during the period of probation.
- f. The Corporate Services Department shall issue performance review forms to the General Manager or Assignee towards the end of each month of the probation period.
- g. The end results of probation shall be either recommendation for continued employment, extension of the probation by no longer than 3 months or recommendation for institution of incapacity proceedings on grounds of poor performance.
- h. The Corporate Services Department shall implement the negative results of probation with due regard to the requirements of fairness and reasonableness.
- i. Recommendations for continued employment for section 54 and 56 posts shall be submitted to the Council for approval.
- j. Approval of continued employment shall be made by the Municipal Manager for other posts other than section 54 and 56 posts.
- k. An employee will be informed by the Human Resources Department about the results of his/her probation once it has been finalized.

10. PROVISIONS FOR EMPLOYMENT OF SECTION 54/56 MANAGERS AND MIDDLE MANAGERS

- 10.1 Employment of Section 54/56 Managers shall be transacted on a fixed term contract basis for a period determined by the Council
- 10.2 Employment of middle managers shall be transacted on a fixed term basis for a minimum period of five years unless the Council has resolved otherwise.
- 10.3 Both Section 54/56 Managers and Middle Managers will be required to enter into an annual performance agreement irrespective of the nature of employment.
- 10.4 These two categories of Managers shall be put on an enhanced remuneration package and conditions of service for better performance and higher degree of job satisfaction for attractions retention purposes.
- 10.5. The conditions of service for the middle Managers will be improved in comparative terms with what is generally applicable to the general employees as determined by the South African Local Government Bargaining Council for better attraction, retention and maintenance purposes.
- 10.6. Fixed term employment may be extended to the coordinators as well subject to the needs of each Department.

10. PROVISIONS FOR EMPLOYMENT OF POLITICAL OFFICE BEARERS' SUPPORT STAFF

- 11.1 The political office bearers shall be provided with special human resources to operate in their respective offices for personal support and assistance, in addition to the general support and assistance from the general municipal human resources in order to enable them to efficiently and effectively execute their duties.
 - 11.2 Notwithstanding the provisions of this policy, the recruitment of support staff for the political office bearers will not be subjected to the provisions of this policy.
 - 11.3 All appointments shall however be executed with the approval of the Municipal Manager or designee.
 - 11.4 The appointment of the political office bearers' support staff shall however be governed by the acceptable standards of personnel provisioning or staffing as contained and enshrined in this policy in so far as the entire profile of the human resources needs of the political office bearers are concerned.
 - 11.5 The term of employment for the staff of the political office bearers will be directly linked to the term of office of the political office bearer concerned.
 - 11.6 First preference shall be given to the prospective individuals identified by the political office bearer concerned subject to those individuals meeting the requirements of the posts.
12. **PROVISION FOR EMPLOYMENT OF WARD SUPPORT ASSISTANTS**
 - 12.1. Ward Support Assistants shall be employed from each ward for a period not exceeding the term of office of the Ward Councillor concerned.
 - 12.2. A vacant post of a ward support assistants shall be advertised accordingly.
 - 12.3. A post of a ward support assistants shall be filled on a part time/semi-permanent basis.
 - 12.4. A person employed as a ward support assistant will be based at the Ward as his/her work station.
13. **EMPLOYMENT OF FAMILY MEMBERS OF EMPLOYEES AND COUNCILLORS**
 - 13.1 **AIMS**
 - 13.1.1 To establish a consistent set of guidelines by which recruitment decisions can be made in terms of employment of immediate family members of employees or Councillors
 - 13.1.2 Where a family member or relative of a panel member is one of the applicants, the panel member shall recuse himself/ herself from the process.
 - 13.1.3 To ensure that there is no nepotism and/or favouritism practiced in selection decisions.
 - 13.2 **PRINCIPLES**
 - 13.2.1 With reference to 13.1.2 above, employment of immediate family members is not encouraged.
 - 13.2.2 Only the interviewing panel can recommend the appointment of family members in positions where they cannot be directly influenced by the decision of a family member.
 - 13.2.3 Any Municipal employee shall excuse himself/herself from a recruitment exercise where his/her family member / Councillors is involved.

- 13.3 PROCEDURE**
- 13.3.1** The Corporate Services Department must ensure that the correct recruitment and selection procedure is followed.
- 13.3.2** In the situation where a family member applies for a vacant position, the Human Resources practitioner must point out the content of this policy to the parties involved.
- 13.3.3** In exceptional situations, for example where there is no other suitable candidate available to fill the vacancy, the matter should be referred in writing to the interviewing panel with a motivation.
- 13.3.4** The interviewing panel must recommend the appointment of family members.
- 13.3.5** The Corporate Services Department must be informed of all engagements of immediate family members indicating relationships, position appointed to, names and the position of already employed family members.
- 13.3.6** Line managers should be aware of family relationships when transferring employees and should bear the requirements of this policy in mind.
- 14. BUDGETARY PROVISION**
- 14.1.** There shall be an annual budget provision for recruitment expenses.
- 14.2.** The recruitment budget will be used for funding reservation costs for candidates, interview attendance costs and other incidental costs pertaining to recruitment process.
- 14.3.** The recruitment budget shall be controlled by the General Manager: Corporate Services.
- 15. NORMAL RETIREMENT AGE**
- 15.1** The normal retirement age for the municipality shall be the age 65, regardless of type of employment.
- 15.2** This clause shall supersede any contractual obligations.
- 16. COMMENCEMENT OF THIS POLICY**
- 16.1** This policy will come into effect on the date of adoption by Council.
- 17. INTERPRETATION OF THIS POLICY**
- 17.1** All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
- 17.2** Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 17.3** The Office of the Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
- 17.4** If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council/ or Arbitration
- 18. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY**
- 18.1** This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis.

18.2 Notwithstanding clause No. 18.1 the Municipal Manager may under circumstances of emergency or any particular need, temporarily waive or suspend this policy or any of its requirements subject to reporting of such waiver or suspension to the Council and affected parties.

19. AMENDMENT AND/OR ABOLITION OF THIS POLICY

19.1 This policy may be amended or repealed by the Council after consultation with Management and Local Labour Forum.

20. COMPLIANCE AND ENFORCEMENT

20.1 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.

20.2 It will be the responsibility of all Managers, Supervisors, General Committee and Council to enforce compliance with this policy.

CPS/P47 CR 884/28/05/2025



MR. L. MATIWANE
MUNICIPAL
MANAGER



CLLR M. STUURMAN
ACTING HON.
MAYOR



CLLR N. NGWANYA
HON. SPEAKER

HUMAN CAPITAL PLACEMENT POLICY