



RECRUITMENT AND SELECTION POLICY

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1. PURPOSE OF THE POLICY

This policy is intended to create a framework for decision-making in respect of best employment practice/s in regard to the acquisition of staff in the Overberg District 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 staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Overberg District 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 aim to be non-discriminatory and will afford applicants as far as possible equal opportunity to compete for vacant positions, except as provided in this policy with reference to employment equity.

2. DEFINITIONS

"Induction" a formal induction process into the organization;

"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 and competent job candidates who have the necessary potential, skills, experience and qualifications to fill job requirements to assist the Municipality in achieving its objectives;

"Reference Check" means the gathering of information about a candidate's past history from people with whom such candidate has been associated;

"Selection" means the process of making decisions about the employment of candidates taking into account the post and the organization;

"Organised Labour" means the registered and recognised trade unions active within the Municipality and having organisational rights as conferred by the Labour Relations Act;

"Consultation" refers to the process where organised labour is requested to sit in on the shortlisting and interview process;

"Succession planning" means making the necessary arrangement to ensure that suitably qualified internal candidate is available to fill post which will arise within any specific department over forthcoming years;

"Career pathing" means ensuring that each staff members potential is developed and that there is a career map out for him/her in the Municipal Service. The aim should be an attempt to train and develop the employee to be able competently undertake the duties attach to the post;

"Internal candidate" means any employee that is employed by the Municipality including contractual employees and EPWP workers;

“Panel members” means parties are involved in the Recruitment and Selection process namely unions representative, department representatives and Human Resources representatives; and

“Scoring members” means the relevant members that was selected by the relevant Director/ Manager and communicated at the shortlisting meeting to score the assessment process.

3. LEGAL FRAMEWORK

- The responsibility for the appointment of personnel rest with the Municipal Manager of the employer or his/her delegated assignee(s) in terms of section 55 (1) (e) of Local Government: Municipal Systems Act, 2000(act 32 of 2000).
- Employment Equity Act (Act 55 of 1998)
- Basic Conditions of Employment Act 1997 (Act 75 of 1997)
- Labour Relations Act (Act 66 of 1995)
- Any Collective Agreement that maybe applicable within the South African Local Government Bargaining Council (SALGBC)
- Consultation of the Republic of South Africa Act 108 of 1996
- Chapter 7 of the Local Government Municipality Systems Act 33 of 2000
- Skills Development Act 97 of 1998
- Overberg District Municipality Additional allowance policy
- Succession Planning and Career Pathing Policy

4. SCOPE AND APPLICATION

To ensure a fair and equitable employment process. This policy shall apply to all appointments made within the Municipality except for:

- a) Appointments of the Municipal Manager or section 56/57 Managers that report directly to the Municipal Manager;
- b) Appointments of EPWP and CWP;
- c) Acting appointments to which staff is selected by Management prerogative; and
- d) Staff in the Council Support section where appointments are linked to the incumbent of the political office bearer as those employment relationships require a specific trust basis with the political incumbent.

5. OBJECTIVES OF THE POLICY

The Municipality recognize that its employment policies, practices and procedures must comply with the good Human Resources practice principles.

This policy is based on the principles set out below:

1. Be characterized by a high standard of professional ethics
2. Promote efficient, economic, and effective utilization of employees
3. Be conducted in an accountable manner.
4. Be transparent.
5. Promote good Human Resource Management and Career Development practices, to maximize human potential and
6. Ensure that the Municipality workforce is broadly representative based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

6. POST ESTABLISHMENT / STRUCTURE

The post establishment/structure must be aligned with the Municipal Integrated Development Planning (IDP), and approved system of job evaluation (TASK) as defined by the South African Local Government Bargaining Council.

The post establishment will be approved as contained in the applicable legislation.

It is recognised that the post establishment is a living document and changes will be proposed if and necessitated by the practical and operational requirement of the Municipality.

Changes to the post establishment will be dealt with in terms of applicable legislation.

The Department: Human Resources will maintain a record of all approved positions and ensure every job on the post establishment of the municipality must have a written job description.

The municipality must keep a record of all updated job descriptions for all posts.

The incumbent or the representative of that job and the immediate supervisor or supervisor representative of that job, in consultation with the relevant head of department and the human resources department must develop, and where appropriate, review a job description when there are substantial changes to the job.

A job description must contain at least the job title, purpose of the job, the location of the job on the staff establishment, key responsibilities, competencies and minimum requirements of the relevant job.

A job description may be reviewed at least once every five years following the reorganisation of the municipal administration resulting in permanent substantial changes to the jobs to ensure that the job description remains relevant and current.

7. AFFIRMATIVE ACTION

A municipality, in consultation with the parties identified in section 16 of the Employment Equity Act, must develop and implement an affirmative action programme, which must contain, as a minimum, of the following:

- A policy statement that sets out the municipality's commitment to affirmative action and how that policy will be implemented.
- numeric and time-bound targets for achieving representativeness.
- annual statistics on the appointment; training and promotion within each grade of each occupational category of historically disadvantaged persons; and
- a plan for redressing numeric under-representativeness and supporting the advancement of historically disadvantaged persons.

A municipality must make the human resource plan and the affirmative action programme known to staff members within the municipality in a manner that is accessible to all staff members.

8. RECRUITMENT

8.1 Determining recruitment needs

A Personnel Requisition Form (Annexure A) based on a valid Job Description must be completed and motivated in writing by the Director of Directorate to the Municipal Manager or his/her delegated nominee. All funded vacant posts on the staff establishment must be filled within six months of a funded post becoming vacant.

8.2 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 outputs, skills, knowledge and competencies and stated educational requirements as contained in the job description as per final outcome report of the evaluation process must form part of the advertisement.

If any changes are needed, then motivation must be submitted and approved by the Municipal Manager, or his/her delegated authority and the amended job description must be submitted for re-evaluation.

8.3 Applications Forms

The Recruitment and Selection practitioner must ensure that the prescribed official application form (Annexure B) is available and accessible at all times including on the website.

Applications not made on the prescribed application form will render any appointment or contract entered into, between the municipality and the successful candidate invalid.

The municipality must maintain a record of all applications received and the information contained in the applications must be kept confidential and stored in a secure place on the municipality's premises.

The Municipality may elect to have online and or electronic applications received for advertised posts.

8.4 Unsolicited applications

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

8.5 Advertising of vacant post

The validated inherent job requirements and key performance areas shall form the basis for the advertisement 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).
- 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.
- Prescribed application form with CV and coversheet indicating detail of the post for which application is made.
- 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 90 days after the closing date his/her application was unsuccessful.
- Vacancies, including those for temporary appointments must be advertised internally and may be advertised externally, provided those external advertisements must be published in a newspaper, social media and/or public places. The advertising medium must be determine taking into account the target market of applicants as well as cost implications.

Where a post becomes vacant within six months after previous recruitment process the department may use the longlist to compile a new shortlist or may use qualifying candidates from the previous shortlist for an interview without having to complete a full recruitment process.

8.6 Head hunting

- Head hunting is done for scarce skills as identified by the line department based on the operational requirements and needs of the municipality and or when a full recruitment process has been completed and after a maximum of two external advertisements has been placed and no competent candidate could be found to fill the vacant post.
- Head hunting will be applied with caution at all times, and it may be utilised only after a second attempt to fill the position or when the shortlisting panel is of the opinion that the assessed candidates are not suitable and/or do not meet the requirements of the employment equity plan and no other suitable candidates have applied.
- If a person is being headhunted, he/she will still be subjected to an administrative and interview procedure. The Municipal Manager/HOD relevant director and or his/her delegate will be responsible to conduct the headhunting process, where after preferably at least three names of the identified candidates will be supplied to HR to finalize the selection process in consultation with Organized Labour.
- Targeted persons will be provided with the copy of the advertisement, and they will be allowed to apply on their own accord and must comply with requirements of the post. Applications must be made by returning their CV and a cover page to the Municipality within a certain time frame.
- Any headhunting will be disclosed and recorded in writing as part of the recruitment process

9. SELECTION

9.1 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 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, where under-representation exists.

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 assessment of the criteria will be done through an interview and other assessments

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 Municipality's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.

During the selection process the requirements of the accredited Pension and Retirement fund's retirement age of 65 years, must be adhered to.

9.2 Nepotism

It is the policy of the Municipality to seek competent applicants for positions and to further the careers of those employed regardless of whether they have close relatives already employed at the Municipality. The basic criteria for appointment and retention are appropriate qualifications, experience and performance as set out in the policies of the Municipality.

Family relationships shall constitute neither an advantage nor a disadvantage provided the individual meets and fulfils the appropriate appointment standards.

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 "close relative" is defined as husbands and wives, parents and children, brother, sister, and any in-laws of any of the foregoing.

Family members may not be appointed within the same unit especially where those family members report to a current employee either directly or indirectly.

9.3 Compiling of Long List

After the closing date of an advertisement all the applications received for every specific position are to be captured on the longlist compiled by the Department Human Resources. The longlist must contain, in table form, the following particulars in respect of each candidate:

- the applicant's surname followed by her/his initials and contact telephone number;
- the applicant's gender;
- the applicant's race;
- internal or external candidate;
- the applicant's qualifications;
- the applicant's employment history and experience relevant to the job description and job specification; and

- if applicable, the nature of the applicant's disability.

The Recruitment and Selection Practitioner must submit the long list, together with the applications to the relevant departmental head for preliminary scrutiny of the applications received within two (2) weeks after the closure of the advertisement unless otherwise agreed approved by the Manager Human Resources.

This information must be treated as confidential and may not be made available to outside parties or internal employees not part of the selection panel.

The Recruitment and Selection Practitioner, during the compilation of the long list, must take all reasonable steps and actions to ensure that the content of the longlist is correct.

In case of the applicant providing a temporary or a formal confirmation letter from the Department of Home Affairs that he or she/he awaits final ID document, it will be acceptable.

9.4 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 panel must comprise of at least 3 but not more than 5 members. The selection panel must confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.

The selection process for the position of Municipal Manager shall be determined by the Executive Mayor. The selection process for the position of Directors shall be determined by the Municipal Manager in consultation with the Executive Mayor. The selection process for the position of Managers shall be conducted by a Selection Panel consisting of:

- the relevant Director and / or Senior Manager;
- Manager from another Department;
- representatives of the Department: Human Resources; and
- Labour Unions as observers only.

The Selection process for all other positions than those mentioned above shall be conducted by a Selection Panel consisting of:

- the Manager of the Department or his/her delegate;
- Another Manager/Supervisor and/or senior employee in the same department;
- Representatives of the Department: Human Resources; and
- Labour Unions as observers only.

9.5 Compiling short lists

The department Human Resources should within 7 days convene a shortlist meeting with all representative. A confidentiality agreement must be signed by the representatives.

A shortlisting panel consisting of the relevant directorate/department representatives, HR Practitioner: Recruitment and Selection & EE, must select from the long list, and with due regard for the numerical goals set in the Municipality's employment equity plan. A minimum of six (6) and not more than ten (10) per post applicants to be pre-screened before the final shortlist is concluded who

in the opinion of the R&S committee would be the most suitable candidates to be subjected to the interview process.

Short listing must be done in accordance with the following order of preference — Internal applicants:

- Local applicants (Overberg district)
- Provincial applicants (Western Cape)
- National applicants (SA)

The chairperson of the R&S meeting must approve the final shortlisted candidates list. Organized Labour can give inputs based on the selection criteria, to the shortlist.

Any candidate, internal or external, should be placed on the short list only if they meet the requirements of the advertisement and the selection criteria.

In the case of candidates earmarked for the shortlist of candidate, who failed to attach originally certified copies of qualifications, driver's license, or proof of clean criminal record to the application, the Department Human Resource, in a consistent manner, may request these candidates to submit the required documentation prior to the finalization of the interview process.

Shortlisting Short listing may give preference to internal applicants and take Employment Equity and competencies into account.

9.6 Notification of short-listed candidates of selection proceedings

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

9.7 Interviews

All interviews will be arranged and facilitated by Human Resources. Once shortlisting has been done, the department Human Resources will attempt to arrange an interview as soon as possible on five (5) working days' notice.

Prospective candidates and panel members must avail themselves for an interview process. Applicants who are unable to attend will not be taken into account.

A representative from Human Resource Management will only serve as the third scoring panelist when specifically requested by the relevant director/manager and HR will also always provide the administrative services to the panel.

The selection panel for a post, once constituted, must remain the same at all times. If a member of the selection panel is unable to proceed with the interviews due to circumstances beyond that member's control, such panel member may be replaced or withdrawn. If the selection panel does not quorate, the panel must be reconstituted.

The municipality must grant observer status to each of the recognised trade union representatives during the interviews: Provided that failure by the union to attend the interviews from proceedings will not invalidate the decision of the panel.

The interview shall be conducted by the panel members as agreed on during the preparation meeting for the interviews, through the use of consistent questioning techniques across interviews. The Directorate shall be responsible for the compilation of relevant technical questions. Questions

compiled by the relevant Directorate may only be shared amongst the panel on the day and must be kept strictly confidential.

The selection panel must keep a written record of the interviewed candidates.

After considering all the relevant information, the selection panel must recommend candidates in order of preference. If the recommended candidate declines an offer of employment, the next suitable candidate, where applicable, may be considered for appointment.

If it is determined that the recruitment process has not attracted suitable candidates, the post may be re-advertised.

Interviews can be done face-to face or via electronic virtual mediums. such as Skype, Teams or Zoom.

The interviews will be in the form of an interview question and answer session (Annexure C) and a practical written and/or practical physical assessment. All interviews will be conducted in a fair manner and questions shall be non-discriminatory and job related. Questions pertaining to a candidate's political affiliation are not allowed.

Assessments must take the nature of the post into account. (Depending on the level of the post).

Further assessment may be done where applicants score the same or close in the first assessments or depending on the grading of the post.

Interviews shall strictly be based on job related competency.

A standard scoring system will be used. Candidates scoring a combined competency rate of 60% or above will be considered for appointment to a post.

The Municipal Manager or his/her nominee may deviate from this requirement on good cause shown and a motivation from the affected Director/Manager.

Reference checks and personal credential verification will be conducted for all shortlisted candidates by the HRM prior to the interview process.

All parties involved shall uphold the strictest confidentiality in respect of any information supplied in the recruitment process.
Failure to comply with these provisions may result in disciplinary action.

The panel will consult amongst them to get an indication of the reasons for their preferred candidate. Having considered all the inputs, the panellists scoring will be final.

The panel will recommend the most suitable candidate to appoint based on the recruitment and selection process and it may not necessarily be the candidate with the highest score.

Objectives based on the approved Employment Equity Plan of the Overberg District Municipality will be considered to determine the preferential appointment sequence in the organization.

Completed score sheets must be kept in safe storage by Human resources for a period of at 12 months after an appointment decision has been made.

9.8 Conducting proficiency tests

One or more relevant proficiency tests (e.g. practical assessment like for example typing tests, operating a grader, written assessments etc.) may be conducted before or after an interview is conducted.

The test and interview must be relevant to the job requirements that would be expected of the employee. The Selection Panel on the mandate of the relevant Director will determine the type of tests to be done and the weighting attached thereto.

Psychometric tests will be done on agreed shortlisted candidates from posts that are in the Tactical band T15 and upwards and be part of the selection consideration.

10. REFERENCE CHECKING

Reference checks must be conducted for short-listed applicants, recommended by the selection panel. Reference checks must be conducted by the Department Human Resources.

The person performing the reference check must obtain, but not limited to, the following information during the course of the reference check:

- confirmation of the applicant's employment history, including date of commencement with service at the previous employer and any past or pending disciplinary actions regarding the employee;
- the applicant's position details;
- the job requirements and key performance areas of the applicant's current position;
- Confirmation of the applicant's qualification, if relevant; and
- Reference check must be done on the form attached as Annexure F.

A written report on the outcome of the reference checks and personal credential verification must be compiled and considered before the appointment is concluded.

11. DISCLOSURE OF INTEREST

It is requirement that all members who form part of the interview and or shortlisting panel must declare (Annexure D & Annexure E) any direct or indirect interest they may have or any relation they might have with any of the prospective candidates (As defined in terms of Item 5(1) of Schedule 2 of the Code of Conduct for Municipal Staff Members as contained in the Municipal Systems Act 32/2000) before the shortlisting and/or interviews are conducted.

The declaration of interest may be done verbally during an electronic process but must be confirmed in a signed document on the same day.

This includes any close friend relationships. A specific form for this purpose will be provided by the Recruitment and Selection Official.

Item 4(1)(a) and (b) of the Code of Conduct for Municipal Staff Members of Schedule 2 of the Municipal Systems Act 32/2000 is of aims to eliminate nepotism and specifies that: "A staff member of a municipality may not use the position or privileges of a staff member, or confidential information obtained as staff member, for private gain or to improperly benefit another person, or take a decision

on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate has a direct or indirect personal or private business interest".

Failure to comply with these conditions may lead to internal disciplinary action.

12. APPOINTMENTS

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

Before making a decision to appoint, the municipal manager or delegate must satisfy himself or herself that the candidate meets the relevant requirements of the post as provided in (Annexure B).

If the decision of the municipal manager or the delegate does not accord with the recommendations of the selection panel, the reasons for such a decision must be recorded in writing.

An appointment may only take effect after the municipal manager or his or her delegate has approved the appointment in writing.

The municipal manager or his or her delegate must ensure that all the interviewed candidates are informed whether or not they were successful.

Unsuccessful candidates must, on request, be provided with reasons in writing as to why they were not successful.

12.1 General requirements for appointment of staff

No person may be appointed as a staff member on a fixed-term contract, permanent basis, or probation, to any post on the approved staff establishment of a municipality, unless he or she —

- Is a South African citizen, permanent resident or foreign national with a valid work permit; and possesses the relevant competencies, qualifications and experience.

12.2 Appointment of Municipal Manager and Directors

In the case of appointments in terms of section 56 and 57 of the Municipal Systems Act, 2000 as amended, the provisions of the Act will prevail.

12.3 Appointment in a permanent position

The department Human Resources must present every newly appointed employee with a letter of appointment, signed by the Municipal Manager or his/her nominee 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 a letter of appointment change, the Director Corporate Services or his/her nominee, must inform the employee in writing of such changes

In the event of an employee that cannot read, the Recruitment & Selection Practitioner must explain the content of such letter and any amendment thereof to every such employee in a language that he/she understands.

The accepted retirement age at the Overberg District Municipality will be sixty-five (65).

12.4 Appointment of support staff to offices of public office bearers

A person appointed (Annexure G) to a post on the approved post establishment in order to support the office of a public office bearer must either be—

- Seconded from a post on that municipality's approved staff establishment or another municipality's staff establishment; or
- Appointed on a fixed-term contract of employment linked to the term of office of the public office bearer.

The duration of the secondment or fixed-term employment contract may not be longer than 30 days after the public office bearer vacates office.

12.5 Re-employment of dismissed staff

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

A person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.

The periods set out in column C of the table in (Annexure H), run concurrently in respect of a person who was dismissed for more than one category of misconduct set out in column B of the table in (Annexure H).

A municipality must maintain a record of staff dismissed for misconduct and staff who resigned prior to the finalisation of any disciplinary proceedings.

The record must contain—

- the full names and identity number of the person;
- the title of the post that the person occupied;
- the nature of the misconduct;
- the date of suspension, if any;
- the conditions of suspension, if any;
- the date on which the misconduct was referred to a disciplinary hearing or pre-dismissal arbitration;
- the date of commencement of the disciplinary hearing or pre- dismissal arbitration;
- the finding;
- whether a dispute was referred to the bargaining council or the Labour Court;
- the costs incurred by the municipality; and
- the date of resignation or dismissal of the person.

12.6 Appointment of staff on a fixed term contract

Despite regulation 29, a municipality may, in exceptional circumstances and within its administrative and financial capacity, appoint a person or persons on fixed term contract without adhering to the prescribed procedures and processes as contained in the regulation.

The application of sub-regulation (1) is subject to the provisions of section 198B of the Labour Relations Act.

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

- Include a provision for cancellation of the contract, in the case of non-compliance with the employment contract or a performance agreement
- Stipulate the terms of the renewal of a non-permanent contract, by agreement between the parties; and
- Be subject to the provisions of the values and principles referred to in Section 50, the Code of Conduct set out in Schedule 2 in the Systems Act.

13. PROBATION

Any newly employee or permanent employee who is appointed will be appointed on a probation period of three (3) months with the option of extension if good grounds exist for such extension. The extension cannot be more than twelve (12) months.

The Directorate representative 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.

14. PROMOTION

A staff member who is appointed in accordance with this chapter to a post in a municipality that is higher in salary level or job grade than the one that he or she previously occupied in that municipality is deemed to be promoted to that post.

A staff member who is promoted does not forfeit his or her years of service and the benefits which accrued from those years of service.

15. TRANSFER OF STAFF

A municipality may transfer any staff member in the service of that municipality to any equivalent post in the municipality or, subject to section 197 of the Labour Relations Act, to an equivalent post in another municipality.

- A staff member may only be transferred —
- if the staff member requests or consents, in writing, to the transfer; or in the absence of consent, if the transfer is fair taking into consideration —
- the operational requirements of the affected institutions, including whether;
- the transfer of the staff member would address such requirements;
- written representations from the staff member prior to the proposed transfer; and
- the extent to which the interests and circumstances of the staff member may be fairly accommodated.

The salary and other conditions of service of a staff member may not be adversely affected by a transfer under this regulation without the written consent of that staff member.

A staff member contemplated in this regulation may not be demoted, promoted or transferred to a position at a level which is lower or higher than the staff member's current post level.

16. SECONDMENT OF STAFF TO ANOTHER MUNICIPALITY

A municipality may second a staff member with the relevant competencies to act in a post that is vacant in another municipality.

The municipalities contemplated in sub-regulation must conclude a written agreement regarding the secondment that specifies—

the municipality responsible for the costs of secondment;

the duration of the secondment, which may not in each case exceed a period of twelve months;
the person to whom the seconded staff member must report;
the place at which the seconded staff member must work; and
the new job description of the seconded staff member.

17. SUCCESSION PLANNING AND CAREER PATHING

Where there is an identified successor who has been properly assessed and developed in line with the requirements for the position, this person must be considered for the vacancy in the first instance. Care must be taken that this is an unbiased and objective process.

There must be adequate historical documentation, proof of training and development and sound assessment and counselling/consultation data where appropriate to support decisions taken regarding identified successors in Municipality's workforce.

The Manager Human Resources must identify and assess the Municipality's current and future projected needs in terms of staff and expected staff vacancies.

In the event of planned vacancies, e.g. retirement or when fixed term contracts expire, the Directorate must endeavour within the constraints applicable, that adequate staff for the municipality to function effectively and efficiently in the case of such planned vacancies is available.

When a post becomes vacant, the pool of employees who were identified and placed on the Succession Planning process and have obtained the required qualifications and skills will be able to apply for the post, however this will not necessarily guarantee employment in the position they are prepared for. All candidates will compete equally, that is, they will be subjected to the Municipality's normal recruitment and selection processes, but not limited to the provisions of the Municipality's Employment Equity Policy and Employment Equity Plan as from time to time.

The Succession Planning process shall endeavour that there is a pool of suitably qualified and appropriately experienced employees who will be able to fill key positions when it becomes vacant as a result of expected or even unexpected changes.

Key positions within the Municipality must be identified that will be considered for inclusion. The most important factor in identifying key positions must be the expected time when such positions will become vacant due to planned retirement or the expiry of Fixed Term Agreements. Succession planning for unplanned vacancies should also be kept in mind.

For each of the key positions identified, the skills, competency and knowledge required for incumbents must be identified and qualifications and unit standards must be attached to such positions. The objective of the appointed Committee must be to identify at least three candidates for each of the planned posts included in the Staff Succession Plan.

Employees must be invited to participate in the Succession Planning Programme by means of a notice and such applications must be submitted to the Department: Human Resources before or on the closing date specified in the notice.

Training requirements should be identified through a suitable tool for trainability assessment. Training interventions, for purposes of the career development of the relevant employees, are to be identified and agreed upon with the relevant employees.

Participants must sign an agreement of understanding acknowledging the fact that the achievement of a qualification or skill will not necessarily guarantee employment in the position they are prepared for or for any other position. Budget provision for training successor must be made available.

18. RETENTION OF STAFF

The Municipality is from time-to-time confronted with situations where permanent staff is offered promotional opportunities at other municipalities/employers. The Municipality may want to retain (Annexure I) the skills of such employees which are considered essential to maintain a high level of service delivery.

To retain staff the Municipal Manager or delegated nominee must be put in a position to make counter offers to existing permanent staff when it is believed that it is critical to retain

such staff member due to a specific skill, he/she has and very good performance in the functions he/she performs.

The Municipal Manager or delegated nominee must also be able to make a counteroffer to retain the current employee for a position within the salary framework that exists.

The Municipal Manager has the authority to appoint an employee on a salary that will fall within the National Framework which currently is TASK.

Counter offers to existing staff may be approved by the Municipal Manager or delegated nominee in terms of the Systems Act, subject to the following: -

A request in writing by a director/manager when an existing employee receives an offer of appointment from another employer. The request must be addressed to the Municipal Manager or delegated nominee accompanied by a full motivation for such proposal as well as a copy of the appointment offer.

The counteroffer will be limited to the maximum notch of the post level of the advertised post.

The experience of the employee requesting a counteroffer must be taken into account to ensure consistency within the organisation.

Where an internal employee receives an offer from another employer a more senior post in the Overberg District Municipality may be considered provided that:

The more senior post is vacant

The employee has the necessary qualifications for the more senior position

No other employee in the organisation can lay claim to the senior post through natural career pathing.

The Municipal Manager, on advice from the relevant Director retains the discretion whether to consider a counteroffer to the affected employee or not.

No employee should have any expectations of receiving a counteroffer from the municipality.

The higher salary notch should as a rule match the offer received and not be more than three (3) notches higher than a proven salary offer received from the other employer or what the employee is currently earning.

Where an employee applies for a more senior position in the Municipalities' staff establishment but earns more than the top notch of the salary scale at which the post has been advertised such employee be allowed to retain the current salary personal to incumbent.

No notch increases will apply in such instance. When such post is evaluated and the salary falls in the scale, so evaluated, the employee be put on the nearest highest notch with implementation

19. SALARY NEGOTIATIONS

The Municipality is also from time-to-time confronted with situations where a new applicant requests to negotiate his/her salary for post.

In the negotiation process the impact the negotiated salary will have on other employees in the organisation and possible precedents that are set must be taken into account.

When employees are appointed, it is done on the basis of the first notch of a salary scale applicable to the post. It often happens that candidates request to negotiate their salaries and provide proof of previous remuneration.

The negotiations in terms of salary should be initiated by the candidate in writing within 5 days of receipt of the employment offer. In considering alternative offers the following policies must/may be considered.

The higher salary notch should as a rule match the offer received and not be more than 3 three notches higher than a proven salary offer received from the other employer or what the employee is currently earning

Posts are advertised reflecting the minimum and maximum notches of the salary range/ salary band associated with the post (as evaluated through job evaluation or based on a benchmark where the post is not evaluated yet) to avert unrealistic earning expectations.

20. ADDITIONAL ALLOWANCES

Additional responsibility allowances are paid when an employee takes on additional duties or responsibilities of a higher graded post for a limited period of time.

An individual would receive an additional responsibility allowance if they are asked to:

Undertake part of the duties and responsibilities of a higher graded post for a continuous period which would normally be for a minimum of four (4) weeks and a maximum of nine (9) months

Criteria to qualify for an additional responsibility allowance is stipulated below:

Taking on a % of the duties and responsibilities of the higher post in the event that the higher post is vacant, or the incumbent is on extended sick leave/maternity leave/special leave and the employee cannot act in the post.

21. REIMBURSEMENT OF INTERVIEW RELATED COSTS

No reimbursement for costs and expenses will be paid to applicants invited for interviews.

The use of a municipal vehicle to attend an interview at another administration is not permissible.

The external candidate does not receive any remuneration for attending interviews, therefore the same principle needs to apply to the internal candidates.

It should be noted that there is no need to apply for leave to attend any interview. Everyone needs to be treated equally. For example, an internal candidate working in the same administration / department does not apply for leave to attend a 30-minute interview.

22. RELOCATION OF NEWLY APPOINTED EMPLOYEES

The Municipality shall pay 75% for an employee's cost of furniture removal (excluding VAT) from another place to a place closer to her/his workplace on her/his appointment, but excluding any packing and packaging cost, as indicated on the cheapest of the quotations, regardless of the quotation the employee accepts.

The employee must obtain three written quotations for the relocation of that employee's household and appoint a removal company to relocate his/her 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 costs to the Municipality if her/his employment with the Municipality is terminated for whatever reason within six months after the subsidy had been paid.

The relocation offer is only valid for a period of three (3) months after the date of appointment.

23. INDUCTION

All permanent appointments will be subjected to an induction process through the Department Human Resources. This can be done at a venue with the providers physically there or via a virtual medium if necessary.

- The new incumbent will be introduced to his/her immediate staff/colleagues by the Recruitment and Selection Official
- The Recruitment and Selection Official Department Human Resources will ensure, in conjunction with the incumbent, that all appointment documentation has been completed and processed;
- The Department Human Resources will arrange a tour/explanation for the newly appointed incumbent of the range of services.
- The Directorate 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 Human Resources Official will also explain and provide a copy of the Councils' Human Resources policies.

The Directorate Manager 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.

24. DEVIATIONS

The Municipal Manager may deviate from the provisions of this policy in line with the approved system of delegations.

25. 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.

26. 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.

27. EXEMPTIONS

This policy will not apply to:

- Appointments arising out of a procurement process; - acting appointments; - temporary relief employees; and
- "specialized" contract workers as determined by the Municipal Manager and season workers.

28. EFFECTIVE DATE

This policy shall come into effect on the first date of the next month after the date Council adopt the policy and shall remain in full force and effect until it is reviewed, revoked or amended by Council.

29 MONITORING AND REVIEW

Management has the responsibility of monitoring the implementation of the policy and to ensure that the policy remains current and fit for purpose.

This policy shall be reviewed as and when necessary, but at least once in two years to ensure alignment with the operational requirements and municipal strategic goals and objectives.

The Recruitment & Selection Policy shall be read in conjunction with the following Policies/ Legislations

Succession Planning and Career Path Policy

Retention & Scare Skills Policy

Training and Development Policy

Employment Equity Policy

Subsistence and Travel Policy

Registry Policy

Induction Policy

Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) [Systems Act];

Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) [Structures Act];

Employment Equity Act, 1998 (Act 55 of 1998) [EEA];

Basic Conditions of Employment Act, 1997 (Act No 75 of 1997) [BCEA]; and

Labour Relations Act, 1995 (Act 66 of 1995) [LRA]

MFMA, 2003

ROLES

All Councillors/All Employees



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DISTRIKSMUNISIPALITEIT / DISTRICT MUNICIPALITY

ANNEXURE A

RECRUITMENT REQUISITION FORM

The municipality is committed to the maintenance of diversity and equity in employment within all categories and levels in the workplace	
<i>Name of Division</i>	
<i>Name of Department</i>	
<i>Post</i>	
<i>Grade</i>	
<i>Minimum Prescribed Education</i>	
<i>Minimum Prescribed Experience</i>	
<i>Key Responsibilities</i>	
<i>Inherent Job Requirements</i>	
<i>Prescribed Competency</i>	
<i>Requirements</i>	
<i>Medium of Advertisement: Internal/ External</i>	
<i>Reason for Recruitment: New Post/ Additional Post/ Staff Resignation/ Promotion/ etc.</i>	
<i>Other: Specify</i>	
<i>Budget Availability: Yes/ No If No, state reasons</i>	

Head Of Department

Name and Surname

Date

HOD Human Resources

Name and Surname

Date

Recommended

Not Recommended

Director

Name and Surname

Date

Approved

Not Approved



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DISTRIKSMUNISIPALITEIT / DISTRICT MUNICIPALITY

ANNEXURE B

Plaaslike Owerheid / Local Authority

AANSOEK OM 'N BETREKKING / APPLICATION FOR EMPLOYMENT

Voltooi asseblief in swart ink / Please complete in black ink

Hierdie vorm moet in u eie handskrif voltooi en teruggestuur word aan Afdeling: Menslike Hulpbronne - Privaat Sak X 12, Bredasdorp 7280.
This form must be completed in your own handwriting and returned to Section: Human Resources - Private Bag X 12, Bredasdorp 7280

ONVOLLEDIGE AANSOEKE SAL NIE OORWEEG WORD NIE
INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED

BETREKKING VERLANG SALARIS VERLANG
EMPLOYMENT DESIRED SALARY REQUIRED

WANNEER KAN U DIENS AANVAAR?
WHEN CAN YOU ASSUME DUTY?

PERSOONLIK/PERSONAL

VAN: GEBOORTEDATUM:
SURNAME: DATE OF BIRTH:

VOORNAME: TITEL
CHRISTIAN NAMES: TITLE

ID: HUWELIKSTAAT:
MARITAL STATUS:

WOONADRES: POSADRES:
RESIDENTIAL ADDRESS: POSTAL ADDRESS:

.....
KODE: CODE:

TELEFOONNOMMER - HUIS: WERK:
TELEPHONE NUMBER - HOME: WORK:

ANDER KONTAK NOMMER:
OTHER CONTACT NUMBER:

Het u aan enige geestelike of ernstige fisiese siektes gely?
Have you suffered any mental or serious physical illnesses?

.....

Is u al ooit skuldig bevind aan 'n kriminele oortreding?
Have you ever been convicted of a criminal offence?

.....

Is u al ooit uit enige betrekking ontslaan?
Have you ever been dismissed from any position?

.....

Vryetydsbesteding (Sport, stokperdjies ens.):
Use of leisure (Sport, hobbies, etc.)

.....

Naam en verwantskap van familieleden in hierdie raad se diens:
Names of relatives in the service of this council:

.....

Rede vir aansoek:
Reason for application:

.....

DISCIPLINARY RECORD/DISSIPLINERE REKORD

Is jy vir wangedrag gedurende die afgelope (10) tien jaar? Have you been dismissed for misconduct during the past (10) years?	yes		no	
--	-----	--	----	--

Indien wel, noem die munisipaliteit/werkgewer
If yes, name the municipality/employer

Tipe van 'n wangedrag oortreding
Type of a misconduct/transgression

Datum van registrasie/dissiplinêre saak gefinaliseer/ontslag
Date of registration/disciplinary case finalized/dismissal

Toekenning/sanksie
Award/sanction

Is jy van 'n beweerde wangedrag beskuldig en uit jou werk bedank hangende die finansiering van die dissiplinêre verrigtinge? Have you been accused of an alleged misconduct and resigned from your job pending finalization of the disciplinary proceedings?	yes		no	
---	-----	--	----	--

CRIMINAL RECORD/KRIMINELE REKORD

Is jy skuldig bevind aan enige kriminele oortreding in 'n geregshof gedurende die afgelope (10) tien jaar? Have you been convicted of any criminal offence in a court of law during past (10) ten years?	yes		no	
---	-----	--	----	--

Indien wel, tik die kriminele daad
If yes, type the criminal act

Datum strafregtelike saak gefinaliseer
Date criminal case finalized

Uitkoms/oordeel
Outcome/judgment

ADDISIONELE INLIGTING / ADDITIONAL INFORMATION

Besit u 'n skoon/geldige bestuurderslisensie? JA NEE
 Have you a clean/legal driving licence? YES NO

Tipe lisensie Heg gesertifiseerde afskrif aan
 Type of licence Attached a certified copy

*Die vereistes van die pos sal meld indien u in besit van 'n bestuurderslisensie moet wees.
 The requirements will say whether a driving licence is needed for this post.

Was u voorheen in diens van die Overberg Distrik Munisipaliteit? JA NEE
 Have you previously been employed by the Overberg District Municipality YES NO

Indien ja, meld wanneer en posbenaming
 If yes, please state when and job title

Taalvaardigheid Afrikaans English Ander/Other
 Language Proficiency

.....

Are you a south African citizen? if not, what is your nationality

BESONDERHEDE VAN EGGENOOT/E:
DETAILS OF SPOUSE:

NAAM:
 NAME:

BEROEP: WERKGEWER:
 OCCUPATION: EMPLOYER:

HUIDIGE OF MEES ONLANGSE WERK
CURRENT OR MOST RECENT EMPLOYMENT

POSBENAMING
 JOB TITLE.....

BEGINDATUM TOT
 START DATE TILL

HUIDIGE SALARIS
 CURRENT SALARY

NAAM VAN WERKGEWER TEL NR.
 NAME OF EMPLOYER TEL NO.

ADRES VAN WERKGEWER
 ADDRESS OF EMPLOYER

PLIGTE EN VERANTWOORDELIKHEDE
 DUTIES AND RESPONSIBILITIES

REDES VIR VERANDERING
 REASONS FOR CHANGE

WERKSGESKIEDENIS / EMPLOYMENT HISTORY

Begin met die voorlaaste werk na huidige of mees onlangse werk
Please start with the most recent after shown under current or most recent employment

BEGINDATUM TOT
 STARTING DATE TILL

WERKGEWER SE NAAM TEL NR.
 EMPLOYER'S NAME TEL NO.

ADRES
 ADDRESS.....

BETREKING BEKLEE
 POSITION HELD

PLIGTE EN VERANTWOORDELIKHEDE
 DEUTIES AND RESPONSIBILITIES

REDE VIR BEëINDIGING
 REASON FOR LEAVING

BEGINDATUM STARTING DATE	TOT TILL
WERKGEWER SE NAAM EMPLOYER'S NAME	TEL NR. TEL NO.
ADRES ADDRESS.....	
BETREKING BEKLEE POSITION HELD	
PLIGTE EN VERANTWOORDELIKHEDE DUTIES AND RESPONSIBILITIES	
REDE VIR DIENS BEËINDIGING REASON FOR LEAVING	

OPLEIDING / EDUCATION

*Kwalifikasies sal slegs in ag geneem word indien dit 'n vereiste van die pos is.
Qualifications will only be taken into account where they are strictly required for the post.*

*Die Raad vereis bewyse van die kwalifikasies. - Heg gesertifiseerde afskrifte aan
The Council will require evidence of these qualifications. - Attach certified copies*

<i>Skool, Kollege, Universiteit of instansie van verdere studies School, Colleges, Universities or Institute of further studies</i>	<i>Datums Dates</i>	<i>Kwalifikasies verwerf Qualifications gained</i>

PERSONEEL MONITERINGSINFORMASIE
PERSONNEL, MONITORING INFORMATION

Die Overberg Distrik Munisipaliteit benodig die verdere inligting in terme van die Wet op Diensbillikheid. Die informasie wat u verskaf word as streng vertroulik hanteer en word slegs vir statistiese monitering gebruik. Indien u nie hierdie gedeelte voltooi nie kan u aansoek nie verwerk word nie.

The Overberg District Municipality requires the following information for the provisions of the Employment equity Act. The information you provide will be treated in the strictest confidence and will be used only for statistical monitoring. We are unable to process applications from candidates who do not complete this section.

(Merk die toepaslike blokkie)
 (Please tick the appropriate box)

Vroulik
 Female

Manlik
 Male

Etniese oorsprong
 Ethnic Origin

Swart
 African

Nie-blank
 Coloured

Indiër
 Indian

Blank
 White

Ander
 Other

Ag u uself as gestremd?
 Do you consider yourself disabled?

JA
 YES

NEE
 No

Indien ja, meld die aard van u gestremdheid
 If yes, please state the nature of your disability

Waar het u die advertensie gesien/hoe het u van die pos te hore gekom?
 Where did you see the post advertised/how did you hear of the vacancy?

VERWYSINGS / REFERENCES

Eksterne aansoekers: As u gekeur word vir u onderhoud sal ons graag u referente wil kontak. U moet die naam van die persoon meld aan wie u verantwoording doen of gedoen het.

External applicants: If you are selected for an interview, we will wish to take up references. You should give the name of your line Manager in your present or most recent employment.

Interne aansoekers: Indien u gekeur word vir 'n onderhoud versoek ons 'n verwysing van u Toesighouer.
Internal Applicants: If you are selected for an interview, we will seek a reference from your Supervisor.

1) Naam Posbenaming
 Name Position
 Held.....

Organisasie
 Organisation

Adres / Address

Tel nr.

Tel no.

2) Naam Name Posbenaming Position
 Held.....
 Organisasie Organisation

 Adres./ Address

 Tel nr. Tel no.

Meld of ons u referente voor die onderhoud kan kontak
 Please indicates if we can contact your referees prior to the interview JA YES NEE NO

POPIA DISCLAIMER
The Information Officer (Municipal Manager) undertakes that all personal and confidential information will be processed lawfully and in a reasonable manner that does not infringe the privacy of you or your organisation as the data subject. The processing is necessary and complies with an obligation imposed by law on us, the responsible party and the processing protects your rights to effective service delivery. The Overberg District Municipality complies with the Protection of Personal Information Act, Act 4 of 2013 (POPIA)

VERKLARING / DECLARATION

Hiermee sertifiseer ek dat die inligting korrek is en bevestig ek dat dit deel vorm van my ooreenkoms.
 I certify that the information provided is correct and agree that they should form part of the basis of my engagement.

Het u al die bewyse van u kwalifikasies aangeheg soos van toepassing op die betrekking
 waarvoor u aansoek doen? JA YES NEE NO
 Did you include all documents as proof of your qualifications, as require for the position
 you are applying for?

*Die verskaffing van vals inligting of kwalifikasies mag lei tot ontslag sonder kennisgewing.
 Misrepresentation of qualification or information provided may lead to disqualification or disciplinary actions.*

Applicants agree that their personal information may be recorded and processed by the Municipality.

HANDTEKENING DATUM
 SIGNED DATE

Gunsverwing by amptenare of lede van die Raad of enige Komitee van die Raad, direk of indirek vir enige aanstelling in die Raad se diens sal die aansoeker diskwalifiseer vir aanstelling.
 Canvassing of employees or other members of the Council or any Committee of the Council directly or indirectly for any appointment under the Council shall disqualify the candidate concerned for the appointment.



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DISTRIKSMUNISIPALITEIT / DISTRICT MUNICIPALITY

ANNEXURE C

Interview Panel Assessment Form

Interviewer name	
Applicant name	
Date of interview	
Position/s applied for	
Notes / overall impression of the candidate in words	
Recommendation	

Panel member signature

Date

Interviewer guidelines

General

- All candidates are entitled to the same questions. This contributes towards a consistent interview process that is legally defensible.
- Keep a record of the candidate's answers. It serves as proof for the scores you give and will be required should you be accused of using discriminatory tactics.
- Never make personal remarks about the answers that the candidate has given to the questions asked.
- Do not ask questions about the candidate's personal life i.e. "What is your marital status?" or "Are you planning on having children in the near future?"
- At the end of the interview, thank the candidate for taking the time to attend and explain what the next steps in the process are.

How to open the interview:

Open the interview touching on the following key points:

- That the municipality has identified what, besides skills and experience, is important to perform well in the position
- Explain that while we do not yet know when the outcome of the recruitment process will be available, we are committed to as quick a process as possible and that all candidates will be notified as the information becomes available.
- Introduce yourself and explain to the candidate that you are going to be conducting a structured interview and will be asking him or her for specific examples of where he or she did certain things or took certain actions or decisions; and
- You need to record as much information as possible during the interview and you will therefore be writing a lot during the interview.

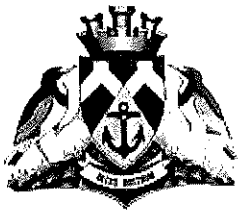
Note taking:

- Listen to the responses and evaluate the quality and depth of the answers.
- Record your impression of the candidate.
- Note any evidence of competencies the candidate demonstrated.
- The following rating scale should be used when interviewing candidates:

Evaluation rating scale		
Scale	Description	Indicators of Performance
4	Excellent	The applicant possesses exceptionally well developed and relevant skills and abilities for the technical and/or behavioural competencies required to perform the position.
3	Competent	The applicant possesses relevant skills, knowledge, and abilities. They would generally be effective against this criterion.
2	Requires Development	The applicant possesses some skills, knowledge, and abilities relevant to the criterion, but is limited on others. She/he requires further training and development to meet the standards required for this criterion.
1	Unsatisfactory (Below Standard)	The applicant is unable to demonstrate that she/he possesses the adequate skills, knowledge, and abilities in relation to the criterion. She/he would not be suitable to perform the duties of the position

Closing the interview:

- Thank the candidate for coming to the interview.
- Give the candidate the opportunity to ask questions.
- Explain the next step in the process and any time frames, including who will contact them and when.



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ANNEXURE D

CONFLICT OF INTEREST DECLARATION BY INTERVIEW PANEL MEMBERS

Interviews for the advertised post of _____
Date: _____

I, _____

hereby declare that I have read the provisions of regulation 24 of the Local Government: Municipal Staff Regulations ("hereinafter referred to as the Regulations").

I hereby further declare that —

- (a) I have no personal interest in any of the interviewed candidates.
- (b) I do not have any relationship whatsoever with the interviewed candidates.
- (c) I am not indebted to any of the interviewed candidates or vice versa.
- (d) my participation in these interviews will not in any way constitute a conflict of interest or undue influence or attempt to influence the appointment or promotion for a spouse, partner, family member, friend, or associate.
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews.
- (f) all the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Manager or his or her delegate has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Municipal Manager or his or her delegate.

Signed at _____ on this _____ day of _____ 20____

Signature: Selection Committee Members

Signature: Chairperson: _____



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ANNEXURE E

DECLARATION OF CONFIDENTIALITY BY THE STAFF MEMBER PROVIDING SECRETARIAL SERVICES DURING THE SELECTION PROCESS

Interviews for the advertised post of _____
Date: _____

I, _____ hereby declare that I have read the provisions of regulation 24 of the Local Government: Municipal Staff Regulations ("hereinafter referred to as the Regulations").

I hereby further declare that —

- (a) I have no personal interest in any of the interviewed candidates.
- (b) I do not have any relationship whatsoever with the interviewed candidates.
- (c) I am not indebted to any of the interviewed candidates or vice versa.
- (d) my participation in these interviews will not in any way constitute a conflict of interest or unduly influence or attempt to influence the appointment or promotion for a spouse, partner, family member, friend, or associate.
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews.
- (f) all the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Manager or his or her delegate has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Municipal Manager or his or her delegate.

Signed at _____ on this _____ day of _____
20____

Signature: Secretariat: _____

Signature: Chairperson: _____



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ANNEXURE F

Reference Check

Applicant:

Date:

Name of person contacted:

Company:

Telephone number:

Position in Company:

1. Relationship between Applicant and referee:

2. Applicant's position:
 - 2.1 How long is your working relationship?

 - 2.2 Reporting lines?

3. Description of Applicant's main function:

4. Comment on Performance:
 - 4.1 In current position?

 - 4.2 What would he be scored in present position? (0 – 5)

5. Applicant's strengths:

6. Areas of possible development (any shortcomings?):

7. Applicant has been assessed with regards to position of:
 - 7.1 Please comment on applicant's suitability for this role:

8. The behavioural competencies which we feel are vital to this post are (*List*), please comment on the applicant's performance in relation to the competencies below:

(a)

(b)

(c)

(d)

(e)

9. Would you re-employ him / her?

Reference taken by:

Date:



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ANNEXURE G

CATEGORY A - Support staff in office of public bearers

Executive Mayor	Mayor	Deputy Executive Mayor/ Deputy Mayor	Speaker	Chief Whip/ Whip	Council Support	
					Member of executive council/ Mayoral Committee/ Chairperson of a sub-council	Party offices
Chief of Staff	Head of the Office	Head of the Office	Head of the Office of the Speaker	Support Officer	Manager: Councilor Support	
Administrative Secretary / Assistant Administrative Secretary	Administrative Secretary	Administrative Secretary	Administrative Secretary	Secretary	Executive Support Officer per POB	Executive Support Officer per POB
Private Secretary / Assistant Private Secretary	Private Secretary	Private Secretary	Public Participation and Outreach Coordinator		Secretary per POB	Researcher per POB
Special Advisor	Special Advisor	Driver	Coordinator: Community Development Workers			Secretary per POB
Community Liaison Officer	Community Liaison Officer		Ward Coordinator			
Receptionist	Receptionist		Seniors/ Administrative Officer			
Driver	Driver		Receptionist			
	Possible Shared Resources:					
	<ol style="list-style-type: none"> 1. Researcher and Speech Writer 2. Committee Support (Administration) 					

CATEGORY B

Executive Mayor	Mayor	Deputy Executive Mayor/ Deputy Mayor	Speaker	Chief Whip/ Whip	Council Support	
					Member of executive council/ Mayoral Committee/ Chairperson of a sub-council	Party offices
Chief of Staff	Head of the Office	Head of the Office	Head of the Office of the Speaker	Support Officer	Manager: Councilor Support	
Administrative Secretary	Administrative Secretary	Administrative Secretary	Administrative Secretary	Secretary	Executive Support Officer per POB	Executive Support Officer per POB
Private Secretary	Private Secretary	Private Secretary	Public Participation and Outreach Coordinator		Secretary per POB	Researcher per POB
Special Advisor	Special Advisor	Driver	Public Officer: Petitions and Hearing			Secretary per POB
Community Liaison Officer	Community Liaison Officer		Ward Coordinator			
Receptionist	Receptionist		Coordinator: Community Development Workers			
Driver	Driver		Senior/ Administrative Officer			
			Receptionist			
			Driver			
Possible Shared Resources:						
	<ol style="list-style-type: none"> 1. Researcher and Speech Writer 2. Committee Support (Administration) 					

CATEGORY C

Executive Mayor	Mayor	Deputy Executive Mayor/ Deputy Mayor	Speaker	Chief Whip/ Whip	Council Support	
					Member of executive council/ Mayoral Committee/ Chairperson of a sub-council	Party offices
Chief of Staff	Head of the Office	Head of the Office	Head of the Office of the Speaker	Support Officer	Manager: Councilor Support	
Administrative Secretary	Administrative Secretary	Administrative Secretary	Administrative Secretary	Secretary	Executive Support Officer per POB	Executive Support Officer per POB
Private Secretary	Private Secretary	Private Secretary	Public Participation and Outreach Coordinator		Secretary per POB	Researcher per POB
Special Advisor	Special Advisor	Driver	Public Officer: Petitions and Hearing			Secretary per POB
Community Liaison Officer	Community Liaison Officer		Ward Coordinator			
Receptionist	Receptionist		Coordinator: Community Development Workers			
Driver	Driver		Senior/ Administrative Officer			
			Receptionist			
			Driver			
Possible Shared Resources:						
	<ol style="list-style-type: none"> 1. Researcher and Speech Writer 2. Committee Support (Administration) 					



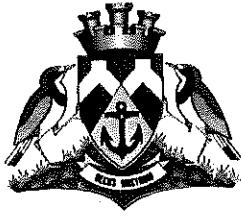
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DISTRIKSMUNISIPALITEIT / DISTRICT MUNICIPALITY

ANNEXURE H

CATEGORIES OF MISCONDUCT AND TIME PERIODS THAT MUST EXPIRE BEFORE A PERSON MAY BE RE-EMPLOYED IN A MUNICIPALITY

Column A ITEM	Column B CATEGORY OF MISCONDUCT	Column C PERIOD (YEARS)
1.	Financial misconduct contemplated in section 171 of the Municipality Finance Management Act, corruption or fraud	10
2.	Misconduct involving elements of dishonesty or negligence.	5
3.	(a) Assault with intent to do grievous bodily harm where a staff member has been criminally charged and convicted.	5
	(b) Sexual harassment	5
4.	Colluding or acceding to an influence of any councilor not to enforce an obligation in terms of this Act, any other legislation or by-law or a decision of the municipal council of the municipality, and who has been found guilty of an offence and convicted to a fine or to imprisonment for a period not exceeding one year.	5
5.	Facilitating or aiding an occupier of premises in a municipality to deny an authorized representative of the municipality or a service provider access at all reasonable times to premises in order to read, inspect, install, or repair any meter or service connection for reticulation, or to disconnect, stop or restrict the provision of any service.	5
6.	Convicted of an offence and sentenced to more than 12 months imprisonment without the option of a fine	5
7.	(a) Used the position as a staff member or confidential information for private gain or to improperly benefit another person	5
	(b) Disclosed of any privileged or confidential information obtained as a staff member of a municipality to an unauthorized person or persons.	5
	(c) Took a decision on behalf of the municipality concerning a matter that the senior manager's spouse, partner or business associate, has a direct benefit or private business interest.	5
8.	Being party to or beneficiary under a contract for the provision of goods and services to any municipality or any municipal entity established by a municipality.	5
9.	Soliciting or accepting directly or indirectly any gift or favor that may influence the exercise of his or her functions, the performance of his or her duties, or judgement.	5
10.	Discrimination against others on the basis of race, gender, disability, sexual orientation or other grounds prohibited by the Constitution.	5
11.	Breach of the Code of Conduct for the Municipal Staff as contained in Schedule 2 of the Municipal Finance Management Act, other than misconduct referred to in item 1 to 10 in this table.	2



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DISTRIKSMUNISIPALITEIT / DISTRICT MUNICIPALITY

ANNEXURE I

GUIDELINE

ATTRACTION AND RETENTION OF COMPETENT STAFF

Introduction

1. (1) the attraction and retention of competent staff must form part of the municipality's talent management framework and strategy.
- (2) the talent management is an integrated process designed to attract, retain, and develop competent staff.
- (3) effective talent management ensure operational continuity and sustainability of the municipality by ensuring that the appropriate people, with the appropriate skills, are the appropriate job at the right time.
- (4) the municipal manager must ensure that the municipality develops and implements an effective staff attraction and retention strategy and plan.
- (5) A committee of the municipal council established in terms of section 79 of the local government: municipal structures Act, 1998 (Act no 117 of 1998) must monitor the implementation of the approved staff attraction and retention strategy and plan.

Attractions of competent staff

2. (1) in developing a staff attraction strategy and plan, the municipality must consider the following:
 - (a) the municipality's staff value proposition.
 - (i) A value proposition is the concise description of what the municipality has to offer potential staff.
 - (ii) The employee value proposition is a message designed to persuade and entice sought after professional and technical skills to consider being employed at the municipality.
 - (iii) The staff value proposition should be inspirational, motivational, attractive, and distinctive.
 - (b) The municipality's long-term and current strategic organizational requirements in respect of leadership competencies, technical skills, and public service imperatives.
 - (c) The municipality's ability as an employer to provide a favorable work environment for staff.
- (2) the attraction strategy and plan should include different techniques that can be used, and may include those set out in table 3 below

Table 10
Attraction of staff techniques

item	technique	examples
1	Buying talent	Building relationship with important sources of talent such as tertiary institution, business schools, using referral hiring, creating partnership with staff search agencies, targeting potential staff member, building an internet recruitment strategy
2	Building talent	Providing training and development for key staff members
3	Borrowing talent	Forming alliances with organizations in the private and public sector. Retaining consults, building skills transferring programmers, outsourcing work, maintaining relationships with former staff members
4	Bouncing talent	Investigating opportunities such as secondment, flexible work arrangements and contract work.
5	Binding talent	Offering financial and non-financial inducements to retain talent
7	Boosting talent	Promotion and staff recognition schemes

Identification of competent staff

3. (1) the identification of scarce, critical, and high-risk skills must form the basis of any talent management interventions.
3. The manager responsible for human resource must develop a framework for the identification of competent staff
4. The framework must enable the identification of leadership groups and technical talent in the municipality
5. Supervisors, in consultation with the manager responsible for human resource, must identify competent staff members.

Retention strategy

4. (1) the manager responsible for human resource must=
 - a) Oversee the retention strategy: and
 - b) Ensure that there is consistency in the way in which competent staff members are managed and engaged by-
 - (i) Ensuring that systems and processes are structured to provide flexibility within the legal framework so that staff can be managed effectively and differently, if necessary:

- (ii) Providing supervisors with the authority to act in this regard, whilst offering strategic advice and support:
- (iii) Reviewing policies and procedures to ensure that they provide the measure of flexibility necessary to accommodate competent staff members: and
- (iv) Developing an accountability framework that details the boundaries within which supervisors may act to retain staff.

Action to retain staff

5. 1) each supervisor must engage on an individual basis with those staff identified as competent staff members to understand both their tangible and intangible motivations and aspirations.
 - (2) this engagement may be integrated with the performance management cycle and the formulation of personal development plans.
 - (3) the manager responsible for human resource or other human resources staff should support the supervisors by providing them with methodology and instruments to undertake this engagement.
 - (4) the engagement with staff member should take into account-
 - a) the staff member's interests, values, skills and development needs and:
 - b) the various options available to the staff members.
 - (5) supervisors, in consultation with staff employed in the human resources function, must identify those tangible and intangible motivations that are not feasible and should consult with the staff member to find a satisfactory solution.
 - (6) the engagement must result in a plan that is signed off by both the staff members and relevant supervisor and ratified by the manager responsible for human resources.
 - (7) the plan should contain both intangible and intangible actions, timelines, targets, and conditional requirements.
 - (8) the plan should become the basic for the development, engagement, and retention of competent staff members.
 - (9) the manager responsible for human resources, together with the relevant supervisors, must develop and apply a talent exposure programme for new talent entering the municipality or entering a specific level within the municipality
 - (10) the exposure programme should aim at providing competent talent with structured exposure to participate fields of work and roles.
 - (11) the manager responsible for human resources, or the person to whom this function is delegated, must ensure that the programme defines the roles that talent on the programme will perform so that their skills and development requirements are optimized during the exposure, and expectations are managed.

(12) supervisors should engage with competent staff members in a discussion regarding their plan on an ongoing basis.

(13) the talent management plan must be reviewed annually, and the review should coincide with the performance management cycle of the municipality.

(14) the review should consider the steps that have been completed in the plans, what is still required to be done, performance, next step, amendments, and support needed.

(15) the plan should be updated and sent to the manager responsible for human resource for ratification



EXTRACT FROM THE COUNCIL MINUTES HELD ON 22 AUGUST 2022

Item A8. 22.08.2022

COUNCIL POLICIES

S Mdewu: Manager Human Resources

(Ref.: 9/1/B & 6/39/2)

PURPOSE

To present the new and/or revised policies to Council, for adoption.

BACKGROUND

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) prescribes the executive and legislative authority of a municipality.

Section 11(3) states that a municipality exercises its legislative or executive authority by-

- (a) developing and adopting policies, plans, strategies and programmes.
- (d) administering and regulating its internal affairs.

Section 86(1) states that a municipality must develop and adopt a policy framework for the establishment, regulation and management of an internal municipal service district.

PROGRESS

In conforming to the above executive and legislative authority of the Municipality, policy workshops were conducted on 14, 15 and 25 July 2022, respectively, with Management and the Unions, and Councillors.

POLICIES PRESENTED DURING WORKSHOPS

Policies workshopped with Management and the Unions on 14 and 15 July 2022:

Performance- and Risk Management

- 1) Performance Management and Development Policy Framework (amended)
- 2) Code of Ethics (amended)
- 3) Anti-Corruption and Fraud Prevention Plan (amended)
- 4) Anti-Corruption, Fraud and Financial Misconduct Policy (amended)
- 5) Combined Assurance Policy Framework (amended)

Human Resources

- 6) Recruitment and Selection Policy (amended)
- 7) Induction Policy (new)
- 8) Exit Interview Policy (new)
- 9) External and Internal Bursaries Policy (amended)
- 10) Grievance Policy (new)
- 11) Education, Training and Development Policy (new)
- 12) Integrated Human Resources Framework Policy (new)
- 13) Employment Equity (new)

Emergency Services

- 14) Shift Leader Policy (Fire Department - new)
- 15) Promotion Policy (Fire Department – new)

It is noted that the above policies were workshopped with Councillors on 25 July 2022, except for the Employment Equity Policy.

OUTSTANDING POLICY TO BE WORKSHOPPED WITH COUNCILLORS

The Employment Equity Policy will be workshopped with Councillors on 22 August 2022, prior tabling of all applicable policies (as previously workshopped), for consideration and approval by Council on the same day.

ICT POLICIES

The following ICT policies were tabled to the ICT Steering Committee during November 2021, and the Corporate Services Portfolio Committee on 7 March 2022. Following the in principle approval of ICT policies on 22 August 2022, all ICT policies will be further workshopped with Councillors for re-adoption in December 2022.

- 1) ICT Change Management Policy
- 2) ICT Access Management Policy
- 3) ICT Migration and Disaster Recovery Plan
- 4) ICT Performance Plan
- 5) ICT Operating System Security Controls Policy
- 6) ICT Security Controls Policy
- 7) ICT Strategic Plan
- 8) Municipal Corporate Governance of Information and Communication Technology

FINANCIAL IMPLICATIONS

Provision will be budgeted for regarding any financial implications in terms of the policies.

STAFF IMPLICATIONS

None

LEGISLATIVE FRAMEWORK

Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

ATTACHMENT

List of revised and/or new policies

RESOLVED : (Proposed by Cllr. R Mokotwana and seconded by Cllr. B Mkhwibiso)

- 1) Cognisance was taken of the policies.
- 2) Council approves the policies.

CERTIFIED A TRUE EXTRACT FROM THE MINUTES OF THE COUNCIL MEETING HELD
ON 22 AUGUST 2022.



R BOSMAN
MUNICIPAL MANAGER