

ADDITIONAL ITEM

7.3	CORPORATE SERVICES: (PC: CLLR L NKAMISA)
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7.3.5	RECRUITMENT AND SELECTION POLICY
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

18 June 2025

1. SUBJECT: RECRUITMENT AND SELECTION POLICY

2. PURPOSE

To inform of the revised and consulted Recruitment and Selection Policy and to submit the said policy to MAYCO and Council for approval.

3. DELEGATED AUTHORITY

The delegated authority for the approval is the Council.

4. EXECUTIVE SUMMARY

COGTA, during 2021, promulgated new Staffing Regulations which had to be implemented from 1st July 2022. In terms of these regulations many of the recruitment process provisions have changed and had to be incorporated into our Recruitment and Selection Policy to ensure that the Municipality becomes compliant and implement the provisions as from 1st July 2022. The Recruitment and Selection Policy was subsequently approved on the 22nd of June 2022. Since this date there had not been any revision of this policy until March 2024 when the policy was submitted to the Local Labour Forum. At the Labour Forum at the time, referred the policy to the Human Resources Development Sub-Committee for consultation with the labour unions and these discussions were eventually concluded on the 12th of June 2025 hence the submission of the revised and consulted Recruitment and Selection.

5. RECOMMENDATION

that Council approve the revised and consulted Recruitment and Selection Policy.

6. DISCUSSION / CONTENTS

6.1 Background

The Recruitment and Selection Policy was approved on the 22nd of June 2022. Since this date there had not been any revision of this policy until March 2024 when the policy was submitted to the Local Labour Forum. At the Labour Forum at the time, referred the policy to the Human Resources Development Sub-Committee for consultation with the labour unions and these discussions were eventually concluded on the 12th of June

2025 hence the submission of the revised and consulted Recruitment and Selection policy and being submitted to MAYCO and Council for approval. The parties agreed to the revised proposals and the Unions indicated that they would send correspondence to the Mayco should any need arises and concurred that the item can serve on June 2025 Council meeting. At date of submitting this item no correspondence was received from either Union.

6.2 Financial Implications

All recruitment and selection processes are done in line with available budgetary provisions.

6.3 Legal Implications

There are no legal implications as the Recruitment and Selection policy is in line with the SALGBC Local Government: Municipal Staffing Regulations.

6.4 Staff Implications

There are no staff implications at this stage.

6.5 Previous / Relevant Council Approval

The previous Council decision concerning the Recruitment and Selection Policy was 22 June 2022.

6.6 Risk Implications

There are no risk implications as the provisions of the Recruitment and Selection Policy will be implemented in accordance with legislative prescripts.

6.7 Comments from Senior Management

This item is supported by Senior Management.

APPENDICES

APPENDIX 1 - RECRUITMENT AND SELECTION POLICY

NAME	<i>Alexander Kannemeyer</i>
POSITION	<i>Senior Manager Human Resources</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT NUMBERS	<i>021-808 8751</i>
E-MAIL ADDRESS	Alexander.Kannemeyer@ Stellenbosch.gov.za
REPORT DATE	<i>19 May 2025</i>

APPENDIX 1



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RECRUITMENT AND SELECTION POLICY

1. PREAMBLE

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 Stellenbosch Municipality. As such it attempts to establish a set of rules for the consistent interpretation and application of legislation governing the acquisition of staff by the Municipality.

The Recruitment and Selection policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Stellenbosch Municipality and ensuring the full utilization and continued development of these employees.

All aspects of recruitment, selection, 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 introduction process into the organization.
- **“nepotism”** means favoritism on the basis of family relationship or friendship.
- **“candidate”** means an applicant for a post
- **“conflict of interest”** means a position where the panel member can directly or indirectly benefit from the employment of the candidate.
- **“recruitment”** means the activities undertaken in the human resource management in order to attract job candidates who have the necessary potential, experience and qualifications to fill job requirements and to assist the municipality in achieving its objectives.
- **“reference check”** means the gathering of information about candidate's past employment history.
- **“Selection processes”** includes shortlisting and interviews.

- **“selection”** means the process of making decisions about the employment of candidates considering the needs of the post and the organisation.
- **“Organised Labour”** means the registered and recognised trade unions active within the Municipality and currently 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.
- **“Authority to appoint”** The delegation to appoint staff in accordance with the established staff structure is sub- delegated to the Director Corporate services in consultation with the applicable Director.
- **“Succession Planning”** means making the necessary arrangements to ensure that suitably qualified internal candidates are available to fill posts which will arise within any specific department over forthcoming years.
- **“Career Pathing”** Means ensuring that each staff member's potential is developed and that there is a career mapped out for him/her in the municipal service. The aim should be an attempt to train and develop the Employee to be able to competently undertake the duties attached to that post.
- **“Internal candidate”** means any employee that is employed by the municipality including contractual employees and EPWP workers
- **“Panel members”** means the selection panel appointed by the Municipal Manager or his/her nominee. The panel must consist of three (3) members. The chairperson must be the supervisor of the post or a staff member at least one reporting level higher than the post. The panel must depict the race, gender, skills and expertise necessary to assess the candidates. The unions will be allowed as observers.
- **“Scoring members”** means the relevant three members that were selected by the municipal Manager or his/her representative and communicated at the shortlisting meeting to score the assessment processes.
- **“Executive Management Team** means the Municipal Manager and the Section 56/57 Senior Managers
- **“Declaration of Interests/Confidentiality”** All panel members and trade union delegates attending the shortlisting and interviews sessions will be required to complete a declaration of interest/confidentiality agreement.
- **“Family Members”:** For the purpose of this policy, family are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws of any of the foregoing. Failure to disclose any of the aforementioned relations shall be regarded as nepotism. Family members may not be appointed within the same unit especially where those family members report to a current employee either directly or indirectly.

3. LEGAL FRAMEWORK

The responsibility for the appointment of personnel rests with the Municipal Manager of the Employer or his/her delegated assignee(s) in terms of section 55(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and section 20 of the MSR.

- Employment Equity Act (Act 55 of 1998 as amended)
- Basic Conditions of Employment Act 1997 (Act No 75 of 1997 as amended)
- Labour Relations Act, (Act 66 of 1995) as amended
- Any Collective Agreement that may be applicable within the South African Local Government Bargaining Council (SALGBC)
- Constitution of the Republic of South Africa Act 108 of 1996
- Chapter 7 of the Local Government Municipal Systems Act 32 2000
- Skills Development Act of 97 as amended
- Local Government: Municipal Staffing Regulation (MSR) GN 890 of 20 September 2021 and the Guidelines for the Implementation of the Municipal Staff Regulations, 2021 (issued in terms of Section 72, read with Section 120 of the Municipal Systems Act 32 of 2000)
- Municipal Structures Act;
- Municipal Systems Act
- National Archives Act

4. SCOPE AND APPLICATION

- 4.1 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) Acting appointments to which staff is selected by Management prerogative.
 - c) Staff in the Council Support Unit 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 POLICY

- 5.1 The Municipality recognizes that its employment policies, practices and procedures must comply with the good Human Resources practice principles.
- 5.2 This policy is based on the principles set out below. Human Resources Management in the Municipality must –
- (a) be characterized by a high standard of professional ethics;
 - (b) promote the efficient, economic, and effective utilization of employees.
 - (c) be conducted in an accountable manner;

- (d) be transparent;
- (e) promote good human resource management and career development practices, to maximize human potential; and
- (f) ensure that the Municipality's workforce is broadly representative of the South African people, with human resources management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

6. POLICY CONTENT

The responsibility for the appointment of personnel rests with the Municipal Manager of the employer or his/her delegated assignee(s) in terms of section 55(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

6.1. Post Establishment

- a) The Human Resources – Recruitment and Selection section will maintain a record of all approved posts and shall monitor all appointments against posts according to the approved staff establishment.
- b) The post structure must be aligned with the municipal IDP and approved system of job evaluation (TASK) as defined by the South African Local Government Bargaining Council.
- c) The staff establishment will be approved as contained in the applicable legislation.
- d) It is recognized that a staff establishment is a living document, and changes will be proposed if and when necessitated by the practical and operational requirements of the Municipality.
- e) Changes to the staff establishment will be dealt with in terms of the applicable legislation.

6.2 Recruitment

6.2.1 Determining recruitment need

The department will request the Recruitment and Selection section to advertise a funded vacant position as per the organogram.

6.2.1.1. The abovementioned section shall develop a strategy to:

- a) fill all funded vacant positions as per the Executive Management team's resolutions taken from time to time;
- b) fill all funded vacant posts identified on the funded vacancy list on the staff establishment within six months of a funded post becoming vacant;

- c) reduce turnaround times for filling vacant funded posts that include timeframes for the various activities included in the recruitment and selection process.

6.2.1.2. No vacant post on the establishment can be filled unless:

- a) the Municipal Manager or his/her delegated nominee to whom this function is delegated has approved the filling of the post, and the post is budgeted for.
- b) The post has been evaluated(currently TASK system).

6.2.2. Validation of inherent requirements

6.2.2.1. 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.

6.2.2.2. Prior to the recruitment process commencing, the outputs, skills, knowledge, competencies, and stated educational requirements as contained in the competency/ job profile or job description are scrutinized as to relevance and applicability. An updated Job description, as well as a copy of the specific staff unit, must accompany the request for the filling of the post as well as a completed template request form.

6.2.2.3. Despite the provisions mentioned above:

- a) a municipality may place a staff member on a program to acquire the competency requirements as prescribed for the staff member to be eligible for career opportunities in the municipality.
- b) If a staff member has not attained the competencies as prescribed in this policy, the municipality must utilize the workplace skills plan to identify and address the staff member's competency gaps and development needs.
- c) The Minister may issue a notice in the gazette determining uniform competency-based assessment for specific occupational streams
- d) Stellenbosch Municipality must subject a staff member to a competency assessment for specific occupational streams as determined by the Minister in terms of (c) above.

6.2.3 Recruitment Advertisement

6.2.3.1. The Recruitment and Selection section shall advertise a post after approval by the Municipal Manager or his/her delegated nominee.

6.2.3.2. This advertisement shall, at least, specify the –

- a) job title
- b) term of appointment
- c) place of work
- d) applicable salary scale or pay range
- e) competency requirements of the post, and where applicable minimum qualifications and experience as set out in Annexure A of the Municipal Staff Regulations
- f) inherent requirements of the job
- g) summary of the core functions
- h) need for the signing of an employment contract and, where applicable, a performance agreement and disclosure of benefits and interest
- i) address where applications must be sent
- j) a place where applicants can obtain the application form;
- k) contact person where information can be obtained
- l) closing date for submission of applications.

6.2.3.3. The advertisement must always contain:

- a) A statement that the Municipality subscribes to the principles of the Employment Equity Act
- b) A statement that the appointment will be permanent or for a fixed term, and the term (if applicable).
- c) A statement that canvassing will disqualify any candidate from being considered for an appointment.
- d) A statement that states that a CV and cover sheet must be attached indicating the detail of the post for which the application is made.
- e) A statement that applications received after the closing date will not be accepted or considered.
- f) A statement that if an applicant does not hear from the municipality within 90 days of his/her application, it be accepted that he/she was unsuccessful.
- g) The designated email address associated with the position per directorate to which the application must be sent.

6.2.3.4. An advertisement may be utilized to create a pool of potential candidates valid for a period not exceeding 6 months from the date of advertisement to fill any other vacancy in Stellenbosch Municipality if:

- a) the job title, core functions, inherent requirements of the job, and the salary level of the other vacancy is the same as the post advertised
- b) the recruitment process has been complied with

6.2.3.5. Stellenbosch Municipality shall advertise posts internally for a period of ten working days and if insufficient applications are received, advertise such post – locally or nationwide. The advertising medium must be determined considering the target market of applicants as well as cost implications.

6.2.4. Application forms

6.2.4.1 All applications for a vacant post must be made on the prescribed form of the Municipality as attached as Annexure B.

6.2.4.2 All applications received must be accompanied by the prescribed application form otherwise it will be deemed invalid.

6.2.5 Application for a vacant post

6.2.5.1 An applicant for a post shall disclose

- a) his or her qualifications and experience
- b) his or her contactable references
- c) his or her registration with a relevant professional body, if applicable
- d) full details of any dismissal for misconduct or substandard performance
- e) any disciplinary actions, whether pending or finalized, instituted against the applicant in his or her current or previous employment.

6.2.5.2 Misrepresentation or failure to disclose material information contemplated in clause 6.2.7.1 and the application form is a breach of the Code of Conduct for Municipal Staff and shall be dealt with in terms of the disciplinary policy

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

6.2.5.4 A record of applications shall be disposed of in terms of the National Archives of South Africa Act.

The record shall contain –

- a. the applicants' biographical details and contact information
- b. the details of the post for which the applicants were applying

- c. the applicants' qualifications; and
- d. any other requirements outlined in the application form

6.2.6. Unsolicited applications

- a) Unsolicited applications received during the Municipality's operations will be responded to by requesting the applicant to register on the Municipality's unemployed database from where names may be drawn when a temporary vacancy exists.
- b) Nobody may promise or undertake to accept an unsolicited application for an appointment and to submit it when a vacancy is advertised.

6.2.7. Use of Recruitment Agencies

Where the Municipality does not have the capacity to manage recruitment processes, a recruitment agency shall be appointed to undertake the recruitment processes, including

- a) response handling,
- b) compilation of the long list of applicants who applied for the advertised post,
- c) preliminary list of applicants who meet the requirements,
- d) list of applicants who do not meet all requirements but have the potential and list of applicants who do not meet the requirements: Provided that the advertising and recruitment procedures comply with this policy and that the appointed recruitment agency shall not undertake the selection process.

6.3 Selection

6.3.1 General Principles Governing Selection

- 6.3.1.1 Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the Municipality.
- 6.3.1.2 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 underrepresentation exists.
- 6.3.1.3 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.
- 6.3.1.4 The assessment of the criteria will be done through an interview and a written or other assessments.

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

6.3.1.6 The basic criteria for the appointment and/or promotion of employees in the Municipality shall be appropriate qualifications and appropriate performance as set forth in the policies of the Council.

6.3.2 Selection Process

6.3.2.1 The purpose of selection is to identify the most suitable candidate(s) from all the persons who applied and to eliminate unsuitable candidates in the fairest way possible.

6.3.2.2 The relevant Director shall appoint a selection panel for each of the advertised posts to recommend the appointment of suitable persons to the vacant post and who in collaboration with Recruitment and Selection shall be responsible to deal with the recruitment process.

6.3.2.3 The selection panel shall comprise of no less than three but not more than five panel members of which one must be on a management level and will act as the chairperson of the panel.

6.3.2.4 In deciding on the composition of the selection panel, the relevant Director shall consider the following:

- a) nature of the post
- b) gender and race balance of the panel; and
- c) skills, expertise, experience, and availability of the person(s) to be involved

6.3.2.5 A member of a selection panel shall:

- a) disclose any interest or relationship with shortlisted candidates during the short-listing process
- b) recuse himself or herself from the selection panel if –
 - i. his or her spouse, partner, close family member or close friend has been shortlisted for the post
 - ii. the panel member has a de facto relationship or some form of indebtedness to a short-listed candidate or vice versa; or
 - iii. any other conflict of interest; and
 - iv. sign a prescribed declaration of confidentiality to avert the disclosure of information to unauthorized persons.

6.3.2.6 If a union representative is allowed to attend interviews as an observer, he or she must sign the declaration form (Annexure B) to prevent the disclosure of information to unauthorized persons.

- 6.3.2.7 The Head of Human Resources or his/her delegated nominee must provide secretarial or advisory services during the selection process but may not form part of the selection panel.
- 6.3.2.8 Each panel member shall disclose the potential conflict to be considered by the full selection panel at the initial meeting of the panel.
- 6.3.2.9 If a conflict of interest becomes apparent during the selection process, the Senior Manager Human Resource or his or her delegate shall take the appropriate steps to remedy the situation, which may include recommending and or declaring the selection process invalid and commencing a new process.
- 6.3.2.10 If a conflict of interest becomes apparent after the appointment, the Senior Manager Human Resources or his or her delegate shall report the matter to the Municipal Manager, which shall take remedial action, including possible disciplinary action
- 6.3.2.11 A representative from Human Resource Management will only serve as the third scoring panellist when specifically requested by the relevant director and HR will always provide the administrative services to the panel.
- 6.3.2.12 The labour unions must be invited to the selection processes.
- 6.3.2.13 Organised Labour may attend the proceedings as observers and their absence shall not prohibit the selection and recruitment process from proceeding and being concluded.
- 6.3.2.14 A member of the selection panel is required to withdraw from the panel if he/she has a conflict of interest in or experience partiality with regard to any of the applicants. This is also applicable to Organized Labour.

6.3.3. Compiling of long lists

After the closing date of an advertisement, all the applications received for every specific position are captured on a long list.

- 6.3.3.1 The long list must contain, in table form, the following particulars in respect of each candidate:
 - a) the applicant's surname followed by her/his initials
 - b) the applicant's gender;
 - c) the applicant's race;
 - d) internal or external candidate;
 - e) the applicant's qualifications and experience relevant to the job description and job specification; and
 - f) if applicable, the nature of the applicant's disability.

- 6.3.3.2 The Recruitment and Selection section must submit the long lists (in electronic form), to the relevant departmental head for preliminary scrutiny of the applications received one month after the closure of the advertisement unless otherwise approved by the Senior Manager Human Resources.
- 6.3.3.3 This information must be treated as confidential and may not be made available to outside parties or internal employees not part of the recruitment and selection process.
- 6.3.3.4 no hard copies of CVs will be provided and should be collected in electronic form
- 6.3.3.5 The Recruitment and Selection section, during the compilation of the longlists, must take all reasonable steps and actions to ensure that the content of the longlist is correct.
- 6.3.3.6 The Recruitment and Selection section, during the compilation of the longlists must take all reasonable steps and actions to establish the validity and accuracy of any certificates, diplomas and other information supplied by an applicant. If any candidate submitted or claimed that she/he had some or other certificate or diploma, qualification or experience that is disproved, such information must be noted next to the name of the candidate in the long list.
- 6.3.3.7 The department must within 7 (seven) days after receipt of the long list provide the Recruitment and Selection unit with a proposed shortlist. Where extension is needed it should be requested through Recruitment and Selection and should be dealt as agreed upon.

6.3.4 Compiling shortlist(s)

- 6.3.4.1 A shortlisting panel should within 7 days after the department provided a proposed shortlist be convened and in the event of the department not providing a proposed shortlist the Recruitment and Selection unit should convene a shortlist meeting within these timeframes irrespective.
- 6.3.4.2 Trade unions will be allowed insight into the longlist 24 hours before the shortlisting meeting is scheduled at the recruitment and selection offices. A confidentiality agreement must be signed by the representatives.
- 6.3.4.3 The shortlisting panel consisting of the representatives as per 6.3.2.4 and the Recruitment and Selection representative(s), must select from the long list, and with due regard for the Municipality's employment equity plan a minimum of three (3) and not more than 5 applicants per post who in their opinion would be the most suitable candidates to be subjected to the selection process.
- 6.3.4.4 The relevant Director may approve a shortlist of less than 3 candidates on the advice of the Senior Manager Human Resources and based the efforts that were made in regard to ensuring that suitable applicants were aware of the vacancies and had the opportunity to apply.

- 6.3.4.5 Where there are more than one (1) post advertised the panel must adjust the maximum number of applicants in line of with the minimum required) and may increase that even further pending on the number of posts.
- 6.3.4.6 The shortlist of applicants is prepared by Line Management, based on the agreed selection criteria and taking into consideration Employment Equity. Organized Labour can give inputs based on the selection criteria, to the shortlist.
- 6.3.4.7 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.
- 6.3.4.8 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 Human Resource Department, in a consistent manner, may request these candidates to submit the required documentation prior to the finalization of the shortlist of candidates.
- 6.3.4.9 Shortlisting may give preference to the following: –
- a) Internal applicants
 - b) Local applicants (Stellenbosch WC024)
 - c) Provincial applicants
 - d) National applicants
- 6.3.4.10 The approved Employment Equity Plan of the Stellenbosch Municipality will determine the targets set for the organization when shortlists are approved.

6.3.5 References and personal credential verification

6.3.5.1 Reference checks and personal credential verification for short-listed

Candidates shall be conducted by –

- a) verifying the candidate's inherent requirements of the job with the current or previous employer
- b) establishing the validity of candidate qualifications and any other verification required by the position before the appointment
- c) determining whether the candidate has been dismissed previously for misconduct or poor performance by another municipality or employer, and, if so, the nature of that misconduct or poor performance; and
- d) verifying any other additional personal credentials as may be required by the nature of the job such as criminal records, credit checks, identification documents, security clearance, etc.

- 6.3.5.2 A written report on the outcome of the reference checks and personal credential verification shall be compiled and submitted to the panel before the appointment is concluded.

6.3.6 Notification of shortlisted candidates of selection proceedings

The Recruitment and Selection section must notify every candidate whose name has been shortlisted of the venue or electronic medium, date and time, and nature of the selection proceedings she/he must attend using the most reliable communications methods available.

6.3.7 Expenses Relating to Recruitment and Selection Process

- 6.3.7.1 Prior approval from the Director: Corporate Services must be obtained for the payment of travelling costs for candidates attending interviews. The most cost-effective transport (car/air travel) must be utilised and the cheapest form of transport (car/air travel!) will be paid for.
- 6.3.7.2 The expense incurred for compensating a candidate for attending an interview, must be covered by the budget of the Directorate in which the vacancy exists. All expenses emanating from the interview shall be covered by the budget in which the vacancy exists.
- 6.3.7.3 Expenses emanating from the interview must be paid back if the employee leaves the employer's service for any reason other than death within 12 months after appointment.

6.3.8 Interviewing in respect of vacancies

- 6.3.8.1 The list of short-listed candidates and copies of their applications shall be submitted to the selection panel prior to the interviews taking place.
- 6.3.8.2 The selection panel for a post shall once be always constituted and remain the same. If a member of the selection panel is unable to proceed with the interviews due to circumstances beyond that member's control, such panel members may be replaced or withdrawn. If the selection panel does not quorate, the panel shall be reconstituted.
- 6.3.8.3 The Municipality shall grant observer status to each of the recognised trade union representatives during the interviews.
- 6.3.8.4 The selection panel shall interview the short-listed candidates.
- 6.3.8.5 Before the interviews for a specific post commence, the selection panel shall confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.
- 6.3.8.6 The selection panel shall keep a written record of the interviewed candidates.
- 6.3.8.7 After considering all the relevant information, the selection panel shall 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.

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

6.3.8.9 If the post is categorised as a critical and scarce skill post, alternative recruitment methods such as executive search, head-hunting, referrals and/ or readvertising may be considered. The details of these alternatives shall be agreed to in the Local Labour Forum and approved by Council.

6.3.8.10 The recommendations of the selection panel shall be determined by:

- a. consensus; or
- b. where the panel fails to reach a consensus, the matter shall be referred to the Municipal Manager or his or her delegate for resolution.

6.3.8.11 If the selection panel recommends an appointment to the post, it shall submit its recommendation to the Municipal Manager or his or her delegate for approval.

6.3.9 Interview and assessment process

6.3.9.1 Interviews can be done face-to-face or via electronic virtual mediums.

The interviews will be in the form of an interview question and answer session and a practical written or practical physical assessment. Assessments must take the nature of the post into account.

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

6.3.9.3 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.

6.3.9.4 Once shortlisting has been done, the Recruitment and Selection section will attempt to arrange an interview as soon as possible but not by giving less than three (3) working days' notice.

6.3.9.5 All interviews will be arranged and facilitated by the Recruitment and Selection section. Prospective candidates must avail themselves for an interview at the organisation's convenience. Applicants who are unable to attend will not be considered.

6.3.9.6 All parties involved in the Recruitment and Selection process shall uphold the strictest of confidentiality in respect of any information supplied in the recruitment process.

6.3.9.7 Failure to comply with these provisions may result in disciplinary action being instituted.

- 6.3.9.8 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.
- 6.3.9.9 The interview shall be conducted as agreed on during the shortlisting meeting for the interviews
- 6.3.9.10 Practical and or written assessments will be the responsibility of the relevant directorate. Assessments must contain model answers. Questions must be related to the requirements for the post and not discriminate on the grounds of race, gender and disability. The questions and practical assessment must be sent to Recruitment and Selection before the interview or assessment.
- 6.3.9.11 The evaluation matrix of the MSR will be used to score candidates.
- 6.3.9.12 The interviewing panel is responsible for ensuring that the interview is structured by using consistent questioning techniques in all interviews so that questioning is related to the requirements for the post and not discriminate on the grounds of race, gender and disability.
- 6.3.9.13 The panel will consult amongst them to get an indication of the reasons for their preferred candidate.
- 6.3.9.14 Stellenbosch Municipality is an Equal Opportunity employer. The requirements of the Employment Equity Act will be considered as part of the selection criteria/process and recommendations for preferred candidates will take this into consideration.
- 6.3.9.15 The panel will recommend the most suitable candidate to appoint based on the screening process and it may not necessarily be candidate with the highest score. 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.

6.3.10 Conducting tests during recruitment process

One or more relevant tests (e.g. practical assessments like for example typing tests, operating a grader, written assessments etc.) must 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.

6.4. Headhunting

- 6.4.1. Headhunting may be done at any stage after 2 failed advertised attempts. The operational requirements and needs should be considered when doing headhunting
- 6.4.2. If a person is being headhunted, he/she will still be subjected to an administrative and recruitment procedure.

- 6.4.3. Targeted persons will be provided with a copy of the advertisement, and they will be allowed to apply on their own accord and must comply with the requirements of the post. Applications must be made on the requisite form, a CV and a cover page to the Municipality within a certain time frame.
- 6.4.4. Any headhunting will be disclosed and recorded in writing as part of the recruitment process.

7. Succession Planning and Career Pathing

- 7.1. Where there is an identified successor(s) who has been properly assessed and developed in line with the requirements for the position, this person can be considered for the vacancy. Care must be taken that this is an unbiased and objective process.
- 7.2. There must be adequate historical documentation, proof of training, qualifications and development and sound assessment data to support decisions taken regarding identified successors in the Municipality's workforce.
- 7.3. A committee for each directorate titled the Staff Succession Plan Committee (hereinafter referred to as the Committee) may be established when necessary, comprising of the following stakeholders:

Director: Corporate Services

Relevant Director

Relevant Manager (if applicable)

Senior Manager: Human Resources (Secretariat of committee)

One representative from SAMWU

One representative from IMATU

- 7.4. The Committee is tasked to identify the individuals that forms part of the Directorate's Succession Plan, which will provide guidance and oversight supporting the staff succession process.
- 7.5. Succession Planning Programme
 - 7.5.1 Identification of occupational areas and key positions for succession planning.
 - 7.5.2 The Committee must identify and assess the Municipality's current and future projected needs in terms of staff and expected staff vacancies.
 - 7.5.3 When a post becomes vacant, the pool of employees who were identified and placed on the Succession Planning Programme 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 whereby is included but not limited to the provisions of the Municipality's Employment Equity Policy and Employment Equity Plan as from time to time.

7.6 Implementation of the Succession Planning Programme

- 7.6.1 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 Committee is to identify at least one or more candidates for each of the planned posts included in the Staff Succession Plan.
- 7.6.2 Employees can 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.
- 7.6.3 The Committee must identify training requirements.
- 7.6.4 Training interventions, for purposes of the career development of the relevant employees, are to be identified and agreed upon with the relevant employees.
- 7.6.5 The Committee may refer specific candidates to the mentoring process that may be applicable.
- 7.6.6 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.
- 7.6.7 Feedback must be documented and placed on the relevant employee's file.

8. Appointment

General requirements for the appointment of staff members

- 8.1 No person may be appointed as a staff member on a fixed-term contract, permanent basis, to any post on the approved staff establishment of the Municipality, unless he or she –
 - a) is a South African citizen, permanent resident or foreign national with a valid work permit; and
 - b) possesses the relevant competencies, qualifications, and experience, as set out in the evaluated job description and guided by the Municipal Staff Regulations.
- 8.2 The appointment of the suitable applicant takes place in accordance with the requirements of the post concerned as reflected in the advertisement of the post linked to the job description of the post.
- 8.3 Any person appointed as a staff member in the Municipality shall, where applicable, have competencies, and comply with the minimum requirements or educational qualifications, work experience, and knowledge as set out in Annexure A of the Municipal Staff Regulations.

- 8.4 A staff member who was appointed before these Regulations came into effect and who does not meet the minimum competency requirements of the relevant post as prescribed, shall be deemed to be meeting the requirements of the post. This does not apply to conditions given to staff members for obtaining certain qualifications for a current position before 1 July 2022.
- 8.5 An applicant may be appointed as a staff member only if they –
are not disqualified in terms of the policy provisions on the re-employment of dismissed municipal staff.
- 8.6 The Municipal Manager or his/her delegated nominee to whom this function is delegated shall :
consider the recommendations of the selection panel; and decide –
 - a) on whom to appoint; and
 - b) the terms and conditions of employment.
- 8.7 Before making a decision to appoint, the Municipal Manager or his/ her delegate shall satisfy himself or herself that the candidate meets the relevant requirements of the post as provided in the competency framework of the Municipal Staff Regulations.
- 8.8 An appointment shall only take effect after the Municipal Manager or his or her delegate has approved the appointment.
- 8.9 The Municipal Manager or his/her delegated nominee shall ensure that all the interviewed candidates are informed whether or not they were successful.
- 8.10 Unsuccessful candidates shall on request be provided with, or given reasons, in writing why they were not successful or appointed.
- 8.11 Appointment of support staff to ward offices and full-time councillors (public office bearers).
 - 8.11.1 An applicant appointed to a post on the staff establishment in order to support the full-time office bearers and as ward administrators shall either be –
 - a. seconded from a post on that Municipality's current staff establishment or
 - b. appointed on a fixed-term contract of employment.
 - 8.11.2 The duration of the secondment or fixed-term employment contract in this regard may not be longer 30 days after the full-time councillor or ward councillor vacates office.
- 8.12 Re-employment of dismissed municipal staff
 - 8.12.1 A person who was dismissed from a municipality for any reason stated in the Municipal Staff Regulations may not be employed in the Municipality before the period set out, or any concurrent periods set out, has expired.

- 8.12.2 Notwithstanding clause 8.12.1 a person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.
- 8.12.3 The Municipality shall maintain a record of staff dismissed for misconduct and staff who resigned prior to the finalisation of any disciplinary proceedings.
- 8.12.4 The record shall contain –
- a) full names and identity number of the person
 - b) title of the post that the person occupied
 - c) nature of the misconduct
 - d) date of suspension, if any
 - e) conditions of suspension, if any
 - f) date on which the misconduct was referred to a disciplinary hearing or pre-dismissal arbitration
 - g) date of commencement of the disciplinary hearing or pre-dismissal arbitration
 - h) finding
 - i) whether a dispute was referred to the SALGBC or the Labour Court
 - j) costs incurred by the municipality; and
 - k) date of resignation or dismissal of the person.

8.13 Retention of staff

- 8.13.1 The Municipality is from time to time confronted with situations where permanent staff is offered promotional opportunities at other municipalities/employers.
- 8.13.2 The Municipality may want to retain the skills of such employees which are considered essential to maintaining a high level of service delivery.
- 8.13.3 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.
- 8.13.4 Counteroffers offers to existing staff may be approved by the Municipal Manager or delegated nominee in terms of the Systems Act, subject to the following:-

- 8.13.4.1 A request in writing by a director when an existing employee receives an offer from another employer, to consider a counteroffer to the existing permanent staff member. 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 written offer by the other employer.
- 8.13.4.2 The motivation must include an indication of the performance of an existing employee who received an offer from another employer. The performance must be measured in general and on specific aspects for example attendance, quality of work over the last 12 months, years' service, qualifications, and skills
- 8.13.4.3 the experience of the employee requesting a counteroffer must be taken into account to ensure consistency within the organisation.
- 8.13.4.4 Where an internal employee receives an offer from another employer a more senior post in the Stellenbosch Municipality may be considered provided that:
- a) The more senior post is vacant
 - b) The employee has the necessary qualifications for the more senior position
 - c) No other employee in the organisation can lay claim to the senior post through natural career pathing.
- 8.13.4.5 The Municipal Manager, on advice from the relevant Director retains the discretion whether to consider a counteroffer to the affected employee or not.
- 8.13.4.6 No employee should have any expectations of receiving a counteroffer from the municipality.
- 8.13.4.7 The higher salary notch should as a rule match the offer received and not be more than 2 (two) notches higher than a proven salary offer received from the other employer or what the employee is currently earning.
- 8.13.4.8 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 may 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 of the evaluation result.

8.14 Scarcity and the Payment of Scarcity Allowances

8.14.1 The determination of scarcity of a post and the payment of scarcity allowances were previously regulated in terms of the Staff Attraction and Retention Policy. The latter Staff Attraction and Retention Policy has been repealed by Council on 23 August 2023. Accordingly, scarcity and the payment of scarcity allowances will be regulated in terms of this Policy. Where scarcity allowance is applicable to a prospective employee, it should be indicated on the offer of employment, subject to revision by the committee every 12-months

8.14.2 It is the responsibility of the Employer to identify which posts and / or occupational groups are affected by a scarce skills challenge, using any or all of the following criteria:

- a) The turnover rate of employees in an occupation must be significantly above the average turnover experienced by the Municipality.
- b) High vacancy rate;
- c) The demand for a particular skill exceeds the supply;
- d) There must be a shortfall for the identified skill in the local, provincial and national government market, indicating strong factors attracting such employees into the private sector;
- e) vacancies should be proven to be difficult to fill;
- f) The skills must require an advanced knowledge in a field, science or discipline obtained through formal studies and / or specialized instruction and / or years of service or experience;
- g) The skills / knowledge / experience must be critical to a specific project and / or service
- h) All normal recruitment processes must have been exhausted before a motivation is submitted for the payment of a scarcity allowance.
- i) Lack of relevant experience (skills related)
- j) New/Emerging occupation (skills related)

The above-mentioned are indicators that may illustrate scarcity in a particular occupational grouping of positions or a specific position.

8.14.3 In considering the above-mentioned criteria the following sources must be consulted:

- a) The Local Government Sector Education and Training Authority's (LGSETA) Skills Shortages & Skills Gaps Guide (published from time to time)
- b) Occupations listed in a specific year by the LGSETA as occupational shortages will be regarded as scarce skills occupational.
- c) Posts determined as scarce skills posts shall be reviewed every twelve (12) months to allow for the relevant adjustments, based on changing trends and to confirm whether the occupation remain scarce.
- d) In terms of sub-section 1(5) of the Municipal Staff Regulations: Guidelines for Implementation, Chapter 2

8.14.4 Scarcity allowances will be reviewed annually (3 months before the financial year). The relevant Director must submit a detailed motivation the Senior Manager Human Resources, who will compile a complete report taking into consideration the criteria / source as mentioned above.

8.14.5 The Municipal Manager will take a decision on:

- a) whether or not the post should be regarded a scarce
- b) in the event of the Municipal Manager deciding the post is scarce, a percentage not more than 10% of the basic salary without benefits shall be payable

8.15 Remuneration negotiations

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

8.15.2 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 their previous remuneration.

8.15.3 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 principles must/may be considered: years of experience; other employees in the organisation doing the same job etcetera

8.15.4 The higher salary notch should as a rule match the offer received and not be more than 2 (two) notches higher than a proven salary offer received from the other employer or what the employee is currently earning.

8.15.5 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. All salary offers are made in consultation with the Director Corporate Services and CFO.

8.16 Additional allowances

8.16.1 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 as per the additional allowance policy.

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

- a. 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 six (6) months.
- b. Criteria to qualify for an additional responsibility allowance:

- 8.16.3 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 an employee cannot act in the post;

9 Appointment contract

9.1 The employment contract of a person must include, subject to applicable labour legislation, details of –

- a) the remuneration, benefits and other terms and conditions of employment of the employer and employee.
- b) include a provision for cancellation of the contract, in the case of non-compliance with the employment contract or an performance agreement; and
- c) 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.

9.2 Appointment of employees to posts on a temporary basis

9.2.1. Advertisement

Refer to clause 6.2.3 above and 9.2.2 below

9.2.2. Selection

Appointment of a temporary employee(s) must be consistent with the Recruitment and Selection Policy.

- Appointment must be in line with the inherent requirements as per advertisement.
- Appointments must be in line with employment equity requirements, unless no suitable candidate are available, or the post needs to be filled on an urgent basis.
- Will be required to sign an agreement; and
- In addition to an employment contract, committing themselves to full participation in the educational and workplace assignments in accordance with policies and procedures.
- The employer may utilise the jobseeker's database (EPWP inclusive) for selection;
- The person must be unemployed at the time of inclusion on the data base and when the opportunity becomes available;
- The person must be a South African citizen;
- The person must be a resident of the Stellenbosch Municipality area;
- The person must be of a legally employable age;
- The person must be physically fit to work in relation to requirements of position;
- Selection from the database is not a guarantee of employment;

- 9.2.3 The department who request a temporary appointment must provide a written motivation indicating the operational reasons for the temporary appointment. The motivation must indicate the post on the organogram as well as the cost centre from which the appointment will be financed.
- 9.2.4 The motivation must be signed by the relevant Director of the directorate in which the appointment is requested and must be submitted to HR. HR must obtain the input from the Director: Corporate Services before submitting it to the Municipal Manager for approval;
- 9.2.5 Temporary appointments for less than three (3) months may be done from the previous shortlists (not older than 6 months) or the jobseekers database provided they meet the minimum requirements for appointment and are unemployed at that date;
- 9.2.6 When making temporary appointments for more than three (3) months the candidates will be interviewed before appointing the preferred candidate(s).
- a) The Human Resources section will contact the candidates selected by the department to enquire on their availability and invite them for a departmental interview;
 - b) A member of HR will oversee the process and keep record of the proceedings.
 - c) HR will inform the recommended candidate and offer him/her the temporary position and ensure that necessary paperwork is completed after approval of appointment by the Municipal Manager; and
 - d) No person may start work without
- 9.2.7 All temporary appointments must comply with the provision set out in section 198B of the LRA if the contract is to run for more than three months and above the determined threshold.
- 9.2.8 In exceptional circumstances the department may motivate for the renewal or extension of the temporary employment contract of a specific temporary employee; and
- ☐ A recommendation will be provided by the Director to the Municipal Manager or delegated authority for approval.
 - ☐ The trade unions must be informed of the recruitment process days prior to the interviews and a representative of each union may attend the process as an observer

9.3 Appointment to a permanent position

- 9.3.1 The Recruitment and Selection section must present every newly appointed employee with a letter of appointment, signed by the Director: Corporate Services 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.
- 9.3.2 Whenever any of the details contained in such a letter change the Human Resources Services must inform the employee in writing of such changes.

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

9.4 Probation

- 9.4.1 The appointment of a person as per this policy shall be effective on a probationary period of six months that can be extended to a maximum probationary period of 12 months. Within one month after the completion of the probationary period, the relevant Director or his or her delegate shall inform Human Resource Management to confirm the appointment if –
- a. the staff member's performance during the probationary period was satisfactory; and
 - b. the staff member complied with all the conditions of the probationary appointment.
 - c. subject to the Labour Relations Act, terminate the appointment if –
 - i. the staff member's performance was not satisfactory during the probationary period; and
 - ii. the staff member did not comply with all the conditions of the probationary appointment
- 9.4.2 The probationary period shall be determined on the basis of the complexity of the job and the minimum period required to establish whether performance is satisfactory or not.
- 9.4.3 The relevant Director or his or her delegate shall –
- a) inform the staff member within the first two weeks of employment of that member's performance requirements
 - b) ensure that the staff member completes the Municipality's induction programme; and
 - c) assess the staff member's performance and provide the staff member with feedback on a quarterly basis on that member's performance.
- 9.4.4 If a staff member's performance is not satisfactory, the relevant Director or his or her delegate in consultation with the Human Resources performance management section shall advise the staff member of any aspects that the staff member is considered to be failing to meet the required performance standards of the organisation.
- 9.4.5 If the relevant Director or his or her delegate, in consultation with Human Resource performance management section believes that the staff member's performance does not meet the required standards, he or she may extend the probationary period or dismiss the staff member, provided that –
- a) the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling; and

- b) the staff member's performance continues to be unsatisfactory after a reasonable period has been given to the staff member to improve his or her performance.

9.5 Promotion

- 9.5.1 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.
- 9.5.2 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.

9.6 Transfer of staff

- 9.6.1 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.
- 9.6.2 A staff member may only be transferred—
 - a) if the staff member requests or consents, in writing, to the transfer; or
 - b) in the absence of consent, if the transfer is fair taking into consideration—
 - i. the operational requirements of the affected institutions, including whether the transfer of the staff member would address such requirements;
 - ii. written representations from the staff member prior to the proposed transfer; and
 - iii the extent to which the interests and circumstances of the staff member may be accommodated.
- 9.6.3 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.
- 9.6.4 A staff member 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.

9.7 Secondment of staff to another municipality

- 9.7.1 A municipality may second a staff member with the relevant competencies to act in a post that is vacant in another municipality.
- 9.7.2 The municipalities must conclude a written agreement regarding the secondment that specifies—
 - a) the municipality responsible for the costs of secondment;

- b) the duration of the secondment, which may not exceed a period of twelve months;
- c) the person to whom the seconded staff member must report;
- d) the place at which the seconded staff member must work; and
- e) the new job description of the seconded staff member.

9.8 Secondment of other government employees to municipality

- 9.8.1 The municipality may request national or provincial government, another municipality, or any state organ as the case may be, to second a person with the relevant competencies to act in a vacant post for a specified period or until such time that a suitable candidate has been appointed.
- 9.8.2 The municipality must inform the MEC of any such secondment and the terms and conditions associated with that secondment.

9.9 Acting appointment

- 9.9.1 An acting appointment may be made to a funded post in order to ensure that the disruption of services is minimized.
- 9.9.2 A staff member who is acting in a higher post in the same municipality must continue to perform the duties of the post that the staff member ordinarily occupies during the acting period.
- 9.9.3 A person acting in a higher post has no right or expectation to be appointed to that post.
- 9.9.4 A staff member may only act in a post that is equivalent to or one reporting level higher than the post that the staff member ordinarily occupies.
- 9.9.5 The appointment to act in a post must be with the consent of the staff member; In writing; and authorized.
- 9.9.6 The staff member appointed to act must have the requisite competencies to be able to perform the duties associated with the post.
- 9.9.7 A person may only be appointed in an acting position for a period not exceeding three months.
- 9.9.8 The municipal manager, or delegate, may extend the period for a further period of three months, if there is a justifiable reason to do so.
- 9.9.9 Any further extensions shall not exceed a period of nine consecutive months.
- 9.9.10 The performance of a staff member appointed to act in a post must be assessed in terms of these Regulations

10 Induction

- 10.1 All permanent appointments will be subjected to a induction process through Human Resources. This can be done at a venue with the providers physically there or via a virtual medium if necessary.
- 10.2 The Recruitment and Selection Section shall ensure, in conjunction with the incumbent, that all appointment documentation has been completed and processed.
- 10.3 The Recruitment and Selection section will arrange a tour /explanation for the new incumbent of the range of services.
- 10.4 The Directorate 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).
- 10.5 The Recruitment and Selection section will also explain and provide a copy of the Councils Human Resources Policy and Procedure Manual.
- 10.6 The Directorate 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.

11. Relocation of Newly Appointed Employees

- 11.1 The Municipality shall pay 100% of an employee's cost (excluding VAT) of moving from his/her current residence on his or her appointment at Stellenbosch Municipality, but excluding any packing and packaging cost, as indicated on the cheapest of the quotations, regardless of the quotation the employee accepts.
- 11.2 The employee must obtain three written quotations for the relocation of that employee's household and appoint a removal company to relocate her/his household goods. The written quotations obtained by the employee must be attached to her/his claim for reimbursement.
- 11.3 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 one year after the relocation claim had been paid. If an employee's service are terminated before two years have been completed the employee must reimburse 50% of the moving costs.

12. DEVIATION

The Municipal Manager may deviate from the provisions of this policy on good cause shown.

13. IMPLEMENTATION AND MONITORING

This policy will be implemented and effective once approved by Council and replaced any previously approved Recruitment and selection policy.

14. COMMUNICATION

This policy will be communicated to all Municipal employees using the full range of communication methods available to the municipality.

15. RECORD KEEPING

Adequate records of the entire selection process need to be maintained, including selection and shortlisting 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 as per the Archive legislation and record management schedules.

16. DISPUTE RESOLUTION

Unsuccessful candidates shall utilise the mechanisms of the Labour Relations Act to address any unhappiness about an appointment made.

17. POLICY REVIEW

This policy will be reviewed every two years or when necessary.

POLICY APPROVED BY COUNCIL: JUNE 2025.