



HARRY GWALA DEVELOPMENT AGENCY (PTY) LTD

[REG. No: 2011/001221/07]

POLICY: RECRUITMENT

Administrative Responsibility:	Chief Executive Officer
Implementing Department / Departmental Unit	Corporate Services Department

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RECRUITMENT POLICY

POLICY DOCUMENT CONTROL

POLICY NUMBER	HGDA 008
CUSTODIAN	Corporate Services Department
STATUS	Final
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APPROVED BY	
EFFECTIVE DATE	
REVISION DATE	
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	HGDA Board- 19 March 2024
	HGDM Council- Not Applicable

Summary of Amendments:

Version	Author	Date	Revised Date
V1	Corporate Services Manager	02 February 2024	13 February 2024



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PREAMBLE

The Agency is required by law to regulate recruitment and selection of employees for operational purposes towards service delivery to communities. The is hereby enacting a policy to give guidance for recruitment and selection in terms of human resources and in line with the Labor Relations Act, Act 66 of 1995 (LRA).

1. LEGAL FRAMEWORK

The policy was developed and guided by the following:

- 1.1. This policy is premised on all relevant provisions of the Basic Conditions of Employment Act (75 of 1997) as may be amended and relevant Regulations and Notices issued by the Department of Labour from time to time.
- 1.2. It is further anchored on the legal provisions of the Labour Relations Act (66 of 1995) in terms of sections 27 and 28.
- 1.3. This policy will also further provide provision and authority by the CEO to convert all Fixed Term Contracts (FTC) to permanent contracts of employment as personal-to-incumbent basis, which will also include all benefits as a strategy to retain and attract skilled employees.
- 1.4. This policy will be implemented in terms of the objects of other relevant sister policies within the Agency.
- 1.5. This policy shall be implemented in compliance with the requirements of the Collective Agreements concluded by the parties to the South African Local Government Bargaining Council, relevant employment contract, letter of appointment, performance contract and any applicable law.

2. APPLICATION OF THE POLICY

- 2.1. This policy is applicable and binding to both the Agency and all candidates and shall become operative immediately after its approval by the Board.

3. INTERPRETATION OF THE POLICY

- 3.1. Except to the extent to which the context may otherwise require, this Policy shall be construed in accordance with the following provisions of this sub-paragraph:

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3.1.1. Any word or expression importing any gender shall include the other gender.

3.1.2. Words importing the singular also include the plural, and *vice versa*, where the context requires.

3.1.3. The following words shall have the meanings hereby assigned to them –

3.2. Any dispute on interpretation of this policy shall be declared in writing by any party concerned to the CEO.

3.3. The Chief Executive Officer shall give a final interpretation of this policy in the case of a written dispute.

3.4. If the party concerned is not satisfied with the interpretation, a dispute may be pursued with the South African Local Government Bargaining Council.

4. DEFINITIONS

For the purpose of this policy, the following terminology shall mean-

“ACCOUNTING OFFICER” The person appointed by the Council as Municipal Manager and or Chief Executive Officer in terms of section 82 of the Municipal Structures Act, 1998 (Act 117 of 1998) and as defined in the Municipal Finance Management Act, 2003 (Act 56 of 2003), including any person acting in that position or to whom authority is delegated.

“CANDIDATE” means an applicant for a post

“CEO” shall mean the Chief Executive Officer of the Harry Gwala Development Agency (Pty) Ltd – used interchangeably with Accounting Officer

“CFO” shall mean the Chief Financial Officer of the Harry Gwala Development Agency (Pty) Ltd

“Disability” means long term or recurring physical or mental impairment which substantially limits a person towards performing his/her duties

“HGDA” means the Harry Gwala Development Agency (Pty) Ltd, a company duly incorporated in terms of the laws of the Republic of South Africa with registration number: 2011/001221/07, in which the Harry Gwala District Municipality, as Parent Municipality, holds a sole interest.

“HGDM” means the Harry Gwala District Municipality, a Category C Municipality established in terms of Section 155(1)(c) of the Constitution of the Republic of South Africa, 1996 and in terms



of Section 12(1) of the Municipal Structures Act, 32 of 2000 (as amended) and its successors in title. Includes duly authorised officials of the Municipality who have been delegated any powers, functions, and duties necessary to give effect to this Policy and decide upon and administer the matters referred to herein.

“RECRUITMENT” means the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the Agency in achieving its objectives.

“REFERENCE CHECK” means the gathering of information about candidate’s past history from people with whom such candidate has been associated.

“SELECTION” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

4. FOUNDATIONAL PRINCIPLES

- 4.1. The staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Agency and ensuring the full utilization and continued development of these employees.
- 4.2. Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Agency.
- 4.3. All appointments will be permanent, except fixed term contracts, learnerships, internships, in-service training, and temporary appointments, the latter, which in principle, should not exceed a maximum period as 24 months.
- 4.4. The responsibility of the Agency is to determine the strategic and operational needs of the Agency, and the relevant reporting Manager/Department Head structures of the Agency.
- 4.5. 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.
- 4.6. 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 (EE Act, 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,

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family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV Status, conscience, belief and/or opinion, taking into account the provision of Chapter III of the EE Act, Act 55 of 1998.

- 4.7. The Agency 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 55 of 1998 as consisting of black people, women and people with disabilities.

5. PROFILING OF A POST

- 5.1. The profile of a vacant position shall be held in three (3) main components:
- 5.1.1. Five (5) key roles of post
 - 5.1.2. Up to five (5) core requirements
 - 5.1.3. Up to five (5) core competencies
- 5.2. The profile of each post shall be premised on its final or draft job description.
- 5.3. The core requirements of a vacant post shall constitute a minimum and basic criterion for selection purposes.
- 5.4. The core requirements of a vacant post shall be expressed in simple measurable and realistic terms.

6. ADVERTISEMENT OF A POST

- 6.1. The Corporate Services Department shall profile the vacant post through analysis of the job description and specifications for advertisement purposes.
- 6.2. The advert will inter alia specify the following:
- 6.2.1. Job title
 - 6.2.2. Nature of employment
 - 6.2.3. Post level
 - 6.2.4. Remuneration
 - 6.2.5. Organisational location of the post
 - 6.2.6. First-level reporting channel of the post
- 6.3. The advertisement may be placed in any type of media, which is accessible to persons interested in applying for the position in a advert.
- 6.4. All advertisements shall bear the symbol of organisational image, that is the logo.



- 6.5. A draft copy of the advertisement shall be discussed with the line department prior to finalization.
- 6.6. 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:

7. **HANDLING OF EMPLOYMENT APPLICATIONS**

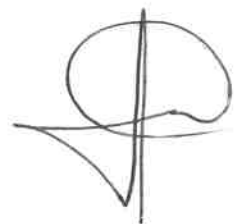
- 7.1. No employment application forms shall be issued to applicants.
- 7.2. A covering letter, copy of CV and other documents specified in the advertisement will constitute an application for employment.
- 7.3. All applications shall be received at a central point- HR Division in the Corporate Services Department.
- 7.4. All received applications shall be profiled by the Corporate Services Department, against the specifications mentioned in the advertisement.
- 7.5. A master profile of all applications received shall be produced by the Corporate Services Department.
- 7.6. No employment application will be given to any person outside Corporate Services Department except to the Chairperson of the duly constituted shortlisting panel.
- 7.7. Applications received after the closing date will not be considered.
- 7.8. 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.
- 7.9. All applications for employment or training shall be entered into a central register
- 7.10. Confirmation of receipt shall be issued in respect of all hand-delivered applications.

8. **SHORTLISTING PROCEDURE**

- 8.1. A shortlisting agenda shall be compiled by the Corporate Services Department per each advertised post.
- 8.2. The shortlisting agenda shall contain the following:
 - 8.2.1. Advertised post and position to be interviewed



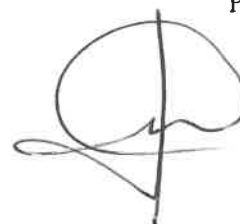
- 8.2.2. Date, venue and time of the meeting
 - 8.2.3. A copy of a master profile of applications
 - 8.2.4. A copy of an advertisement.
 - 8.2.5. A copy of annual Employment Equity goals
 - 8.2.6. A copy of attendance register
-
- 8.3. The date and time for shortlisting shall be arranged with the members of the shortlisting panel and relevant Manager.
 - 8.4. The shortlisting agenda shall be distributed to the members of the shortlisting panel at least a day before the date of shortlisting.
 - 8.5. The shortlisting proceedings shall be conducted as per the agenda.
 - 8.6. The Shortlisting Panel shall signed Declaration of interest before the Shortlisting proceeds.
 - 8.7. The Shortlisting Panel shall sign a Shortlisting attendance register to be provided by the Agency.
 - 8.8. Issues falling outside the ambit of the shortlisting process shall not be entertained.
 - 8.9. Shortlisting shall be conducted against the criteria stipulated in the advertisement.
 - 8.10. All applicants shall be treated equally when shortlisting is done.
 - 8.11. Applicants targeted for the purpose of attaining employment equity will receive due preference.
 - 8.12. 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.
 - 8.13. The shortlist drawn up by the panel shall be final if no objection is lodged by any member of the panel.
 - 8.14. All documentation distributed for Shortlisting shall be returned and kept by the HR Division.
 - 8.15. 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.

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- 8.16. 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.
- 8.17. 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.

9. INTERVIEWING PROCEDURE

- 9.1. The date and time for interviews will be arranged with the members of the interview panel and relevant Head of Department.
- 9.2. An interview agenda shall be compiled by the Corporate Services Department for each advertised post.
- 9.3. The interview agenda shall contain the profile of the candidates.
- 9.4. The interview agenda shall be distributed to the members of the interview panel at least a day before the date of the interviews.
- 9.5. The Interview Panel shall sign a Declaration of interest before the interview proceeds.
- 9.6. The Interviewing Panel shall sign an interview attendance register to be provided by the Agency.
- 9.7. The Corporate Services Department shall prepare areas of questioning for Section "A" of the interview template.
- 9.8. The line department shall prepare question areas for Section "B" of the interview template on the day of the interview.
- 9.9. The interview panel shall, under normal circumstances, and as a matter of rule, constituted by the members of the short-listing panel.
- 9.10. The interviewing panel shall meet to discuss and allocate questions 30 minutes to 1 hour prior to the commencement of the interview.
- 9.11. Interviewing technique shall complement other selection techniques.

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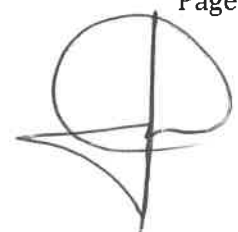
- 9.12. The interviewing technique shall be used to measure both hard and soft skills of the candidate.
- 9.13. The hard skills of the candidate shall be measured through application of the targeted selection-based interview methodology.
- 9.14. The soft skills shall be measured through use of an emotional intelligence- based interview technique.
- 9.15. Each member of the interviewing panel shall assess the candidate's response to questions according to a specified format.
- 9.16. The candidate's performance shall be evaluated against the key challenges of the job.
- 9.17. After reaching a sufficient consensus, the interviewing panel shall make a recommendation for appointment of the best suitable candidate.
- 9.18. All Members of the interviewing Panel shall sign the recommendation for employment.
- 9.19. All documentation distributed for the interview shall be returned and kept by the HR Division.

10. COMPETENCY ASSESSMENT

- 10.1. All Senior Management applicants must be subjected to a competency assessment in line with local government prescripts. For any other position, the Selection Committee must ensure that the competency assessment form part of the selection process.
- 10.2. The competency assessment must be considered by the Selection Committee when deciding on the candidate to be recommended taking into account the inherent requirements of the job as it relates to the performance of the candidates against the relevant dimension in the assessment.

11. REFERENCE AND BACKGROUND CHECKS

- 11.1. Reference and background checks must be facilitated and/or conducted by the Corporate Services Manager on recommended candidates.
- 11.2. Such background and reference checks must be recorded and form part of the selection of suitable candidates. The background checks must include the following:



- 11.2.1. Criminal record checks.
- 11.2.2. Citizenship verifications.
- 11.2.3. Qualification/study verifications
- 11.2.4. Previous employment verifications (reference checks).

11.3. Where adverse remarks which may disadvantage the applicant are made during background and reference checking, the candidates may be informed and be given an opportunity to respond.

11.4. This must be done by the Corporate Services Manager to ensure that such information is disclosed to the Selection Committee or the chairperson for consideration during decision making.

12. STAFF APPOINTMENT PROCEDURE

12.1. The report on recommendation for appointment of the best suitable.

12.2. Candidate shall be written by the Corporate Services Department immediately after conclusion of the interviews.

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

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

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

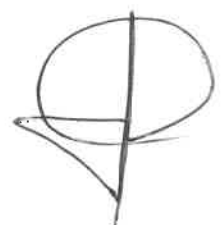
12.6. A person appointed to a particular position shall be required to accept appointment in writing within 72 hours of receipt of the letter of appointment.

12.7. 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.

12.8. 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.

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

- 12.9.1. Record of employee form;



- 12.9.2. Employment engagement form;
 - 12.9.3. Nomination of beneficiary form;
 - 12.9.4. Oath of secrecy form;
 - 12.9.5. Code of conduct form;
- 12.10. Certified copies of the following documents shall be submitted by the new employee to the Corporate Services Department:
- 12.10.1. Identity document
 - 12.10.2. Marriage certificate/divorce decree
 - 12.10.3. Children's birth certificates
 - 12.10.4. Academic certificates;
 - 12.10.5. Driver's license (when applicable)
 - 12.10.6. Any other specified document.
 - 12.10.7. 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.
 - 12.10.8. Should there be a resignation within 3 months of appointment, the second highest scoring candidate should be considered for that position.

13. HANDLING OF UNSUCCESSFUL APPLICATIONS

- 13.1. All unsuccessful shortlisted applicants and candidates shall be advised in writing to the effect of the failure of their applications within two weeks after finalisation of appointment.
- 13.2. The copies of CVs, certified and uncertified copies and other related certificates shall become records of the Agency.
- 13.3. The records shall be kept by the Agency for the duration of a period specified by law.
- 13.4. The application documents will not be available for personal access or use to the individual applicants and members of the public.



14. PROBATION

- 14.1. It is compulsory that newly appointed employees should undergo the compulsory probation period of three (3) months.
- 14.2. The purpose of the probation period is to ascertain whether the conduct and work performance of the employee meet the standards expected by the Line Managers and organization before the permanent appointment is confirmed.
- 14.3. The appointment shall not be confirmed if the new employee does not meet the expected standards.

15. CONVERSION AND SECONDMENT

- 15.1. Employees are currently employed on a contractual basis, however the conversion of staff to permanency will be undertaken in a staggered approach- and will be based on performance.
- 15.2. The Parent Municipality resolved on 13 April 2012 to second the Local Economic Development and Tourism Unit to its wholly owned company, the Harry Gwala Development Agency for an improved implementation of both strategic and operational Local Economic Development initiatives projects and opportunities.

16. COMMENCEMENT

- 16.1. This Policy will come into effect on the date of adoption by the Board of Directors of the Harry Gwala Development Agency (Pty) Ltd.

APPROVED BY:

NAME	SIGNATURE	DESIGNATION	DATE
MS ACR Whyte		Chief Executive Officer	25 April 2024