

RUSTENBURG LOCAL MUNICIPALITY

POLICY DOCUMENT : APPOINTMENT OF EMPLOYEES

1. INTRODUCTION

Because the success of the organisation depends on the performance and ability of its employees, it is crucial to have a sound policy with regard to the appointment of personnel.

2. AIM OF THE POLICY

The aim of the Appointment Policy is to create a sound procedure to appoint employees within the stipulations of the approved Employment Equity Plan of the Council, in such a way that it will allow the maximum possible progress towards achieving employment equity in the workplace, within the five years duration of the Employment Equity Plan, in accordance with the Employment Equity Act of 1998.

3. SCOPE OF THIS POLICY

The Rustenburg Local Municipality aspires by means of this policy the following objectives:

- 3.1 To address the developmental role of the Rustenburg Local Municipality by providing employees access to training and the development of skills on a continuous basis, in order to comply with the dynamics of the changing environment of the Council.
- 3.2 To make appointments within the stipulations of the approved Employment Equity Plan of the Rustenburg Local Municipality, in order to achieve as far as possible the employment equity objectives and numerical goals of the Council (as attached per annexure E), within the prescribed 5 year period of the Plan.
- 3.3 To appoint only suitably qualified persons, as defined in Chapter 3, Section 20 (3), (4) and (5) of the Employment Equity Act, who meet the minimum qualification requirements as set from time to time by the SALGBC.

- 3.4 To give preference to suitably qualified people from designated groups in the consideration of the filling of posts, with new appointments, to ensure their equitable representation throughout the workforce.
- 3.5 To ensure that where more than one person from designated groups are being considered for a post, the person from the category within the designated groups which is the most under-represented in the category of the specific vacancy be preferred, keeping in mind the stipulations of the total Appointment Policy, as well as the principle of merit, as in clause 6.2.1.1.2.
- 3.6 To ensure that whilst all possible effort will be made to achieve the numerical goals of the Employment Equity Plan, appointments be made with the aim to maintain productivity in the Council, and to ensure the rendering of a quality service to the community by not keeping posts vacant if a suitable applicant from the designated groups could not be identified and appointed.
- 3.7 To make appointments to maximise the benefits of diversity, equal appointments and new opportunities, to ensure a motivated workforce.

4. **CRITERIA TO BE MET BY THIS APPOINTMENT POLICY**

4.1 **Quality**

- 4.1.1 The policy must be implemented in such a way that the quality of services is not affected in a negative sense.
- 4.1.2 Standards regarding output shall not be affected in a negative way.

4.2 **Democracy**

- 4.2.1 The policy must adhere to the requirements of democracy as far as openness and transparency are concerned.

4.3 **Public responsibility**

- 4.3.1 The policy must be justifiable from a public responsibility point of view.

4.4 **Fair and just**

- 4.4.1 The policy must be fair and just to all.

4.5 Appointments within specific job categories

In accordance with the Employment Equity Act, there are nine job categories, and appointments in these categories shall as far as possible be made within the following guidelines, in order to reach the approved numerical targets of the Employment Equity Plan of the Rustenburg Local Municipality within a period of 5 years:

4.5.2.1 SUMMARY OF JOB CATEGORIES AND TARGETS:

JOB CATEGORY	DESCRIPTION	GROUPS TO BE GIVEN PREFERENCE TO	NUMERICAL TARGET IN 5 YEARS	CURRENT SITUATION
Group 1	Legislators, Sr Officials and Managers	a) Black females b) Black males	15 15	8 12
Group 2	Professionals	a) Black females b) Black males	16 16	4 6
Group 3	Technicians and Associated Professionals	a) Black females b) Black males	33 28	27 24
Group 4	Clerks	a) Black females b) Black males	81 74	80 64
Group 5	Service and Sales Workers	a) Black females	36	16
Group 6	Skilled Agricultural and Fishery Workers	a) Black females	4	0
Group 7	Craft and Related Trades	a) Black females b) Black males c) White females	22 18 1	0 11 0
Group 8	Plant and Machine Operators and Assemblers	a) Black females b) White females	23 2	0 0
Group 9	Elementary Occupations	a) Black females b) White females c) White males d) Coloured females e) Coloured males f) Asian females	464 37 34 7 7 2	150 0 7 0 0 0
Disabled Employees	All categories	a) Black females b) Black males c) White females d) White males	5 3 2 0	1 1 0 3

--- Attached as annexure F is an analysis of the current permanent employees per department / Group / Gender and as annexure G is a Job Grade Analysis per Group / Gender.

5. **RESPONSIBILITIES**

5.1 **Rustenburg Local Municipality**

The Rustenburg Local Municipality shall be responsible for the appointment of the Municipal Manager and first reporting level employees after consulting the Municipal Manager, as prescribed in the Municipal Systems Act, Section 56 and the Municipal Structures Act, Section 82.

5.2 **Municipal Manager**

5.2.1 **Permanent appointments**

The Municipal Manager is responsible for all permanent appointments on job levels 20 to 2, as prescribed in the Municipal Systems Act, Section 55,1(e).

5.2.2 **Temporary appointments**

5.2.2.1 The Municipal Manager is responsible for the appointment of temporary employees.

5.2.2.2 Temporary appointments shall be done in terms of the Employment Equity Plan of the Council, for a maximum continuous period of 12 months, whereafter it should be referred to the SALGBC for approval.

5.2.2.3 Temporary employees will be appointed in accordance with the approved
---- Contract of the Council for Temporary Employees. (Copy attached as Annexure A).

5.2.2.4 When requests for temporary /permanent appointments are considered by the Municipal Manager, the comments of the political head of the directorate concerned, as well as the comments of the Director : Corporate Support Services and the political head of the Directorate : Corporate Support Services, will be taken into account.

5.2.3 **Voluntary Workers**

5.2.3.1 Voluntary workers shall be appointed in terms of the Skills and qualifications requirements of the Council.

5.2.3.2 Voluntary workers shall be appointed in accordance with the
--- attached Indemnity Form.

5.2.3.3 When requests for voluntary workers are considered by the Municipal Manager, the comments of the Director and Political Head of the Directorate concerned, as well as the comments of the Director : Corporate support Services and the Political Head of the Directorate Corporate Support Services, will be taken into account, as per attached application form for Voluntary Workers.

5.2.3.4 All requests for voluntary workers shall specify the purpose, dates and duration for which they are needed.

5.2.3.5 That the appointment of Voluntary Workers, not be applicable to specialized positions.

5.3 **Directorate : Corporate Support Services**

The Director : Corporate Support Services will be responsible for the following:

5.3.1 Recommendation with regard to the permanent appointment of employees on job levels 20 – 2 , in collaboration with the different directorates, within the approved Employment Equity Plan of the Rustenburg Local Municipality.

5.3.2 To establish a pool of suitably qualified applicants in line with the Employment Equity Plan of the Council, to be utilized in a temporary- or voluntary capacity, if and when requested by Directorates to the Director: Corporate Support Services, and approved by the Municipal Manager.

5.3.3 The conducting of all recruitment for all levels, by means of advertising and direct recruitment in accordance with this policy.

5.3.4 The preparing of applications for shortlisting.

5.3.5 The conducting of all preliminary administration / arrangements regarding interviews.

5.3.6 The assessment of candidates prior to interviews, where applicable.

5.3.7 The briefing of all candidates invited for interviews regarding the Conditions of Employment.

5.3.8 The conducting of all interviews for levels 20 to 2, in coordination with the Directorates concerned.

5.3.9 The exercising of all post-interview administration.

6. **GUIDELINES : PROCUREMENT**

The overall aim of the recruitment and selection process shall be to obtain within the approved budgeted amount the number and quality of employees required to satisfy the manpower needs of the Rustenburg Local Municipality. (Steps in the procurement process is attached as annexure B).

6.1 **Recruitment**

6.1.1 Recruitment shall take place only after a proper requisition is made according to the attached form, and approved by the Municipal Manager. (Annexure B1).

6.1.2 Recruitment will manifestate in different forms, e.g.:

- * Newspapers
- * Bulletins and professional magazines
- * Head hunting

6.1.2.1 **Newspapers**

Vacancies shall be advertised in the newspapers, bearing costs and availability of qualified applicants in mind, as follows:

JOB LEVEL	NEWSPAPERS
1	Sunday newspapers plus internally displayed advertisement, throughout our jurisdictional area.
Positions on levels 3 to 2, plus positions on all levels where qualified applicants are not readily available in our area.	North West Mirror, Sowetan and City Press plus internally displayed advertisement, throughout our jurisdictional area.
Positions on all levels, where qualified applicants are available in our area	Internally displayed advertisement, throughout our jurisdictional area, as in point 6.1.2.4, or if necessary the North West Mirror.
Positions on levels 20 - 14	Internally displayed advertisement, throughout our jurisdictional area, as in point no 6.1.2.4, or if necessary the North West Mirror.

6.1.2.2. **Bulletins and professional magazines, Institutes**

If efficient candidates could not be recruited by means of advertisements in newspapers, the Director : Corporate Support Services can advertise in applicable bulletins and professional magazines / Institutes.

6.1.2.3 **Head hunting**

Head hunting is the concept where specific persons with specific knowledge, qualifications, experience and skills are needed and where suitable applicants could not be obtained by means of the normal recruitment process. Head hunting can thus specifically be applied with the aim to identify suitable applicants from designated groups for appointments in accordance with the employment Equity Plan of the Council (as in point 4.5 of this policy), if suitable applicants could not be identified by means of normal recruitment.

6.1.2.4 All advertisements shall be displayed at all working places and all the ward offices of the Rustenburg Local Municipality and in other places in the wards, as may be identified by the ward Councillors.

6.1.3 Advertisements should have the following characteristics:

The texts of advertisement must:

- (a) Be informative, but not too wordy.
- (b) Adequately describe the company and the job, in language which is likely attract good applicants.
- (c) Specify precisely and realistically the qualifications and special skills required by the applicants.
- (d) Indicate the salary and important fringe benefits.
- (e) State clearly how applicants should respond to the advertisement.
- (f) State that the Council as employer practices equal opportunities for - and equitable representation throughout its workforce.

6.1.4 Special attempts will be made to appoint applicants to new vacant posts, in accordance with the Employment Equity Plan of the Council, while still maintaining the merit principle as outlined in 6.2.1.1.2 below.

6.1.5 Vacant posts will be analyzed to determine realistic person- and post requirements that meet the needs of the job and which do not benefit people with higher qualifications than those that are needed for the position. (Job description and job specification).

6.2 **Selection and assessment**

The selection process must be as effective as possible, and in line with the Employment Equity Plan, all relevant legislation, and all other stipulations of this Appointment Policy.

6.2.1 **Shortlisting**

6.2.1.1 **Prospective candidates**

6.2.1.1.1 Only applicants with the required qualifications/equivalent, as established by the Bargaining Council, will be invited for interviews, provided that the years experience required, only be a guideline.

6.2.1.1.2 The merit principle will be adhered to. Merit is defined as the capacity to do the job, judged on qualifications, experience, knowledge, potential and / or demonstrated ability. Emphasis would be on meeting minimum requirements for the job and not necessarily appointing the ideal candidate or highest qualified candidate.

6.2.1.1.3 In considering candidates for the shortlist, preference will be given to local applicants if possible.

6.2.1.1.3.1 That recruitment should first be accorded to the internal staff before resorting to external recruitment.

6.2.1.1.3.2 That external recruitment should only be resorted to in the case where there is no suitably qualified employee from the internal staff.

6.2.1.1.4 **Undue Influence**

The following criteria as stipulated in clause 7(a) of the Municipal Systems Act, 2000 shall be adhered to:

A Staff member of a municipality may not –

unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtain any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;

6.2.1.1.5 The following criteria as stipulated in clause 6 of the Conditions of Employment shall be adhered to: (Government Gazette (vol 352) dated 28 October 1994 (No 16047)).

- (a) An applicant shall, when applying for appointment, promotion or transfer, subject himself to the screening techniques determined by the council.
- (b) A person, with the exception of a student, shall be at least 16 years of age before he may be appointed.
- (c) A person shall be appointed in the council's service in a permanent capacity only if he / she –
 - (i) has not yet reached the age of 56 years.
 - (ii) complies with the qualification and / or proficiency requirements laid down by the council, unless otherwise determined by the council.

6.2.2 **Assessment**

- 6.2.2.1 Assessment instruments must be objective and must have predictive validity with regard to work performance in a specific post.
- 6.2.2.2 Potential may be identified and evaluated through trainability tests, culture-free or fair psychometric tests, assessment centres, performance history, personal needs and aspirations, as well as interviews with predetermined criteria to reduce bias.
- 6.2.2.3 The Director : Corporate Support Services may acquire reference reports where applicable, provided that the employer at the time will only be contacted with the applicant's consent.

6.2.3 **Interviewing**

Interviewing involves processing and evaluating evidence about the capabilities of candidates in relation to the job specification, in comparison with each other.

- 6.2.3.1 The Directorate : Corporate Support Services shall make arrangements with candidates in good time for interviews.

- 6.2.3.2 Where the Council is involved, the Directorate : Corporate Support Services shall put the interviews on the agenda and to notify Council members, or a delegated Committee of the Council, where applicable.
- 6.2.3.3 The Municipal Manager may assign a particular person- or persons to attend interviews when needed.
- 6.2.3.4 The Directorate : Corporate Support Services shall brief the interviewing panel on the interview programme.
- 6.2.3.5 The Directorate : Corporate Support Services as well as the applicable department shall provide the interviewing panel with a job description (annexure C), job specification (annexure D) as well as questions and answers.
- 6.2.3.6 Interviews for a specific post must be completed on the same day because comparing candidates to each other is part of the process and the latter candidate might have the advantage of the earlier interviewed candidate.

6.3 **Appointments**

- 6.3.1 Priority will be given to employment of South Africans. Foreign candidates will only be employed after consultation with the unions and the North West Legislator.
- 6.3.2 Appointments in all job categories will as far as possible be in line with the approved Employment Equity Plan of the Council, as in point no 4.5 of this Policy.
- 6.3.3 The Directorate : Corporate Support Services shall be responsible for all post selection assessment, and post appointment administration.
- 6.3.4 A final decision regarding appointments must be made promptly after interviews.

7. **OTHER POLICY AND / OR INSTRUCTIONS TO BE TAKEN INTO ACCOUNT**

The following Policies and Acts will be taken into consideration when there are any amendments in these Policies and Acts, that will have an effect on the Appointment Policy:

- The SALGBC's Policy on Employment Equity.
- The Employment Equity Plan of the Rustenburg Local Municipality.
- The Conditions of Employment.
- The applicable circulars from the Bargaining Council.
- The applicable legislation to different jobs.
- Skills Development Act.
- Skills Levies Act.
- Employment Equity Act.
- Municipal Systems Act.
- Occupational Health and Safety Act.

8. **ADMINISTRATIVE UPKEEP OF THE POLICY**

The Director : Corporate Support Services will be responsible for the upkeep of this policy and the policy shall be adjusted under the following circumstances:

- a. When the policy approach of the Rustenburg Local Municipality changes.
- b. When legislation requires changes.

STEPS IN THE PROCUREMENT PROCESS

1. **ANALYZE THE JOB** to determine the knowledge, skills and abilities necessary to successfully perform the job.
2. **ESTABLISH A RATING SYSTEM** that indicates the importance of the knowledge, skills and abilities for performance to do the job and which also establishes a scale on which each of these will be rated. This system will be used in Step 7.
3. **PROVIDE WRITTEN QUESTIONS** for the interview, aiming to assist with the process of determining which applicants have the necessary knowledge, skills and abilities, and to what degree.
4. **RANK THE APPLICANTS** according to their prior education and experience to determine which of them should be interviewed.
5. **PREPARE FOR THE FACE-TO-FACE MEETING** in order to make the best use of the time available for the interview and at the same time give the applicant a favourable impression of the organisation.
6. **CONDUCT THE INTERVIEWS** to gather the information needed to evaluate the applicants.
7. **RATE THE APPLICANTS** who are interviewed to establish a descending list from the best to the least qualified candidate, using the rating system established in Step 2.
8. **MAKE THE SELECTION DECISION.** Complete applicant referral forms, (Annexure G), obtain the necessary approval for the appointment and notify all the interviewed candidates of the outcome of the selection process.

RUSTENBURG LOCAL MUNICIPALITY

GUIDELINES REGARDING A RATING SYSTEM

1. **INTRODUCTION**

Numerical rating systems are widely used to establish which of several applicants interviewed would be best for a particular position. A rating system allows assignment of numbers to the answers that applicants give, so that interviews can be “scored”.

2. **AIM OF THIS GUIDELINE**

The aim of this guideline is to create a set of simply defined criteria, that could easily be related to a job specification, to rate applicants during interviews and enable sound decision making for the efficient placement of personnel.

3. **SCOPE OF THIS GUIDELINE**

By means of this guideline the following objectives are aspired:

- 3.1 To ensure that final selection decisions are objective and legally defensible.
- 3.2 To provide for an objective way of weighting individual abilities and / or characteristics.

4. **PREREQUISITES FOR THE RATING SYSTEM**

To identify the factors to be rated for a specific job, the following prerequisites are essential:

4.1 **Job description**

A job description defines the overall purpose or role of the job and the main tasks to be carried out. A good job description is vital to the success of the selection procedure, because it is the foundation upon which all the other processes are based.

4.1.1 Before any interviewing of candidates, the attached job description shall
--- be completed. (Annexure D).

4.2 **Job specification**

A job specification defines the qualifications, experience and personal qualities required by the job holder and any other necessary information on the special demands made by the job, such as physical conditions, unusual hours or travelling.

4.2.1 **Format of job specification**

A job specification shall be completed before any interview.
--- The job specification will be in the attached format (Annexure E).

4.3 **Job analysis**

The job description and the job specification will allow us to make a proper job analysis from which certain factors or dimensions could be established.

The following are examples of dimensions which can be used:

4.3.1 **Physical make-up**

This factor will describe the health, physique, appearance, manner, bearing and speech that are requested for the job, and the ability to create and maintain a positive impression, to command attention and respect, to show an air of confidence and to achieve personal recognition.

4.3.2 **Education**

This factor will deal with educational qualifications, work experience and vocational training needed for the job.

4.3.3 **Comprehension**

This factor will deal with fundamental intellectual capacity.

It will indicate the natural quickness of comprehension and aptitude for learning which are required.

It also recognizes the multi-dimensional nature of problems and the necessity of multiple responses.

4.3.4 **Decisiveness**

Willingness to make decisions promptly on difficult problems.

4.3.5 **Flexibility**

The ability to adapt behavior or an attitude towards new situations and priorities: a lack of rigidity in maintaining a specific attitude in response to a change in demands or circumstances.

4.3.6 **Human relations skills**

Ability to deal effectively with all types of people; ability to understand and to respond appropriately to the needs and viewpoints of others.

4.3.7 **Improvement orientation**

Willingness to accept new ideas and methods; interest in self development and development of subordinates.

4.3.8 **Initiative**

Active efforts to influence events rather than passive acceptance: self-starter. It will also deal with the kinds of goals set by the individual, his constancy and determination in following them up as well as his success in achieving them.

4.3.9 **Judgement**

Ability to analyze problems and situations and reach workable logical conclusions based on the evidence at hand; ability to establish effective priorities.

4.3.10 **Listening skill**

Ability to identify important information contained in the oral communications of others.

4.3.11 **Management control**

Appreciation of need for control and maintenance of control over processes, problems and situations.

4.3.12 **Oral communication**

The ability to express ideas clearly, concisely and effectively in individual or group settings, ability to make a persuasive, clear oral presentation.

4.3.13 **Problem analysis**

Effectiveness in seeking out pertinent data and determining the source of a problem.

4.3.14 **Special knowledge or skills**

This dimension should be used to rate responses to specific questions designed to identify the applicant's knowledge or skills, as required for a specific position. It will also deal with mechanical, manual dexterity and the ability to use words and figures.

4.3.15 **Work history**

Elements in work history may include, but not be limited to the type of work in the performance of previous jobs as related to the vacancy, length of service, reasons for leaving, and number of jobs over a certain period of time.

4.3.16 **Disposition**

This factor will deal with the requirements of acceptability, influence over others, steadiness, dependability, self reliance, emotional stability, the ability to get on with people, etc.

4.3.17 **Circumstances**

This factor will deal with domestic circumstances, occupation of close family members, etc.

These dimensions can be evaluated using a variety of question types. However, they may be easier to observe and evaluate if situational questions are used, in which a hypothetical problem is presented to the applicant, who must then respond as they would in that situation.

4.4 **Impartiality**

4.4.1 All the interviewers must use the same rating system.

4.4.2 All candidates must be tested against the questions related to the different dimensions and factors.

4.4.3 After the interview of each candidate the rating forms which contain the scores of each interviewer will be handed in and processed by the Directorate : Corporate Support Services.

4.4.4 After interviews for a post are completed, all documentation must be handed in (this includes the questionnaire).

5. **RATING SYSTEM**

5.1 **Dimensions and factors**

The dimensions as determined for each and every post according to the job analysis (as in paragraph 4.3), shall serve as the factors / profile by which candidates can be “scored” during interviews. These factors are the ones that the employee will be expected to have when employed and should be listed on the rating form. The rating regarding qualifications and experience can be done before the interviews.

5.2 **Rating form**

--- The rating forms to be used by all interviewers, are attached as Annexures F and F1.

5.3 **Establishing a “weight” of each factor**

For each of these factors / dimensions in the profile a “weight” that indicates the relative importance of each factor to the successful performance of the job, should be established.

The range of weight is from one to five – this allows enough flexibility to accurately reflect the requirements of the job. For example, if it is decided that work history should have a weight of four and education a weight of two, this would indicate that it is believed that work history is twice as important as education for the job in question.

5.4 **Rating scale**

A rating scale system shall consist of a 7-point scale and well as follows:

1	-	Unacceptable
2	-	Marginal
3	-	Fair
4	-	Average
5	-	Good
6	-	Excellent
7	-	Superior

5.5 **Interview preparation**

Questions for interviews should be prepared to obtain information related to the identified dimensions.

All questions should be asked of each candidate in the same sequence and same way in order to do a proper rating. The same questions should be asked by the same interviewer each time and the climate for each candidate must be the same. If a candidate is known to the interviewing panel before-hand, he must be treated the same as all the other candidates.

5.6 **Rating the applicants**

After each interview the “ratings” section of the rating form should be completed and be handed over to the representative of the Directorate : Corporate Support Services. The final score for each candidate is calculated by multiplying the factor weight for each factor by the rating given on that factor. The results are then summed to give a total score which should be indicated in the lower right-hand corner of the form.

5.7 **Actual selection**

The final selection is primarily based upon the results of the oral interview. In most cases the person who scored the highest on the oral interview as indicated by the rating forms, will be the person selected.

To comply with the Employment Equity Plan of the Council, a handicap should be built in when the total score is calculated.

5.8 **Applicant referral form**

Whilst applicants as well as trade unions can request reasons why a specific candidate has not been appointed, an applicant referral form --- should be completed. (Annexure G).

The applicant referral form has a section where the job-related reasons why the applicant was not selected, could be linked. These reasons could be stated in terms of areas where the applicant was less qualified than the individual selected, based on information gathered from the application and the oral interview.