

**Recruitment and Selection
Policy
for the City of Cape Town**



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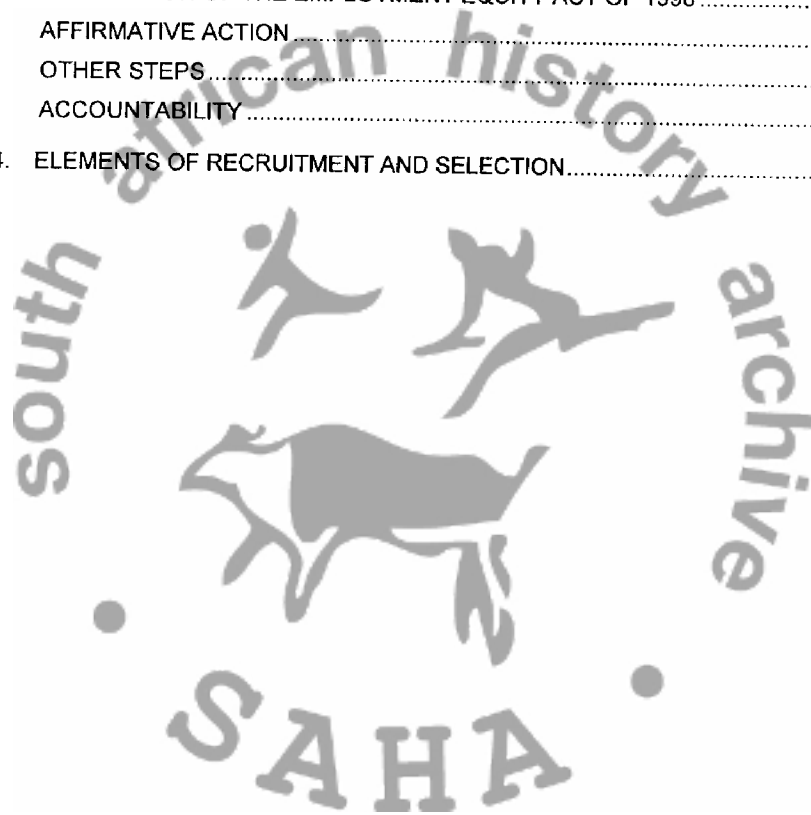
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1. POLICY OBJECTIVES

This staffing policy of the City of Cape Town aims at:

- 1.1 Introducing fair and objective principles and procedures for the staffing of the Employer;
- 1.2 Providing guidelines for the appointment of candidates to the Employer;
- 1.3 Establishing principles and procedures ensuring that the Employer complies with legislative principles in respect of employment equity and affirmative action;
- 1.4 Setting out the procedural steps for the advertisement of a vacant post, the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent staff complement of the Employer.

2. FOUNDATIONAL PRINCIPLES

- 2.1 The staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Employer and ensuring the full utilization and continued development of these employees.
- 2.2 Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Employer.
- 2.3 The responsibility of the Employer is to determine the strategic and operational needs of the Employer, and the relevant reporting and managerial structures of the organisation.
- 2.4 All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.
- 2.5 With reference to the Constitution of South Africa Act 108 of 1996 as amended and the provisions of Chapter II of the Employment Equity Act 55 of 1998, under no circumstances should any person be refused employment on any arbitrary or discriminatory basis, including but not limited to race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion,

HIV status, conscience, belief and/or opinion, excepting the exclusions set out in clause 4.2 below.

- 2.6 The City of Cape Town is an employment equity employer, and, as such, preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act of 1998 as consisting of black people, women and people with disabilities.

3. EMPLOYMENT EQUITY AND AFFIRMATIVE ACTION

Elimination of unfair discrimination

- 3.1 The City of Cape Town shall take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.
- 3.2 It is affirmed that it will not constitute unfair discrimination to take affirmative action measures consistent with the purposes of the Employment Equity Act of 1998 as set out in this policy or to distinguish, exclude or prefer any person on the basis of an essential requirement of any job.
- 3.3 Harassment of an employee, including sexual harassment of any form, constitutes unfair discrimination and such harassment will attract disciplinary action against any employee found to have committed harassment.

Application of the Employment Equity Act of 1998

- 3.4 As a defined 'designated employer' in terms of section 1 of the Employment Equity Act of 1998, and, as such, the provisions of Chapter 3 of the Employment Equity Act are directly applicable to the Employer.

Affirmative action

- 3.5 As a designated employer the City of Cape Town must, in order to achieve employment equity, implement affirmative action measures for people from designated groups as defined in section 1 of the Employment Equity Act of 1998. 'Designated groups' means black people, women and people with disabilities and 'black people' is defined in the Employment Equity Act as a generic term meaning Africans, Coloureds and Indians.

- 3.6 Affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of the Employer.
- 3.7 Affirmative action measures include, but are not limited to, the following:
- (a) measures to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;
 - (b) measures designed to further diversity in the workplace based on equal dignity and respect of all people;
 - (c) making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce of the Employer;
 - (d) measures to ensure the equitable representation of suitably qualified people from designated groups in all occupational levels in the workforce of the Employer;
 - (e) measures to retain and develop people from designated groups and to implement appropriate training measures, including measures in terms of the Skills Development Act of 1999.
- 3.8 No provision in this policy should be construed as requiring the Employer to take any decision concerning an employment policy or practice that would establish an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups. This includes, but is not limited to, any decision relating to the termination of employment of any employee of the Employer for reasons not relating to the conduct or capacity of the employee or the operational requirements of the employer in terms of the provisions of Chapter VIII of the Labour Relations Act of 1995 as amended.

Other Steps

- 3.9 As employer, the City of Cape Town must take reasonable steps to consult and reach agreement on matters listed in section 17 of the Employment Equity Act with its employees or representatives nominated by the employees, subject to the provisions of section 16 of the Employment Equity Act.

- 3.10 The City of Cape Town must collect information and conduct an analysis in the prescribed form, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups in terms of the provisions of section 19 of the Employment Equity Act of 1998.
- 3.11 The City of Cape Town must prepare and implement an employment equity plan, which will achieve reasonable progress towards employment equity in the Employer's workforce, and such plan shall contain, at the very least, the information listed in section 20(2) of the Employment Equity Act of 1998.
- 3.12 The City of Cape Town shall comply with the provisions of section 21 (reporting to the Department of Labour), section 23 (preparation of successive employment equity plans) and all other provisions of Chapter III of the Employment Equity Act of 1998

Accountability

- 3.13 The responsibility for taking affirmative action measures and ensuring compliance with the provisions of the Employment Equity Act of 1998 is upon the City Manager.

4. ELEMENTS OF RECRUITMENT AND SELECTION

4.1 RECRUITMENT

4.1.1 The need to fill a post:

- Prior to filling a post, the necessity for filling shall be assessed via an approved process.
- Should a post, after having undergone scrutiny as in 4.1.1 above, be authorized for filling by the relevant authority, employees requiring re-deployment in terms of the Re-deployment Strategy as well as employees in a supernumerary capacity are considered in the first instance, except for levels 0 to 3 which will be filled by internal and external competition.

4.1.2 Validation of essential¹ requirements:

¹ Essential requirements refer to skills, knowledge, experience and behaviour requirements necessary to perform the job.

- The essential requirements of a job must reflect the needs of the organisation and must be appropriate to achieve the business interests of the organisation.
- Prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency / job profile or job description are scrutinised as to relevance and applicability.
- Such validation is undertaken by Human Resources practitioners in consultation with Line Management including a subject matter expert.

4.1.3 Recruitment Advertisement:

- **Drafting of Advertisement:** The validated information as referred to above shall form the basis for the advertisement / brief and all advertisements shall clearly state the relevant job requirements, application procedures together with closing dates for the receipt of application.
- Advertisement shall be circulated internally by placement on designated notice boards and other appropriate places.
- External advertisements shall be placed in appropriate media / publications ensuring maximum access by the designated groups (includes non-traditional sources such as community newspapers).
- The organisational targets, inter alia shall determine whether recruitment activities are internal or external or both.
- All applications shall be in written format.
- The services of external employment / personnel agencies may be utilised for recruitment purposes. The selection of such agencies will comply with the affirmative Procurement Policy.
- Records shall be maintained for all applications received in response to advertised posts as well as ad-hoc applications received by Human Resources.
- Such records shall be kept for a period of one year.

4.2 SELECTION

4.2.1 General Principles Governing Selection:

- Selection criteria shall be objective and related to the essential requirements of the job and realistic future needs of the Organisation.
- The central guiding principle for selection shall be competence in relation to the essential 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.
- 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.
- Canvassing by job applicants, or any other person on behalf of job applicants, for posts within the Council's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.

4.2.2 Role of participants in the selection process

Line Management and the Human Resources Practitioner take joint responsibility for structuring the selection process. The monitoring role of the AA / Equity Officer is acknowledged.

4.2.3 Compiling the short list

- The short list of applicants is drawn up by Line Management supported by Human Resources and based on the agreed selection criteria.
- The interview panel will have access to the short list and may suggest inclusion or exclusion of candidates.

4.2.4 Selection and assessment methodology

- The organisation will only make use of assessment techniques which:

- a) Have been shown to be valid and reliable
- b) Can be applied fairly to all employees
- c) Are not biased against any employee or group.

- All parties will uphold the strictest confidentiality in respect of any information supplied.
- The assessment process is an integrated process and the final decision shall be based on the results of the whole process.
- The Human Resources function is responsible for ensuring the integrity of the assessment process and the use and application of assessment techniques.
- Medical testing will only be utilised if required or permitted by legislation or if it is justified in the light of medical facts with regard to the essential requirements of the job.

4.2.5 The assessment process

- **Competency-based Interview**
The interview panel should ideally comprise at least the appointing authority / line management and a Human Resources Practitioner. No person shall be appointed to an interview panel in a decision-making capacity without having previously undergone appropriate training in interviewing skills and selection techniques. All members of the interview panel are required to abide by the principles contained in this Policy and each member of the interview panel.
- A diverse and representative interviewing panel, wherever practical, should conduct all interviews. This should include representivity in respect of gender, race and disability.
- The interview panel is responsible for ensuring that the interview is structured by use of consistent questioning techniques across interviews with questioning related to the requirements of the job and shall not discriminate on the basis of race, gender and disability.
- Any member of the interview panel is required to withdraw from an interview panel should they have a personal interest or bias in regard to any of the applicants.

4.2.6 Rating

Reference checking:

- Only referees as provided by the applicant will be contacted. Under the following circumstances the lack of a reference shall not be used to disqualify an applicant:
 - ⇒ applicant has had no previous experience; and
 - ⇒ the current employer is the only source of reference.
- No reference checking will be conducted on an applicant before an interview is conducted, but pre-screening to validate information on the Curriculum Vitae may be conducted in relation to the essential requirements of the job.
- The reference shall be based on the essential requirements of the job and be conducted in a structured format by Human Resources and Line Management in consultation with Human Resources.
- All rating of candidates against the identified competencies, to be done on the basis of a standardised methodology and the selection panel to be trained in such methodology.

4.2.7 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; notes on deliberation of selection decision. As in the recruitment process, these records need to be maintained for one year.

4.2.8 The selection decision

- The selection decision is based on the assessment of the candidates in conjunction with section 20(3) and particularly 20(3)d of the Employment Equity Act and in the context of organisational requirements.
- Targets, based on the economically active population of the Metropolitan area, will be set to guide the preferential order of appointment within the organisation.

4.2.9 Appointing authorities

- Appointments will be authorised by the relevant appointing authorities.

4.2.10 Feedback to candidates

- Human Resources will on request, provide feedback to unsuccessful candidates for career development purposes.
- All applicants for advertised posts will be informed in writing of the outcome of the selection process in regard to their application.
- The Human Resources Practitioner informs the successful candidates and makes a verbal employment offer (remuneration, benefits, commencement date).
- All persons appointed to the organisation accept the appointment by way of signing the employment contract prior to commencement of duties.
- The Human Resources Practitioner informs the unsuccessful short listed candidates within five working days of the appointment being authorised.
- Enquiries from unsuccessful candidates are dealt with by the Human Resources Practitioner in conjunction with Line Management.
- In the case of selection processes for level 1 to 4 candidates, the City Manager or his nominee will inform the successful and unsuccessful candidates of the outcome of the process. Once the employment contract has been signed, Human Resources will take over the management of the relevant Human Resources processes for appointment.

4.2.11 Disputes

- Disputes concerning the appointment of a candidate are dealt with in terms of Bargaining Council dispute resolution procedure and relevant Labour Law.

4.2.12 Feedback to Line Management and Human Resource Development

- Line Management Human Resources Development / education training and development should be debriefed as to the strengths and developmental areas of the successful candidates.
- The Human Resources Practitioner concerned takes responsibility for this.

4.2.13 Induction

- All newly appointed employees will participate in the Organisation's Induction Process.