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RECRUITMENT MANAGEMENT REGULATION POLICY


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1. OBJECTIVES

- 1.1 To provide a framework for use of a uniform and customised targeted selection-based recruitment procedure.
- 1.2 To provide a framework for use of refined methods and techniques to access and assess suitable candidates for employment.
- 1.3 To keep the recruitment process up to speed with the latest developments.
- 1.4 To set standards for efficient, economical and effective management of the recruitment process.
- 1.5 To streamline the quality and focus of recruitment.

2. PROFILING OF A POST

2.1 The profile of a vacant post shall be honed in three ^{up to five} main components:

- (i) Five (5) key roles of a post;
- (ii) Up to five (5) core requirements;
- (iii) Up to five (5) core competencies

2.2 The profile of each post shall be premised on its final or draft job description.

2.3 The core requirements of a vacant post shall constitute a minimum and basic criterion for selection purposes.

2.4 The core requirements of a vacant post shall be expressed in simple measurable and realistic terms.

2.5 Notwithstanding the maxim expressed in Clause No 2.3, one of the core requirements of the post may be waived, subject to consultation with Trade Unions.

3. ADVERTISEMENT OF A POST

3.1 The Corporate Services Department shall profile the vacant post through analysis of the job description and specifications for advertisement purposes.

3.2 The advert will inter alia specify the following:

1. Job title
2. Nature of employment
3. Post level
4. Remuneration
5. Organisational location of the post
6. First level reporting channel of the post

5.8 The on-site employees who have been released in terms of Clause 5.7 above, shall be deemed to have worked all their normal working hours on that rainy day.

3.3 The advertisement may be placed in any type of media, which is accessible to the targeted group.

3.4 All advertisements shall bear the symbol of organisational image, that is, the coat of arms or logo.

3.5 A draft copy of the advertisement shall be discussed with the line department prior to finalisation.

By managing its paper-based records effectively and efficiently, HGDA strive to give effect to the accountability, transparency and service delivery values contained in the legal framework established by:

4. HANDLING OF EMPLOYMENT APPLICATIONS

4.1 No employment application forms shall be issued to applicants.

4.2 A covering letter, copy of CV and other documents specified in the advertisement will constitute an application for employment.

4.3 All applications shall be received at a central point.

- 4.4 All received applications shall be profiled by the Corporate Services Department, against the specifications mentioned in the advertisement.
- 4.5 A master profile of all applications received shall be produced by the Corporate Services Department.
- 4.6 No employment application will be given to any person outside Corporate Services Department except to the Chairperson of the duly constituted shortlisting panel.
- 4.7 Applications received after the closing date will not be considered.
- 4.8 In cases where a number of applications is excessively high the Corporate Services Department may conduct a pre-shortlisting screening with the permission of the would-be Chairperson of the shortlisting panel.
- 4.9 All applications for employment or training shall be entered into a central register
- 4.10 Confirmation of receipt shall be issued in respect of all hand-delivered applications.

5. SHORTLISTING PROCEDURE

- 5.1 A shortlisting agenda shall be compiled by the Corporate Services Department per each advertised post.
- 5.2 The shortlisting agenda shall contain the following:
1. Advertised post and position to be interviewed
 2. Date, venue and time of the meeting
 3. A copy of a master profile of applications
 4. A copy of an advertisement
 5. A copy of annual Employment Equity goals
 6. A copy of the monthly staff profile
 7. A copy of attendance register
- 5.3 The date and time for shortlisting shall be arranged with the members of the shortlisting panel and the relevant Manager.
- 5.4 The shortlisting agenda shall be distributed to the members of the shortlisting panel at least a day before the date of shortlisting.
- 5.5 The shortlisting proceedings shall be conducted as per the agenda.
- 5.6 The Shortlisting Panel shall sign a Declaration of interest before the Shortlisting proceeds.

- 5.7 The Shortlisting Panel shall sign a Shortlisting attendance register to be provided by the Agency
- 5.8 Issues falling outside the ambit of the shortlisting process shall not be entertained.
- 5.9 Shortlisting shall be conducted against the criteria stipulated in the advertisement.
- 5.10 All applicants shall be treated equally when shortlisting is done.
- 5.11 Applicants targeted for the purpose of attaining employment equity will receive due preference.
- 5.12 Shortlisting shall be conducted and concluded on a basis of the strength of each applicant's profile vis-à-vis the profile of the post.
- 5.13 The shortlist drawn up by the panel shall be final if no objection is lodged by any member of the panel.
- 5.14 All documentation distributed for Shortlisting shall be returned and kept by the HR Division.
- 5.15 All Members of the Shortlisting Panel shall sign the recommendation for shortlisted candidates which will be submitted to the Head of Corporate Services Department for approval prior to commencement of the interview proceedings.
- 5.16 The Head of Corporate Services Department shall reserve the authority to refer the outcome of the Shortlisting process back to the Shortlisting panel for a further consideration.
- 5.17 The shortlisted applicants shall be advised by Corporate Services Department about the date, venue and times of interviews at least five working days prior to the date of interviews.
- 5.18 A shortlisted applicant shall be caused to undertake to refund the Agency for travelling costs in the event of him/her declining an offer of employment after interviews, provided that the person had signed an undertaking to refund provided the Agency meets the financial offer of the candidate.
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6. OTHER SELECTION TECHNIQUES

6.1 Amongst others, the following selection methods and techniques may be used at the behest/request of the shortlisting panel as instruments of enhancing the quality of a recruitment process in a cost-effective manner:

1. Fluid intelligence test;
2. Emotional intelligence measurement;
3. Competency assessment technique;
4. Behavioural pattern test;
5. Job match profile test;
6. Reference check;
7. Criminal record checks;
8. Academic record check;
9. Driver's licence check;
10. Credit check;
11. Aptitude test;
12. Integrity test;
13. Interest test;
14. Psychometric test;
15. Medical test;
16. Driving test;
17. Typing speed test;
18. Computer literacy test;
19. Fingerprint test;
20. Professional body membership check.

6.2 Notwithstanding clause No 6.1, reference checks shall be conducted on all shortlisted candidates prior to interviews.

6.3 These tools may only be used subject to compliance with legal requirements.

6.4 These tools may only be based on posts for semi-skilled and skilled personnel.

6.5 The results of the checks and tests will be kept confidential.

7. INTERVIEWING PROCEDURE

- 7.1 The date and time for interviews will be arranged with the members of the interview panel and relevant Head of Department.
- 7.2 An interview agenda shall be compiled by the Corporate Services Department for each advertised post.
- 7.3 The interview agenda shall contain the profile of the candidates and all other information mentioned in clause 5.2.
- 7.4 The interview agenda shall be distributed to the members of the interview panel at least a day before the date of the interviews.
- 7.5 The Interview Panel shall sign a Declaration of interest before the interview proceeds
- 7.6 The Interviewing Panel shall sign an interview attendance register to be provided by the municipality
- 7.7 The Corporate Services Department shall prepare areas of questioning for Section "A" of the interview template.
- 7.8 The line department shall prepare question areas for Section "B" of the interview template.
- 7.9 The interview panel shall, under normal circumstances, and as a matter of rule, be constituted by the members of the short-listing panel.
- 7.10 The interviewing panel shall meet to discuss and allocate questions 30 minutes to 1hour prior to the commencement of the interview.
- 7.11 Interviewing technique shall complement other selection techniques.
- 7.12 The interviewing technique shall be used to measure both hard and soft skills of the candidate.
- 7.13 The hard skills of the candidate shall be measured through application of the targeted selection-based interview methodology.
- 7.14 The soft skills shall be measured through use of an emotional intelligence-based interview technique.
- 7.15 Each member of the interviewing panel shall assess the candidate's response to questions according to a specified format.
- 7.16 The candidate's performance shall be evaluated against the key challenges of the job.
- 7.17 The outcome of application of any psychometric tool shall be divulged and considered as part of the selection process, only after interviews have been completed.

7.18 After reaching a sufficient consensus, the interviewing panel shall make a recommendation for appointment of the best suitable candidate.

7.19 All Members of the interviewing Panel shall sign the recommendation for employment

7.20 All documentation distributed for the interview shall be returned and kept by the HR Division.

8. STAFF APPOINTMENT PROCEDURE

8.1 The report on recommendation for appointment of the best suitable candidate shall be written by the Corporate Services Department immediately after conclusion of the interviews.

8.2 The recommendation for employment shall be approved by the CEO, except for Section 57 appointments.

8.3 All letters or contracts of employment shall be signed by the CEO or a designee.

8.4 An appointed person shall be advised of his/her appointment through a signed letter of appointment or contract of employment.

8.5 A person appointed to a particular position shall be required to accept appointment in writing within 72 hours of receipt of the letter of appointment.

8.6 Failure to accept an appointment within the specified timeframe of 72 hours without a reasonable cause, may lead to withdrawal of the offer of employment.

8.7 The signing of the acceptance of employment by the candidate shall constitute an employment relationship, and a basis for lodging a notice of resignation by the candidate from the service of his/her current employer.

8.8 Upon assumption of duty the new employee will be required to fill in the following forms:

1. Record of employee form;
2. Employment engagement form;
3. Nomination of beneficiary form;
4. Oath of secrecy form;
5. Code of conduct form;

8.9 Certified copies of the following documents shall be submitted by the new employee to the Corporate Services Department:

1. Identity document;
2. Marriage certificate/divorce decree;
3. Children's birth certificates
4. Academic certificates;
5. Driver's licence(when applicable)
6. Any other specified document.

8.10 Original educational certificate/s shall be submitted by the new employee to the Corporate Services Department for inspection on the day of assumption of duty.

9. HANDLING OF UNSUCCESSFUL APPLICATIONS

9.1 All unsuccessful applicants and candidates shall be advised in writing to the effect of the failure of their applications within two weeks after finalisation of appointment.

9.2 The copies of CVs, certified and uncertified copies and other related certificates shall become records of the Agency.

9.3 The records shall be kept by the Agency for the duration of a period specified by law.

9.4 The application documents will not be available for personal access or use to the individual applicants and members of the public.

10. INTERPRETATION OF THESE REGULATIONS

11.1 All words contained in this policy shall have a direct grammatic meaning unless the definition or context indicates otherwise.

11.2 The dispute on interpretation of this policy shall be declared in writing by any party concerned.

11.3 The CEO shall give a final interpretation of this policy in case of written dispute.