

RICHTERSVELD MUNICIPALITY

HUMAN RESOURCE POLICIES

**13. GUIDELINES IN GOOD
PRACTICE IN
RECRUITMENT AND
SELECTION**

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HUMAN RESOURCE POLICY**

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POLICY**

Approved Date: 30/06/2022	Council Resolution Nr: RVM007/06/2022
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ANNEXTURE A

RICHTERSVELD MUNICIPALITY GUIDELINES IN GOOD PRACTICE IN RECRUITMENT AND SELECTION

1. INTRODUCTION

These guidelines are intended to support the Richtersveld Municipality's Recruitment Policy. They are designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality of opportunity for all applicants.

The guidelines have been designed to maximize flexibility to meet the needs of all areas, and any significant variations should be discussed with Human Resources to minimize risk to the Richtersveld Municipality.

The Human Resource Staff are able to provide professional advice and support at all stages of the process. Useful information on good recruitment practices, relevant forms and performances are included throughout the guidelines.

2. PRE-ADVERTISEMENT

A vacancy may occur for a variety of reasons, including an increase in workload, a requirement for new skills, a change in structure or when a member of staff leaves or retires. This creates an opportunity to reconsider the overall functions and structure within a department and to consider any changes required to the job.

2.1 Review of requirements

Prior to commencing the recruitment process departments are advised to conduct a review of the need for the position, taking into account the following:

- The strategic aims of the department and the Richtersveld Municipality
- Any foreseeable changes that might impact on the role or the area
- Budget
- Current staff structure and skills

When reviewing the needs there are a number of possible sources of information, including:

- Area and Richtersveld Municipality strategies
- Feedback from the outgoing appointee about how the job description reflects the duties.
- Feedback/consultation with stakeholders

The Human Resource Staff are available to assist in the review process. **Check telephone directory** for contact details.

2.2 Reviewing the role

A thorough analysis of the role can highlight workloads that are too light or too heavy, and provides the basis for the **job description**.

It is advisable to consider the following when assessing how the needs for the position might best be met:

- Is there a continued need for the work undertaken by the previous post holder?
- Can any of the work be re-allocated?
- Could the job be done on a part-time, term-time only or job-share basis?
- Is the post correctly graded?

2.3 Developing the job description

Once the review of the position has been completed a new or updated job description is required. A job description defines the role's purpose, principal duties and responsibilities.

An accurate job description allows applicants the opportunity to assess their suitability for the role and to decide whether to proceed with their applications, thereby helping to minimize the number of inappropriate applications. It will also define the expectations of both the successful candidate and the manager and serve as a framework for the working agreement and an essential tool for induction and orientation, probation period management and overall appraisal or performance management.

An electronic word processed copy of the TASK job description, in the Richtersveld Municipality's format should be forwarded to the appropriate Human Resource Staff, who is responsible for reviewing it to ensure the post is correctly graded. The Human Resource Staff will provide advice and guidance on any grading issues which arise and, where relevant, to ensure compliance with conditions of employment.

3 APPROVAL TO RECRUIT

3.1 Recruitment form

This document and attachments provide all the necessary information and authorization to enable the Human Resource Staff to advertise the vacancy. The Human Resource Staff can only advertise posts once formal approval has been obtained by the relevant Department. The recruitment form must be signed by the Municipal Manager and Financial Manager (where appropriate). If the position is funded by an external grant it should be authorized by the Municipal Manager. In order to initiate the recruitment process incomplete or unauthorized forms will be returned to the recruiting area for completion, resulting in delays.

Once the first part of the **Recruitment Form (RF01)** has been completed and fully authorized, it should be sent to the Human Resource Staff with the following documents:

- Job description
- Any further particulars and/or supporting documentation for candidates

These documents should be supplied in an electronic format using the Richtersveld Municipality's format.

4 RECRUITMENT PROGRAMME

4.1 Advertising/Searching

The Human Resource Section is responsible for drafting advertisements. The Human Resourced Staff are responsible for arranging both internal and external advertising, on receipt of the Recruitment Form (RF01). Recruiting departments may also circulate advertisements approved by the Human Resource Staff on their notice boards. It is important that the contact details of the advertising media should be communicated to the Human Resource Staff to ensue that the success of recruitment media can be monitored and to enable applicant enquiries to be answered.

The Human Resource Staff may suggest amendments to advertisements to comply with employment equity, equal opportunities legislation, the Richtersveld Municipality's visual identity, inconsistencies with the person specification or job description or following advice from the advertising agency. The Human Resources staff or his/her delegate will have authority to amend advertisements that clearly do not comply with current legislation. Once the Human Resources Staff receive the advertisement they will send the copy and details of cost and publication dates to the recruiting department for authorization.

Normally, all vacancies will be advertised on the Richtersveld Municipality's notice boards. This ensures all staff are provided with opportunities for consideration for career development or movement. Most positions will simultaneously be advertised externally in print media, notice boards and stakeholder sites.

Applicants should be encouraged to obtain vacancy details forms via the Richtersveld Municipality information centre to speed-up processing and reduce costs.

If an external consultant, recruitment agency or external expert are used to assist in the recruitment process the appointing manager must ensure that they act in accordance with the Richtersveld Municipality's Recruitment Policy and Employment Equity Policy and plan.

4.2 Developing a recruitment schedule

Before advertising commences the recruiting area should agree the recruitment schedule with the Human Resource Staff. This will ensure timescales are realistic for all parties and will also enable details of shortlisting, interview dates, and selection methods to be communicated to candidates as part of the applicant information pack. Effective management of the recruitment schedule represents an important aspect of the recruitment process and plays an important part in projecting a positive impression of the Richtersveld Municipality to potential candidates.

4.3 Selection committees/recruiters

As the interview process should involve at least 6-7 people, and in some cases external experts, it is advisable to agree who will be involved as soon as possible. This will help to ensure individuals are available on the proposed interview dates.

5 RECEIPT OF APPLICATIONS

Candidates are normally requested to return their completed applications to the Human Resources Department. Any applications sent directly to the recruiting area should be forwarded to the Human Resource Staff so that they can be recorded on the HR database for monitoring purposes.

The information supplied to applicants informs them that if they have not heard from the Richtersveld Municipality within four weeks of the closing date then they can consider their application to be unsuccessful. Recruiting areas can choose to notify all unsuccessful applicants.

The recruitment team will make applications available for collection by the recruiting area no later than two (2) working days after the closing date.

Applications should be maintained in strict confidence to protect the privacy of personal information and to ensure compliance with the Access to Information Act.

6 SHORTLISTING

It is the responsibility of the recruiting area to make appropriate arrangements for shortlisting, which should involve as many of the interviewers as possible, and a minimum of two people.

Shortlisting should be carried out as soon as possible after the closing date for receipt of applications and approximately four to six (4-6) applicants are usually shortlisted for one vacancy.

Shortlisting should be based on the application, assessed against the information contained on the job description and the person specification and recorded on the Shortlist Record Form (RF/04).

A copy of the shortlist record form should be returned to the human resource staff so that they can update the HR database for monitoring purposes. If the recruiting area requires the Human Resource Department to send out letters to invite candidates to interview they must also send the completed Interview Arrangement form (RF/05).

Applications are confidential to those shortlisting and this should be made clear to all those included in the selection process.

7 SELECTION METHODS

The recruiting area is responsible for deciding the most appropriate selection process for the position. An interview is normally the minimum selection method; however, it is recommended that consideration be given to incorporating multiple selection methods into the recruitment process. This can help to enable a more rounded and fuller assessment to be made of the candidates. Other methods might include presentations, in-tray exercises, typing tests, etc.

Selection is a two way process, candidates are assessing the job and organization so it is important to present a positive image.

8 THE DECISION

8.1 Selecting the successful candidate

The decision will normally be on the basis of consensus of the selection group. The chairperson is responsible for ensuring that an interview Record form (RF/06) is completed for each candidate with clear reasons for their selection or rejection. Selection should be based on the application, measured against the information contained on the job description and stipulated criteria. If no clear favorite emerges the criteria should be weighted in terms of their importance to the post in question.

The Chairperson of the selection committee/interview panel may verbally advise the successful candidate of the outcome. A verbal offer of employment and the candidate's acceptance creates a contractual relationship between the two parties, and it should be emphasized that offers of employment are subject to receipt of satisfactory references and confirmation that the individual is medically fit to fulfill the duties of the post. The objective of any verbal communication should be to establish that the candidate is still interested in the position, arrive at an understanding of what the salary is likely to be, and the date on which s/he will be free to commence employment.

The chairperson of the recruitment committee is responsible for ensuring that the second part of the Recruitment Form (RF/01) is completed and that accompanying documentation is forwarded to the Human Resource Staff for the contract to be prepared.

If there is no suitable candidate, then the recruitment process should be started again from the initial stage. The Municipal Manager should look critically at the recruitment process and assess whether any improvements or changes can be made. This might include reviewing the role, the media used, the timing of the advertisement and the selection process.

8.2 Notifying unsuccessful candidates after the interview

The human resource staff, when requested to do so by the recruiting area, will arrange written notification to unsuccessful candidates. Alternatively, the recruiting area can notify candidates. Out of respect to the unsuccessful candidates they should be advised of the outcome as soon as possible.

9 THE APPOINTMENT

9.1 References

The human resource staff will normally take up two written references of the successful candidate. On the receipt the human resource staff will check to ensure references are appropriate. Any concerns will be brought to the attention of the local manager. These references are available to the Municipal Manager or Head of the department may wish to take up references themselves using the template provided. On return please ensure originals are forwarded to the HR Department and that form RF/01, part 2 indicates this task has been completed locally. On receipt of references it is the responsibility of the manager to ensure they are satisfactory. Where considered appropriate, the Municipal Manager or head of Department may request references prior to interview for all shortlisted candidates, unless candidates have requested that their referees are not approached. If references are obtained prior to interview they should not be considered until all interviews, presentations and tests have been completed and a preferred candidate has been identified. References should be used to check factual information, such as qualifications and experience, and to confirm the information obtained from the interview and selection process. Information obtained from references should be used in conjunction with other relevant information gathered thus far, to provide as full a picture of the candidate's attributes as possible. Caution should be exercised, as a referee's subjective opinion of a candidate's likely future performance may be misleading and unreliable.

A date to commence employment will not normally be finalized until satisfactory references have been obtained, the Occupational Health Service have confirmed the individual's fitness to undertake the job and where applicable a work permit has been obtained.

9.2 Offer of employment

The human resource staff is responsible for issuing contracts of employment – on receipt of the completed Recruitment Form (RF/01) – part two (2).

No employee may commence employment until a signed copy of the employment contract has been obtained. An employee's right to take up employment will be checked by a member of the Human Resources Staff on his/her first day of employment, or earlier where the candidate has supplied all the necessary documentation in advance of his/her start date.

10 INDUCTION

The final step is to make plans on the new recruit's arrival and induction. Lack of attention to the induction process can undo all the good work of a well-planned recruitment and selection process.

An effective induction process will normally comprise three key elements. On their first day new members of staff will be given an induction by a member of the Human Resource Staff. The purpose of the session is to apprise new employees of various HR policies and to confirm the individual's right to work.

The second aspect of induction is the internal Induction Course organized by the HR staff, which provides information and advice on a range of issues including quality assurance, staff development, payroll, medical, pensions, occupational health and safety health and training opportunities.

The third, and most important aspect of induction, is that provided at Departmental level. Induction at departmental level should focus on the employee's role, the structure of the department and how the role of the role fits into the structure. Line Managers retain ultimate responsibility for staff induction, although it is likely that the line manager or nominated members of staff will actually conduct the induction. Induction is a continuous process of familiarizing new employees with their job, all aspects related to the development of the employee and the Richtersveld Municipality. A well-planned induction will help staff adapt to their new role, whilst a poor induction can lead to confusion, errors and dissatisfaction.

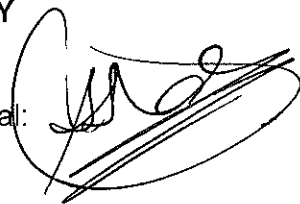
Induction should not be limited to new recruits to the Richtersveld Municipality, and an appropriate induction should be planned for existing members of staff when changing jobs – they will need to learn their new roles and how they will contribute to the area and the Richtersveld Municipality.

11 REVIEW

This guideline will be reviewed and updated as and when the need arises or when developments relating to it necessitate a review.

12 AUTHORITY

MM Approval:



Date:

30/06/2022