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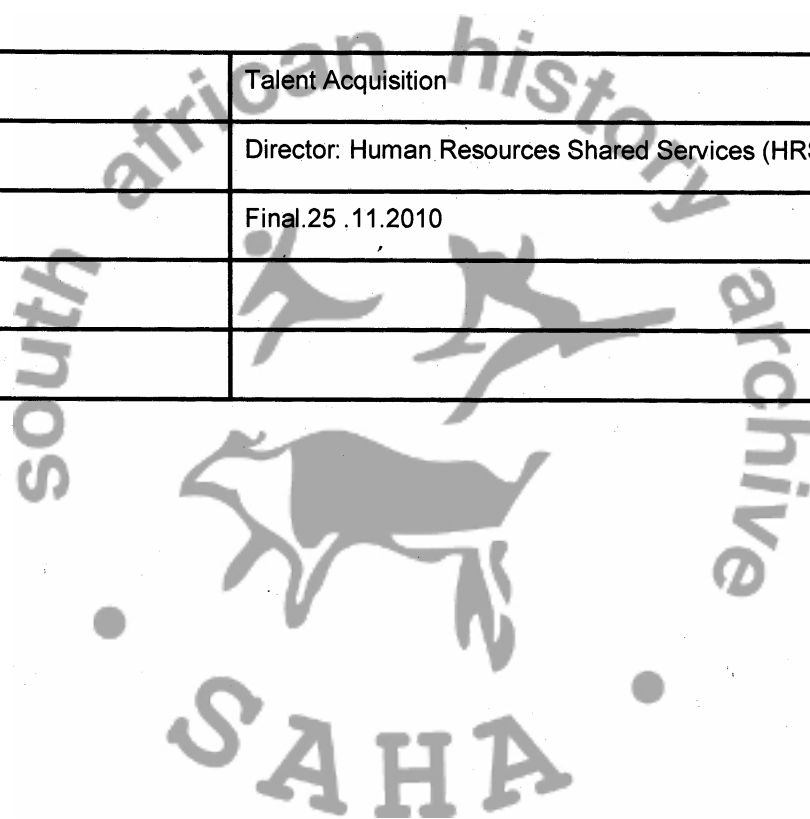


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1. INTRODUCTION

1.1 The **Talent Acquisition Policy** aims to:

1.1.1 *inform managers and staff about the process of recruitment, selection and appointment in the City of Johannesburg (CoJ)*

1.1.2 *to promote flexible employment opportunities for employee, enabling secondments and permanent transfers between departments, enabling staff assignments as required to deliver major events or in the case of cross-departmental employment, concurrent employment by two or more departments*

1.2 The Policy is a result of the need for a uniform acceptable approach to the recruitment, procurement, selection, and placement of staff in the City. The constitution of the workforce is to be such that it is able to serve all members of the community and employees of the CoJ in an effective and equitable manner, taking the demographics of Johannesburg and the country into account

1.3 The City prides itself as employment equity and equal opportunity employer supporting the principle of employment equity, and equal employment/opportunity based on competition, equity, and fairness. Employees are to be recruited, selected, appointed, transferred and promoted on the basis of fairness and non-discrimination in line with the Employment Equity Act, 1998 (Act 55 of 1998) and Employment Equity (EE) Policy of the CoJ, as well as any other applicable legislation and CoJ policies

1.4 The City recognises a need to recruit and select quality and suitably qualified employees, as well as quality employees with potential for development who will assist the City to meet and achieve its mandate, as well as contribute to improved service delivery to Citizens. The recruitment process also aims to provide employees with an opportunity for personal and career growth

1.5 In the City, management, will not discriminate directly or indirectly against any current or prospective employees with respect (but not limited) to race, gender, age, political opinion, religion, marital status, ethnic or social origin, sexual orientation, or medical status

1.6 This policy shall be achieved by way of the promotion and development of existing employees, provided the promotion and development are consistent with the specifications for particular positions and in CoJ's interests

2. THE DEFINITION OF TERMS

| Term | Definition |
|------------------------------------|--|
| Advertisement | Means public announcement of vacant posts in CoJ |
| 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 CoJ workforce |
| Applicant | means anyone who applies for an officially and duly authorised advertised/circularised position placed by CoJ |
| Application Form | A form that must be completed in an application for a position of employment with the City of Johannesburg |
| Appointee | Means a candidate who has accepted an offer of employment |
| Appointment | Means the final step in the recruitment process where a successful applicant/candidate who has been selected through a process of short- |

| Term | Definition |
|-----------------------------------|---|
| | listing and interviewed with a view to possible employment, accepts an offered position |
| Assessment | A systematic and objective way of gathering information about an individual for a specific purpose e.g. identification of potential |
| Black People | Is defined in the Employment Equity Act as a generic term meaning Africans, Coloureds and Indians |
| Candidate | means an applicant who has been selected through a process of shortlisting to be interviewed with a view to possible employment |
| Circular | Means an internal notice of vacancies of which many copies are made which are distributed in such a manner as to bring it to the attention of all staff in the City of Johannesburg |
| Designated Groups | Means black people, women, and people with disabilities. |
| Employee | means a permanent, part-time or contract worker, or an learner or intern who receives remuneration or is entitled to receive remuneration, but excludes a student, a subsidised labourer, an independent contractor or mandatory, and an agent |
| Employer | Means the City of Johannesburg |
| Essential Job Requirements | Means the outputs (i.e. responsibilities/performance areas) of the job that the employee is required to perform |
| Home Department | Means the department from which employee is moved |
| Host Department | Means the department to which the employee is moved |
| Inherent Job Requirements | The requirements that the employer considers to be essential to enable the employee to perform the job. These are essential requirements and may include physiological, psychological and physical characteristics. These are also often referred to as the "minimum" or "basic" job requirements. Without these, the incumbent cannot perform the job successfully |
| Job Description | means a clear, descriptive delineation of the work to be performed by a particular individual |
| Recruitment | Covers the enlisting of job applicants through advertising and circularizing, use of recruitment agencies, headhunting, targeted recruitment and executive search agencies to secure the most suitable qualified candidate for a vacant or new position |
| Reference Checks | Means process to thoroughly investigate the integrity of a candidate before offers of employment are made. The process shall include criminal, employment, credit, security history of an applicant |
| Scarce Skills | Are skills that are needed to realize the department's goals and objectives, but which are difficult to recruit and expensive to replace. This skill will not always be the same |
| Security Clearance Check | A process to obtain confirmation that no criminal record exists |
| Selection | Process of choosing applicants who are regarded as suitably qualified according to the criteria set out and meet the requirements of the job |
| Shortlisting | A process whereby preliminary screening is undertaken to exclude applicants who do not competitively comply with the minimum requirements for a particular post |
| Suitably Qualified | Means someone who has the ability to do the job based on any one, or a combination of that person's formal qualifications, prior learning, relevant experience or who has the capacity to acquire, within a reasonable time, the ability to do the job |
| Promotion | Is the process of selection of the most suitably qualified employee from a pool of candidates and the appointment of that employee to a position of a greater status, responsibility and authority than previously enjoyed by the employee in the organisation. The candidates must be employees and |

| Term | Definition |
|-----------------------------|---|
| | there must also be an employment relationship between the employee and the employer |
| Secondment | Refers to an employee temporarily vacating his/her post and only physically moving to another post |
| Temporary Assignment | Means to temporarily carry out work in a different position without vacating his/her post |
| Transfer | Means the permanent movement of an employee from one position to another position in the same or another job category, which may include the physical transfer from one location to another |

3. THE INTERPRETATION AND APPLICATION OF TALENT ACQUISITION POLICY

3.1 Any dispute arising from the interpretation and application of this policy will be handled and resolved through the delegations and discretion of the Director: Human Resources Shared Services (HRSS)

4. THE RATIONALE AND OBJECTIVES OF TALENT ACQUISITION POLICY

The rationale and purpose of the Policy is to:

- 4.1 introduce substantially and procedurally fair and objective principles and procedures for the talent acquisition of the CoJ
- 4.2 provide guidelines for the recruitment and selection processes in CoJ and appointment of employees to the CoJ
- 4.3 guide the recruitment, selection and placement of quality, competent and suitably skilled and best possible talent who will contribute to the achievement of the CoJ's mandate, as well as strategic and operational requirements, whilst enjoying long-term career success within the CoJ
- 4.4 ensure fair and equitable in the treatment of external and internal candidates
- 4.5 ensure that all CoJ appointees are competent and/or have the potential to fulfil the required performance outputs of their respective descriptions
- 4.6 ensure that all recruitment activities are handled according to best practice and professional guidelines
- 4.7 establish principles and procedures ensuring that CoJ complies with legislative principles in respect of employment equity and affirmative action
- 4.8 ensure consistent and non discriminatory recruitment and selection practices are implemented at all times in the recruitment and selection process
- 4.9 ensure that employees are utilized for the purposes of meeting the CoJ's human resources needs and to provide measures for transfer, secondment and deployment of employees
- 4.10 provide regulations for transfer, secondment and deployment of employees on grounds of incapacity and/or operational requirements

5. THE SCOPE OF APPLICATION

5.1 The Policy applies to City of Johannesburg Metropolitan Municipality administration and all its employees

6. THE ROLES AND RESPONSIBILITIES (THE ACCOUNTABILITY FRAMEWORK)

6.1 The *Mayoral Committee (Mayco)* approves the HR Policies

6.2 The *Executive Management Team (EMT)* engages on the HR policies and recommends the approval of the HR policies by Mayco

6.3 The *City Manager* is accountable as an Accounting Officer and oversees the development, implementation and maintenance of policies, procedures, processes and system, including those in HR

6.4 The *Executive Director: Corporate and Shared Services* is responsible for ensuring the HR Policies comply with the Council resolutions of City of Johannesburg, as well as applicable legislation, and in conjunction with the conditions of service and relevant bargaining council agreement

6.5 Other *Executive Director's* are accountable for ensuring strict adherence to prescriptions of HR policies within their Depts, as well contribute to the development, review and evaluation of impact of HR policies

6.6 The *Director: Human Resources Shared Services (HRSS)* is responsible for the overall policy implementation, management, monitoring and review, as well as ensuring that the HR Policies comply with the Council resolutions, applicable legislation, conditions of service and relevant bargaining council agreements

6.7 The nominated *Deputy Director in HRSS with a responsibility a for HR policies* ensure that the Policy is reviewed on ongoing-basis

6.8 Other *Deputy Directors [Business Process Owners (BPO)] in HRSS* are responsible for researching, recommending the development, maintenance, review and evaluation of their policies dealing with their respective areas and processes in the CoJ, as well as monitoring the implementation of the Policy within the requirements

6.9 The *Field HR and HR Transactions* are responsible for ensuring the adherence and compliance to the approved HR policies, as well as providing advise on HR policies

6.10 The *Line Manager* is responsible for implementation of and adherence to the approved HR policies

6.11 The *Organised Labour (Unions)* are responsible for playing an oversight role on management, implementation and compliance/adherence to approved HR policies, as well as contribute to the evaluation of impact of HR policies and their review

6.12 All *Staff* are responsible for complying/adhering to the approved HR Policies

7. THE POLICY AREAS

This section outlines the policy provisions on the management of recruitment, selection and appointment process in the City of Johannesburg (CoJ) and the transfer and secondment of staff

7.1 THE PRINCIPLES

The CoJ shall adhere to the following principles in the implementation of this policy:

- 7.1.1 All aspects of the recruitment and selection process will be professional, fair, objective, transparent, non discriminatory and will afford an applicant's an equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity
- 7.1.2 COJ is committed to recruitment strategies that will attract and retain a diverse selection of qualified internal and external applicants
- 7.1.3 The recruitment and selection process should be holistic and integrated with other human resources management processes, such as training and development, performance management etc
- 7.1.4 The recruitment and selection process will be utilized by the CoJ to achieve targets and objectives set in the EE Policy and Plan, as well as ensuring that the CoJ's objectives of diversity of its workforce at all levels are met
- 7.1.5 The implementation of the recruitment and selection process within CoJ will be non-discriminatory and comply with the spirit of the EE Act and all legislative requirements as amended from time to time
- 7.1.6 The CoJ is an equal opportunity employer that aims to eliminate all forms of unfair discrimination in the recruitment and selection of staff
- 7.1.7 The recruitment and selection process shall be based on the core competency criteria and inherent requirements of the job, relevant to competence in the specific post in question
- 7.1.8 The recruitment and selection process should contribute in the enhancement of CoJ's image as a preferred employer
- 7.1.9 Ensure that in the event of competency based assessments being used as part of selection that they are valid, reliable, and free from cultural bias and in accordance with inherent requirements of the job
- 7.1.10 Apply the provisions of the EE Act that requires that a person may be suitably qualified for a job as a result of any one of, or any combination of that person's:
 - a. formal qualifications
 - b. prior learning
 - c. relevant experience or
 - d. the applicant has the capacity to acquire, within a reasonable time, the ability, skills and competencies to do the job

- 7.1.11 When determining whether a person is suitably qualified for a job, CoJ must take steps to:
- a. determine whether the factors in above paragraph and bullet points are inherent requirements of the job and
 - b. determine whether that person has the ability to do the job in terms of any one of, or any combination of those factors
- 7.1.12 Recruitment must be as efficient and cost-effective as possible, but must at all times adhere to the principle of fairness with regard to the relevant labour market
- 7.1.13 Staff transfers and secondment will be fair, transparent and for the benefit of the City

7.2 THE RECRUITMENT, SELECTION AND APPOINTMENT PROCESS

7.2.1 THE GENERAL PROVISIONS OF RECRUITMENT, SELECTION AND APPOINTMENT PROCESS

- 7.2.1.1 Preference in the recruitment and selection process will be given to *suitably qualified candidates* who are members of *designated groups* as defined in Section 1 of the Employment Act (i.e. black people, women, and people with disabilities)
- 7.2.1.2 The CoJ's *Employment Equity Plan* sets out the *affirmative action measures* intended to achieve employment equity in the workplace
- 7.2.1.3 A person, shall be *suitably qualified for a job* within CoJ as a result of the combination of two or more of the following:
- a. appropriate qualifications
 - b. prior learning to acknowledge recognition of prior learning (RPL)
 - c. relevant experience
 - d. capacity to acquire, within a reasonable time (at most six months), the ability to do the job
- 7.2.1.4 In determining whether a candidate is *suitably qualified for a job*, the following steps shall be taken to:
- a. determine whether the factors mentioned above are inherent requirements of the job, and
 - b. determine whether that person has the ability to do the job in terms of any one of, or any combination of those factors
- 7.2.1.5 The talent acquisition process must take cognisance of the EE Policy as approved by the City of Johannesburg
- 7.2.1.6 Refer to *Employment Equity (EE) Policy* for more details on link between employment and recruitment, selection and appointment process

7.2.2 THE ADMINISTRATIVE SUPPORT TO THE RECRUITMENT, SELECTION AND APPOINTMENT PROCESS

- 7.2.2.1 Relevant HR will maintain a dedicated file (code named "*Recruitment and Selection File*") on all positions being filled in the CoJ with details of applicants, interviews and test scores, and any correspondence/recruitment material
- 7.2.2.2 Information on the Recruitment and Selection File will be kept on the file for a period of two (2) years after auditing is completed, where after the contents will be destroyed
- 7.2.2.3 On selection of the candidate, an offer of employment will be compiled and forwarded to the candidate

7.2.2.4 The package on the letter must be attractive enough to confirm equity and market competitiveness in accordance to CoJ *Remuneration Policy*

7.2.2.5 All other unsuccessful candidates will be notified with a regret letter, immediately upon acceptance of offer by candidate

7.2.3 THE RECRUITMENT PROCESS

This section outlines the policy provisions on the management of the recruitment process in the City of Johannesburg.

7.2.3.1 THE GENERAL PROVISIONS IN RECRUITMENT PROCESS

- a. The effective recruitment and placement of skilled people is essential to ensure that CoJ has the requisite human resources to meet its mandate and goals as set out in its strategies and business plans
- b. The overall management of recruitment process in the CoJ is the responsibility of the City Manager or a person delegated by the City Manager
- c. No recruitment process must commence without an approved job description detailing the outputs and inputs which has been signed off by the respective Head of Department or immediate Manager (Refer to 7.2.3.3 for more details),
- d. CoJ will not practise unfair discrimination either directly or indirectly, against employees, including but not limited to:
 - i. *the recruitment and selection process*
 - ii. *the terms on which employment is offered*
 - iii. *refusing to offer, or deliberately not offering, employment*
 - iv. *the opportunities which are offered to an employee for promotion, transfer, training or the receipt of any other benefit*
 - v. *requiring medical or other testing when not required for the job, or by requiring some and not other employees, without justification, to submit to such tests*
- e. Unfair discrimination against employees during recruitment processes shall not be tolerated by the CoJ, and will constitute grounds for instituting disciplinary proceedings for serious misconduct
- f. No external applicant is to be considered for any internally circularised positions
- g. If the post was circularised internally and it is found that the applicants do not comply with the appointment requirements, it will be again circularised internally and advertised externally
- h. Previous detention, arrest, conviction or dismissal may not constitute a reason for the immediate refusal of an application, except when the reason for the conviction or the dismissal makes the applicant unsuitable for the position in terms of its inherent job requirements

7.2.3.2 THE IDENTIFICATION OF A VACANCY

- a. A funded vacancy must be identified by the Department/Manager that has intentions of recruiting to fill the vacancy

7.2.3.3 THE COMPILATION OF A JOB DESCRIPTION

- a. An approved, detailed and complete *job description* that meets the requirements of approved job description format must be compiled or existent for every position in the CoJ, and most importantly for every position targeted for recruitment
- b. Refer to the *Job Evaluation Policy* for further details on job description writing and job grading process

7.2.3.4 THE RECEIPT AND PROCESSING OF JOB APPLICATIONS

- a. All applications shall be lodged in writing by either completing the City of Johannesburg's *Application Form* or by submitting an application letter with a detailed curriculum vitae (CV)
- b. Applications for advertised and/or circularised positions will be received by relevant HR up to the closing time, unless specifically stated otherwise
- c. The approval to consider late applications may only be granted by the relevant Head of Department before the commencement of the short listing process
- d. Applications must be forwarded through the mode of delivery mentioned in the advert/circular, the different types of modes of delivery may include: email, fax, hand delivery and postal delivery
 - i. *If through postal delivery, applications must be posted to relevant HR on time to be received by the closing date*
- e. Applicants must ensure that applications are addressed to the correct contact person(s)/department and ensure correct contact details are used
- f. Although receipt of applications is acknowledged as best practice, applications in CoJ will not be acknowledged on receipt
- g. In order to deal with the problem of a claim that an application for a specific position advertised and/or circularised was indeed received in time, relevant Department must not only date-stamp all CVs but should also prepare a schedule of all applications received, as well as dates received
- h. Applicants must attach certified copies of relevant documents to their CVs
- i. Applications without certified copies of the relevant documentation, such as identity document and academic qualifications, will not be considered
- j. The key information to be submitted when responding to an advert/circular in CoJ is:
 - i. *application letter, showing a reference number and title of the position applied for*
 - ii. *detailed curriculum vitae (CV), preferably not more than five (5) pages*
 - iii. *copy of identity document (ID)*
 - iv. *copies of academic qualifications*
- k. It is not the responsibility of CoJ to contact applicants to clarify incomplete, unclear or illegible information

7.2.3.5 THE JOB ADVERTISEMENT AND CIRCULAR

- a. The recruiting Department/Manager must request the circularising/advertising of the vacant post as per the *Guidelines on Circularising/Advertising Vacant Positions* (Refer to Annexure A)
- b. All adverts and/or circulars shall be in a *standard format* and HR Central is responsible for maintaining and reviewing the format on ongoing basis
- c. CoJ will endeavour to recruit internally and/or externally in order to obtain the best possible applicant for a position
- d. HR Central is responsible for the internal circularising and external advertising of all posts in CoJ
- e. Vacant posts on level 5 and below may be considered for simultaneous advertising and circularising subject to a detailed motivation, signed by the respective Executive Director (or his/her nominee) being submitted to the Director: HRSS or his/her nominee for consideration and approval
- f. Information/contents of the job advertisement and circular should **only** be sourced from the approved job description
- g. If a post has been advertised and/or circularised and a similar post on the same level, grading and designation becomes vacant during the period of validity of the circular or advertisement, the delegated official [to wide, should be more specific such as Head of Department] may approve the filling of that vacancy from the pool of applications received
- h. The job advert and circular should run for a minimum of ten (10) working days
- i. Appointments in the advertised/circularised positions must be made within four (4) months of the closing date of the advert/circular. If this is not met, the position/s must be re-advertised/re-circularised
- j. The following information will be contained in all job advertisements/circulars, irrespective of the media in which the advertisements are placed:
 - i. *the title of the job*
 - ii. *reference number for the position*
 - iii. *salary information (if available or a requirement), this will show salary range*
 - iv. *summarised requirements of the job (including required academic qualifications, experience, skills and competencies)*
 - v. *full names and surnames of contact person/s*
 - vi. *contact details of contact person/s: physical address and/or office telephone and/or fax number and/or e-mail address*
 - vii. *closing date for applications*
 - viii. *three (3) names of valid and work related referees to be indicated on circular and/or advertisement as a requirement*
 - ix. *statement that applications without certified copies of ID and qualifications, will not be considered*
 - x. *statement with regards to unsuccessful applications: only short listed candidates will be communicated to*
 - xi. *Statement on CoJ EE status i.e. The City is an equal opportunity employer and designated employer*

7.2.3.5.1 THE CIRCULARISATION OF VACANCIES

- a. A *circular* is an internal advertisement that is placed in designated notice boards and appropriately placed and displayed prominently or communicated via the intranet
- b. Vacancies shall be circulated within the CoJ and distributed in such a manner as to bring such vacancies to the attention of all employees of the CoJ
- c. Level 3 and 4 vacant posts shall be circularized and advertised simultaneously
- d. Level 5 and below vacant posts shall be circularized within the service in such a manner as will in the council's opinion reasonably draw the attention of all employees to such vacancies. If thereafter the Department/Region is of the opinion that the vacant post may not be suitably filled from within the service, such position may then be advertised externally in addition to being circularized internally
- e. The respective BPO in HR Central dealing with talent acquisition is responsible for the internal circulation of vacancies

7.2.3.5.2 THE ADVERTISING OF VACANCIES

- a. Advertisements shall be in as wide a range of media as possible, and so placed as to reach, as effectively as possible the entire pool of potential applicants, especially persons historically disadvantaged and persons from designated groups
- b. Level 1 and 2 vacant posts shall be advertised only
- c. Level 3 and 4 vacant posts shall be circularized and advertised simultaneously
- d. A decision to use an appropriate Recruitment Agency for external advertisement shall be made by the Director: HRSS or his/her nominee with advise of the Deputy Director responsible for talent acquisition or BPO for talent acquisition

7.2.3.5.3 THE RE-ADVERTISEMENT/RE-CIRCULARISATION OF POSTS

- a. If the short-listing process reflects that no suitable applicants have applied for the position, the relevant Department may request in writing that the position be re-advertised/re-circularised both internally and externally simultaneously

7.2.3.6 THE APPOINTMENT OF A RECRUITMENT AGENCY

- a. Where necessary and if budgeted for, the CoJ may seek the services of approved recruitment or personnel agencies that subscribe to employment equity principles and reflect this commitment in their practices
- b. It is imperative that any Recruitment Agency used by CoJ complies with all relevant legislation and CoJ policies
- c. Appointment of Recruitment Agencies will be as per CoJ supply chain management policies and procedures

7.2.3.7 THE HEADHUNTING, EXECUTIVE SEARCH AND TARGETED RECRUITMENT

- a. The Director: HRSS or his/her nominee will identify positions in CoJ for headhunting or targeted recruitment based on urgency and complexity of those positions to require headhunted or targeted candidates. This should be backed up by demonstrable and factual evidence that normal recruitment process is likely to be ineffective
- b. Headhunting or targeted recruitment should only be undertaken on exceptional cases for **senior or scarce/critical skill** positions, unless there's a decision by Director: HRSS or his/her nominee to deviate from the standard
- c. Where the vacancy is deemed to be scarce/critical as outlined in the *Staff Retention Policy*, the Director: HRSS or his/her nominee has delegated authority to approve the use of Head Hunting or Targeted Recruitment Agency
- d. Headhunting and targeted recruitment should be used only in conjunction with the normal advertising of vacancies i.e. an identified suitable candidate should be requested to apply for the requested position and where after the normal processes will apply
- e. It is imperative that any Headhunting, Executive Search or Targeted Recruitment used by CoJ complies with all relevant legislation and CoJ policies

7.2.4 THE SELECTION PROCESS

This section outlines the policy provisions on the management of the selection process in the City of Johannesburg.

7.2.4.1 THE GENERAL PROVISIONS ON A SELECTION PROCESS

- a. A fair and consistent selection/screening criteria must be developed and used during the selection process
- b. A fair and consistent shortlisting process must be developed and adhered in shortlisting all candidates
- c. A standard interview questionnaire must be compiled for every position, which has competency or criteria related questions
- d. The Director: HRSS or his/her nominee has authority to give guidance on types of checks suitable for which positions, this may include amongst others *reference, criminal, academic, credit checks*
- e. An appointment recommendation report must be compiled together with the summary of interview process and signed recommendations of panel for the approval of the Director: HRSS or his/her nominee. This report plus attachments must be archived for a minimum of five (5) years after auditing is completed
- f. Psychometric assessments may be done for certain positions
- g. All unsuccessful interviewed candidates must be given regret letters. The recruiting Manager must make an effort to meet with unsuccessful internal candidates prior to them being given the regret letters
- h. Canvassing by job applicants or any other person on behalf of job applicants, for posts within Council's service is prohibited and evidence thereof will disqualify the applicants application for consideration for appointment

- i. Internal applicants for vacant posts that are already on the same salary band or grading level and perform similar job content duties as the posts they applied for, if successful, shall not receive any adjustment / increase to the existing salaries/remuneration packages
- j. Selection of employees (short listing) becomes a concern only when there are more qualified applicants than there are positions to be filled. In the process of selecting applicants for the purposes of interviews it is critical to proceed in a fair and non-discriminatory manner.
- k. Where legislation determines a minimum qualification this shall be adhered to

7.2.4.2 THE SELECTION CRITERIA

- a. Information regarding key performance areas and the competencies and skills required for the vacant post will be used in compiling a shortlist and eliminating unsuitable applicants
- b. CoJ selection criteria specify *qualifications/prior learning, experience, knowledge, skills, abilities and competencies* required for satisfactory performance in a position, and determined by the requirements of the job. An addition criteria may also be the *potential to acquire the ability to do the job*
- c. The selection criteria should be fair, consistent and objective
- d. An acting appointment or secondment does not entitle an applicant to be appointed in a position
- e. According to the provisions of the EE Act relating to designated groups (i.e. black people, women, people with disabilities), a candidate shall be suitably qualified for a job within CoJ, either:
 - i. *as a result of his/her formal qualifications and/or his/her prior learning and/or relevant experience and/or*
 - ii. *because he/she has the capacity to acquire, within a reasonable time, the ability, skills and competencies required to do the job*

7.2.4.3 THE SHORTLISTING PROCESS

- a. CoJ's *short listing* refers to the process of reducing the number of applicants to be considered for interviews, the process aims at identifying the most suitably qualified applicants to take forward to the interview process
- b. The process of short-listing applicants shall proceed in a fair and non-discriminatory manner
- c. Shortlisting is conducted by the Line Management supported by HR and based on the agreed selection criteria

7.2.4.4 DEVELOPING AN INTERVIEW QUESTIONNAIRE

- a. A standard, structured competency based list of questions must be drawn up and put to each candidate to ensure fairness, objectivity and compliance with good practices
- b. A list of questions must be compiled by relevant HR for the interviewing panel before the start of the interviewing process
- c. The following should be catered for by the interview questions:
 - i. *they should be based on inherent job requirements, and criteria*
 - ii. *they must be phrased in such a way so as not to convey attitudes, assumptions or prejudices*
 - iii. *that are not relevant and cannot be justified in terms of the inherent job requirements must be excluded*
 - iv. *same interview questions will be asked of every applicant*
- d. Questions pertaining to *age, marital status, race, sexual orientation, national origin, number of dependants, religion, childcare arrangements and health or disability status* should be avoided at all costs and should not be asked as they are discriminatory and may open the City up to legal challenges

7.2.4.5 THE INTERVIEW PROCESS

- a. CoJ shall conduct employment interviews to:
 - i. *add value to the selection decision by posing questions that ascertain suitability of the candidate to the position*
 - ii. *expand the information provided on the application*
 - iii. *collect new job-related information*
- b. A suitable environment for conducting interviews must be identified
- c. It is crucial that interviewers are well prepared and have familiarised themselves with the use of structured interview questionnaire and process, as well as job descriptions for the position/s they will be interviewing for and cv's of candidates
- d. Relevant HR should ensure that all logistical arrangements are made for candidates such as parking etc
- e. The interview coordinator will ensure that following checklist is adhered to:
 - i. *Where there are disabled applicants, the room shall be easily accessible*
 - ii. *The room shall be reasonably soundproof*
 - iii. *There shall be no interruptions*
 - iv. *The seating arrangements shall be ordered so as to facilitate a "round the table" questioning*
- f. The interview shall consist of the following segments:
 - i. *Introductions and overview of the structure of the interview*
 - ii. *Questions directed at the interviewee's work experience and qualifications for the position*
 - iii. *Overview of the position and CoJ*
 - iv. *Opportunity for the interviewee to ask questions*
 - v. *Summary of interview including the way forward*
- g. Interviews must be conducted in the strictest confidence and no member of the interviewing panel may disclose the questions asked of applicants or the answers given unless requested to do so in the course of any legal proceedings

- h. Where an applicant is unable to avail himself/herself to the interview on the day of the scheduled interview, due to reasons beyond control, such applicant may be granted an opportunity to be interviewed at a later stage within the recruiting month
- i. Candidates must receive sufficient notice of interviews (at least three [3] days) and must be informed the type of interview to be conducted and the travel arrangements that may apply
- j. Appropriate feedback regarding tests or other forms of assessment are made available to the interviewing panel at the end of the interview
- k. The remuneration of the successful candidate(s) is neither determined nor negotiated during the interview. However, the candidate(s) may be questioned during the interview about the remuneration they expect

7.2.4.6 THE SETTING UP OF AN INTERVIEW PANEL

- a. As a rule, interviewing panels will be as diverse as possible and will, to the greatest possible extent, be representative of the entire population
- b. The composition of the interview panel should be limited to five (5) members, but not less than three (3) members (excluding observers)
- c. The panel should consist of at least a representative from human resources and line functionaries. The *Observer Team* may be made up of EE representative and any person for training and development purposes
- d. A panel member should reclude himself/herself if there is a relationship with any of the candidates in the recruitment process to be interviewed. This shall be disclosed before the short listing or interviewing stage to ensure transparency
- e. Persons serving on an Interviewing Panel should be:
 - i. *clearly informed about the selection criteria to be used in the interviewing process as identified consequent upon the application of any Affirmative Action or other relevant clauses above*
 - ii. *aware of the importance of a consistent application of the selection criteria*
 - iii. *given, where necessary, such training and/or guidance on the effects, which generalized assumptions and prejudices about race, gender and disability can have on selection decisions*
 - iv. *made sensitive to cultural issues*
 - v. *made sensitive to employment equity and affirmative action issues*
 - vi. *made aware of possible misunderstandings that can occur in interviews between people of different cultural backgrounds*
- f. The members of the panel, except the observers, take part in the final decision-making stage and are responsible for selecting candidates and making a final recommendation
- g. The scores of all panel members should be taken into account when making a recommendation for appointment
- h. A Chairperson shall be appointed amongst the panelists and he/she shall formulate an interview format to provide direction to the interview and make the most effective use of time
- i. Panelists shall allow time for an interview schedule that puts no pressure on the candidate or the interviewer
- j. The Interviewing Panel must ensure that all interviews for a position are conducted in a consistent manner and that applicants must be asked the same questions to ensure consistency
- k. The interview questions shall only be made available to the interviewing panel once the panel has convened

- l. The minutes of all interviews for all positions must be signed by all members of the interviewing panel and must be retained in confidential files for a period of at least two (2) years after auditing is conducted
- m. Once all applicants for a post have been interviewed, the interviewing panel must deliberate and must make a recommendation as to who the most suitable applicant for the position is
- n. The deliberations of the panel must focus strictly on the core selection criteria of the job and the extent to which each applicant meets or does not meet those requirements and must avoid all elements of discrimination
- o. The absence of any member of the panel during the interview process and the deliberations following the interviews will invalidate the entire interviewing process which must then be repeated
- p. In consideration of City's mandate, the final selection decision will also include consideration of the potential of the applicant to develop their skills, knowledge and competencies with appropriate and reasonable training

7.2.4.7 THE POST INTERVIEW MATTERS

- a. No appointments shall be made unless the *Appointment Recommendation Report* is signed by the Head of Department and approved by the Director: HRSS or his/her nominee

7.2.4.8 THE INTEGRITY CHECKS i.e. REFERENCE, CREDIT, CRIMINAL, QUALIFICATION AND SECURITY VETTING

- a. Reference checks will only be carried out for applicants (internal and external) recommended by an interviewing panel in terms of the selection process
- b. Reference checks will be coordinated by the HR and results should be obtained before a job offer is made to candidate
- c. The person performing the *employment reference check* will obtain the following information during the course of the reference check:
 - i. a confirmation of the applicants employment history including date in start of service with the previous employer
 - ii. the applicant's position and remuneration details
 - iii. the job requirements and key performance of applicants last position
 - iv. a confirmation of the applicant's employment history, including date of starting service with the previous employer
- d. Other forms of integrity checking such *identity, credit, criminal, qualification and security clearance checks* can be done for any position at CoJ should the requirements of the job deem they are necessary
- e. Positions in **Johannesburg Metro Police Department, Emergency Management Services** and certain categories of posts within **Finance** require security vetting/screening
- f. The outcomes of the integrity checking should add value to the decision on whether to or not to make an offer to an applicant and will be placed in the employees personnel file
- g. The following information should be avoided in the process of reference checking:
 - i. Information about the applicant's personality
 - ii. Information that has not been observed or obtained from a written performance record

- iii. *Information that is based on the feelings; opinions; guesses or hunches of the referee*
 - iv. *Information that is hostile and malicious*
 - v. *Information as to whether or not the referee regards the applicant as being suited for the position for which he or she has been; recommended by the interviewing and selection panel*
- h. The City Manager and his/her direct reports must be subjected to a security screening process by authorised government security structures prior to appointment, and this must be stated in the advertisements of all positions that report directly to the City Manager

7.2.4.9 THE PSYCHOMETRIC ASSESSMENT, PHYSICAL TESTING AND MEDICAL EXAMINATION

7.2.4.9.1 THE PSYCHOMETRIC ASSESSMENT TOOLS AND TESTS

- a. The assessment testing as part of the selection procedure should only be used if the instrument is proven to be valid and reliable, can be applied fairly to all candidates, is not biased against any employee or group, and is carried out within the provisions of the Labour Relations Act, Basic Conditions of Employment Act, Employment Equity Act and any other legislation or collective agreement
- b. CoJ will only accept psychometric assessments, physical testing and medical examination if the instrument(s) used have been scientifically shown to be valid and reliable; and can be applied fairly to all candidates and are not biased against any employee or group
- c. All preferred candidates applying for professional and management positions within CoJ shall be expected to take a competency based psychometric assessment
- d. The applicant will be informed of the intention to subject him/her to such tests and will be given feedback to the outcome of the assessment within five (5) days of the results becoming available to CoJ
- e. The tests should only be conducted if they are an inherent requirement of the job, and the honour is upon the Line Manager to prove such a state
- f. If the test is a valid one, then the candidate is not allowed to refuse to undergo it, refusal may lead to disqualification
- g. Due to legislation it should be noted that the use and interpretation of any test battery or assessment tool is the sole responsibility of qualified HR practitioners or industrial psychologists

7.2.4.9.2 THE PHYSICAL TESTS

- a. This test should be used only if they are applicable to the inherent job/legal requirements

7.2.4.9.3 THE MEDICAL EXAMINATION

- a. An applicant shall submit to medical examination by the Medical Officer nominated by the City of Johannesburg. (All such examinations are to be carried out within the provisions of the Labour Relations Act, Basic Conditions of Employment, Employment Equity Act and any other legislation or any other collective agreement that may be concluded)
- b. Employees should not be subjected to undergo a HIV/AIDS test at any given time

7.2.5 THE APPOINTMENT PROCESS

7.2.5.1 THE GENERAL PROVISIONS ON APPOINTMENT PROCESS

- a. An appointment recommendation report is to be compiled and approved by the relevant officials
- b. Successful applicants will be selected on objective merit with the CoJ's employment equity targets in mind
- c. Appointees shall be at least sixteen (16) years of age
- d. The appointment of a person with a criminal record may be authorised by the City Manager or delegated person, subject to applicable legislation. The nature of the offence, the CoJ's responsibility towards its rate-payers, the applicant's constitutional rights and legal prescriptions must be taken into account
- e. Unsolicited CV's must not be accepted
- f. In order to avoid nepotism and to be able to deal with conflict of interests
 - i. *Staff responsible in recruitment and selection process should declare their interests before taking part in the process*
 - ii. *Should an immediate member/members of their families apply for position/s, the Director: HRSS or his/her nominee must be notified in writing, who will then give approval to the process that needs to be followed*
 - iii. *Any employee who fails to disclose an interest or when disclosing an interest, willfully provides incorrect or misleading details, is guilty of misconduct, which will be handled through CoJ disciplinary processes*
- g. All new employees recruited into the City and Municipal entities must complete the Accounts Detail Form (Refer to *Staff Accounts Policy*)
- h. A new employee must provide a copy of municipal rates and services accounts (irrespective of the municipal jurisdiction in which they reside) or an affidavit that he/she is not responsible for a municipal rates and services account. Refer to *Staff Accounts Policy* for further details

7.2.5.2 THE OFFER/LETTER OF EMPLOYMENT

- a. Before applicants, who are not South African citizens, can be appointed to any position in CoJ, such applicants should be in possession of either:
 - i. *a permanent residence permit*
 - ii. *a temporary work permit covering the contemplated period of employment*
 - iii. *certified copies of the above documentation are to be submitted to the CoJ for verification prior to appointment for verification*
- b. When reference check has been successfully completed and the appointment recommendation report approved, an offer/letter of employment will be signed by the relevant Manager and forwarded to a successful candidate
- c. Signed letter offer/appointment letter must be forwarded in writing to the successful applicant as soon as possible
- d. The minimums required on the offer of employment letter should be the following:
 - i. *position being offered*
 - ii. *date of appointment*
 - iii. *reporting line (the position to which the applicant would report to)*
 - iv. *confirmation of summarised terms (including remuneration) and conditions of service*
 - v. *probationary period, with start and end date, specific information such as day, date, month and year, should be provided*
 - vi. *time period within which the offer has to be accepted or declined*

7.2.5.3 THE PROBATIONARY PERIOD

- a. All newly-appointed employees are required to serve a three (3) months probationary period
- b. During the probationary period, the performance of the employee will be monitored and evaluated according to the job description and/or performance scorecard
- c. At successful completion of probationary period, the employee will receive a letter of confirmation, stating confirmation of employment
- d. The non-successful completion of probationary period, may lead to the extension of the period and closely managed performance monitoring

7.2.5.4 THE HANDING OVER OF REGRET LETTERS

- a. In some cases, letters of regret will only be issued to all unsuccessful shortlisted applicants who were granted an interview but failed to secure the position
- b. Relevant HR is responsible for preparation and distribution of regret letters to candidates
- c. In a case of use of recruitment agency, the agency will be responsible for preparation and distribution of regret letters to candidates

7.2.5.5 THE WITHDRAWAL OF CANDIDATES FROM THE APPOINTMENT/THE DECLINE OF OFFER OF EMPLOYMENT

- a. A candidate, who wishes to withdraw from the appointment, must do so in writing to HR, confirming the withdrawal and stating the reasons for the withdrawal. If a letter of agreement was signed, it should be returned to HR

7.2.6 THE RECRUITMENT AND SELECTION OF FIXED TERM CONTRACT EMPLOYEES AND TEMPORARY STAFF

- a. The recruitment and selection of employees on fixed term contract must take place in accordance with the *Talent Acquisition Policy*
- b. Recruitment for temporary staff will be done in accordance with supply chain management processes

7.2.7 THE RE-APPOINTMENT OF FORMER EMPLOYEES

- a. CoJ shall not appoint former employee/s where:
 - i. *The original grounds for termination of service militate against re-appointment*
 - ii. *The former employee was medically boarded due to ill health and cannot provide recent and conclusive evidence of recovery*

7.2.8 THE RECRUITMENT OF INTERNS, LEARNERS, CoJ BURSARY SPONSORED AND NON-BURSARY STUDENTS

7.2.8.1 The recruitment of interns and learners

- a. The recruitment and selection of interns and learners will be done as per the *Training and Development Policy* which deals with the internship and learnership programmes

7.2.8.2 The recruitment of CoJ's bursary sponsored students

- a. The placement of bursary-sponsored students will be handled as per *Training and Development Policy*

7.2.8.3 The recruitment of non-bursary sponsored students

- a. The placement of students applying to do compulsory practical work (relevant to their studies) will be handled as per *Training and Development Policy*

7.2.9 THE PROMOTION OF STAFF

- a. No employee is promoted automatically to a vacant promotional or higher graded post or new position
- b. An employee is promoted to a vacant or new position only after the normal recruitment and selection processes, (including medical examinations where applicable), have been followed and after the proper approval thereof

7.2.10 THE SUCCESSION PLANNING IN THE RECRUITMENT PROCESS

- a. *Succession planning* is a process of ensuring that key talent within the City is groomed and developed to key and leadership and management positions so as to keep institutional memory within the City
- b. Succession planning in recruitment and selection process will be dealt with in accordance to *Succession Planning Policy Framework*

7.2.11 THE HANDLING OF FOREIGN RECRUITMENT

- a. Foreign recruitment may be undertaken for key positions, but only after local recruitment actions have been exhausted and no suitable local candidates could be identified
- b. Foreign recruitment should take account of central Government's guidelines on foreign recruitment, immigration, and work and residence permits. Section 38 of the Immigration Act, No 13 of 2002 applies here
- c. Foreign applicants without work permits (temporary or permanent) will not be considered
- d. Foreign applicants are to be employed on the condition that the CoJ cannot guarantee the issue of a temporary or a permanent work permit or the extension of an existing permit
- e. Foreign applicants are appointed as fixed-term contract employees for the period that their temporary work permits are valid. Their contracts are extended only when they have been granted extended temporary work permits
- f. Foreign employees are eligible for permanent appointment only when they have obtained permanent residence permits
- g. In terms of existing government policy, foreign employees who do not have permanent residence permits may only be contracted for the period that their temporary work permits or temporary residence permits are valid (whichever is applicable).
- h. Where foreign nationals are appointed and adequate supply of suitable skilled South African citizens become available in future, their employment must be phased out in terms of their employment contracts.
- i. Prior to employment:
 - SAQA must verify educational qualifications
 - Security and health clearances must be done
 - Valid residence and work permits should exist
 - Registration to professional councils must be finalized
- j. Foreign nationals must be able to communicate effectively in at least one of the official languages as derived from the duties to be performed.
- k. Foreign nationals should be bound to:
 - Proper conduct and performance
 - Transfer of skills

- l. Departments to monitor the validity of work permits and report to the Department of Home Affairs as required.
- m. Foreign nationals are to be employed on the condition that the CoJ cannot guarantee the issue of a temporary or a permanent work permit or the extension of an existing permit.
- n. Foreign applicants are appointed as fixed-term contract employees for the period that their temporary work permits are valid. Their contracts are extended only when they have been granted extended temporary work permits.
- o. Foreign employees are eligible for permanent appointment only when they have obtained permanent residence permits.
- p. In terms of existing government policy, foreign employees who do not have permanent resident permits may only be contracted for the period that their temporary residence permits are valid (whichever is applicable).

The definitions given below, extracted from the actual 2009 policy of Department of Public Service and Administration, should be read in conjunction with the paragraph above:

"critical occupations" means occupations or sub-categories within an occupation – in which there is a scarcity of qualified and experienced persons currently or anticipated in the future, either because such skilled persons are not available or they are available but do not meet the applicable employment criteria;

- (a) for which persons require advanced knowledge in a specified subject area or science or learning field and such knowledge is acquired by a prolonged course or study and/or specialised instruction;
- (b) where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature; and
- (c) in respect of which a department experiences a high degree of difficulty to recruit or retain the services of employees.

"critical skills" means the operational or generic abilities needed within existing occupations that are required; or the top up skills required to fill a skills gap to enable employees to competently perform the roles/tasks associated with such occupations. Critical skills include transversal skills ("hard" skills like project management skills or "soft" skills like conflict management or communication skills) and functional skills associated with particular jobs or particular occupational categories.

7.2.12 THE PAYMENT OF TRAVELLING COSTS

- a. External applicants who attend assessments and/or interviews may be compensated for expenses with approval of Head of Department in accordance with delegations of powers, taking into account the scarcity of suitable candidates, the distance involved, special merit and affordability
- b. Refer to *Subsistence and Travel Policy* for further guidance, if necessary

7.2.13 THE PAYMENT OF STAFF RELOCATION COSTS

- a. Appointees may be compensated for relocation expenses with approval of Head of Department in accordance with delegations of powers, taking into account the scarcity of suitable candidates, the distance involved, special merit and affordability
- b. Appointees relocating to Johannesburg should submit the quotations of three (3) removal companies
- c. Appointment of the removal company will be done in accordance to supply chain management processes
- d. Payment will only be effected on receipt of a valid invoice
- e. An employee who used the relocation assistance will be required to work back the cost of the relocation over a period of one (1) year
- f. Should the employee terminate his/her services before the specified period, the money will be recouped from him/her in cash in terms of Council policies

7.2.14 THE INDUCTION PROCESS

- a. All newly appointed employees will participate in the CoJ induction programme coordinated by HR Central to ensure proper and formal orientation and introduction into CoJ
- b. Existing employees may go through a process of re-induction
- c. Refer to *Training and Development Policy* for further details on CoJ's induction programme

7.2.15 THE EXIT INTERVIEWS

- a. All employees must submit a written resignation letter when they resign in the CoJ
- b. Relevant HR will conduct an exit interview, which will be recorded and filed in the employees personnel file
- c. Information sourced from exist interview should be compiled into a report to assist CoJ to ascertain reasons why staff leave and this information will be used in the retention of staff

7.2.16 THE DISMISSALS DUE TO FRAUDULENT QUALIFICATIONS AND/OR INFORMATION

- a. If a candidate has already commenced with his/her duties and it is found that the application, CV or qualifications of that person are fraudulent, he/she will be dismissed, after a fair process has been followed
- b. If a candidate has not yet commenced with his/her duties and it is found that the application, CV or qualifications of that person are fraudulent, the contract of appointment will be cancelled.

7.3 THE SECONDMENT PROCESS

7.3.1 THE EMPLOYER-SPONSORED SECONDMENT

7.3.1.1 THE APPLICATION

- a. Secondments may be made to the service of another Department with the written approval of the heads of the home and host Departments or to another position within the Department with the approval of the Head of the Department
- b. The secondment may be initiated in writing at the:
 - i. request, or with the consent, of the employee concerned (an employee-initiated secondment), or
 - ii. discretion of the Head of the Home Department, with the consent of the employee concerned (an employer-initiated secondment)
- c. Generally a request to be seconded received from an employee would result from:
 - i. the employee seeking an opportunity for skills development, particularly in response to performance management
 - ii. compassionate, or personal grounds
- d. There are some circumstances where an employee may not have requested a secondment, but may consent to the proposed secondment. Generally these circumstances may arise where:
 - i. a performance management process indicates a need to increase or develop skills in a particular area which cannot be found in the employee's original position and the employee wishes to develop these skills
 - ii. the work or project the employee has previously undertaken has been reduced or temporarily ceased
 - iii. the operational requirements of the home department require an employee to temporarily perform alternate duties
- e. Secondments may arise at the request of the employee, by direct request or through application for an advertised circular, or where circumstances require the services of an employee elsewhere, or if there is a career development opportunity for the employee
- f. Employer initiated secondments are appropriate for secondment on the person's existing level of remuneration
- g. If the proposed employer-initiated secondment would involve a variation in remuneration (that is a higher level of remuneration) and is over six (6) months it is recommended the temporary work/project be advertised. This will ensure that a wider pool of skills and experience is canvassed. Any resulting secondment would be then be classified as an employee initiated secondment

7.3.1.2 THE REMUNERATION

- a. An employee may only be seconded at their current level of remuneration. However the level of remuneration cannot be less than the employee's current rate

7.3.1.3 THE NATURE OF THE SECONDMENT AND EFFECT ON EMPLOYMENT

- a. An employee who has been seconded to another Department remains the employee of the home department. The member of staff remains employed by their home department, but is under the control and direction of the Department hosting the project/special event or where the temporary assignment is situated
 - i. *Home departments continue to pay the member of staff's normal rate of pay*
 - ii. *Recovery of any salary and on-costs may be arranged between the home and host department*
- b. This process enables a decision to be made in relation to each secondment according to its own merits

7.3.1.4 THE FILLING OF POSITIONS

- a. A permanent appointment may be made to the position vacated by a secondment, provided certain conditions are met
- b. Where possible, the total period of the secondment should be agreed to by the home and host Department and the employee concerned at the time of offering the employee the opportunity. This agreement should be in writing. A home Department cannot propose filling the position at the commencement of the employee-initiated secondment
- c. In making a decision to propose to permanently fill a position vacated by an employee-initiated secondment, rather than temporarily filling the vacancy, departments may wish to take into account the following factors:
 - i. *Is the department able to provide the employee with a suitable alternative position upon their return?*
 - ii. *Does the employee have skills that are in short supply that may be difficult to replace?*
- d. At the conclusion of an employee's secondment the employee would return to his/her home department
- e. Upon the employee's return, the home Department should take steps to manage their return
- f. In the case of an employer-initiated secondment, a permanent appointment cannot be made to the vacated position without the consent of the employee

7.3.2 THE EMPLOYEE-INITIATED SECONDMENT

7.3.2.1 THE APPLICATION

- a. Whilst the Department has the ability to direct an employee to a secondment, it is preferable that the consent of the employee is obtained
- b. Where the head of the home department has recognised the need for a secondment, whether on the basis of individual or organisational needs, the employee must give consent to:
 - i. *the secondment*
 - ii. *the length of the secondment*
 - iii. *the terms and conditions of the employment and remuneration that will apply during the secondment period, particularly where the remuneration or conditions are different to the employee's original position*
 - iv. *the actions to be implemented at the end of the secondment*
- c. Obtaining consent ensures that:
 - i. *the employee is aware of what is being agreed to*

- ii. *the process is transparent and*
- iii. *that all parties are aware of the conditions of the transfer and the actions to be taken at the conclusion of the transfer period*

7.3.2.2 THE NATURE OF SECONDMENT AND EFFECT ON EMPLOYMENT

- a. An employee may cease to be an employee of the home department and become an employee of the host department when the:
 - i. *The Head of the Home Department notifies the employee of the proposed termination of employment*
 - ii. *employee decides to remain with the host department with the consent of the Head of that Department*
- b. If at the conclusion of the secondment, the employee is permitted to remain with the host department and that department is prepared and will be responsible for identifying an appropriate position for the employee on the same level and remuneration of the current position of the employee

7.3.2.3 THE FILLING OF POSITION

- a. A permanent appointment can only be made to their original position with the employee's consent. In implementing this provision the following steps shall be taken:
 - i. *Notice of the proposal to permanently fill the original position:*
 - The employee on a period of secondment, shall be notified in writing by the head of department that the home department is seeking to permanently fill their original position, and the written advice shall indicate to the employee that if they do not consent to the permanent filling of the position, the secondment would cease and the employee would return to the home department and their original position
 - The employee shall be given at least ten working days notice, a longer period may be appropriate where the secondment has involved a change of location, to decide whether they wish to:
 - *continue with the secondment and consent to the permanently filling their original position or*
 - *return to their original position*
 - The employee must signify their consent or otherwise in writing
 - ii. *Employee consents to the permanent filling of the original position:*
 - The employee should receive written advice confirming that the employee agrees to the permanent filling of their original position, and the effect this will have on their ongoing employment with the department
 - The written advice shall detail the proposed arrangements on the termination of the employee's secondment as the employee remains an employee of the home department
 - The arrangements at the termination of the secondment may include:
 - *where possible, the identification of an alternate permanent position, which the employee will be appointed to on their return from the secondment*
 - *if a permanent position cannot be identified at the time of notification, advice as to what steps the department will take to identify a suitable vacancy upon the employee's return, and*
 - *managing the returning employee as a displaced employee in terms of the Council Policy*

- b. Secondments may be made to the service of another Department with the written approval of the Heads of the home and host Departments or to another position within the Department with the approval of the Head of the Department
- c. The secondment may be initiated in writing at the:
 - i. request, or with the consent, of the employee concerned (an employee-initiated secondment), or
 - ii. discretion of the Head of the home Department, with the consent of the employee concerned (an employer-initiated secondment)
- d. Generally a request to be seconded received from an employee would result from:
 - i. the employee seeking an opportunity for skills development, particularly in response to performance management
 - ii. compassionate, or personal grounds
- e. There are some circumstances where an employee may not have requested a secondment, but may consent to the proposed secondment. Generally these circumstances may arise where:
 - i. a performance management process indicates a need to increase or develop skills in a particular area which cannot be found in the employee's original position and the employee wishes to develop these skills
 - ii. the work or project the employee has previously undertaken has been reduced or temporarily ceased
 - iii. the operational requirements of the home department require an employee to temporarily perform alternate duties
- f. Secondments may arise at the request of the employee, by direct request or through application for an advertised circular, or where circumstances require the services of an employee elsewhere, or if there is a career development opportunity for the employee
- g. Employer initiated secondments are appropriate for secondment on the person's existing level of remuneration
- h. If the proposed employer-initiated secondment would involve a variation in remuneration (that is a higher level of remuneration) and is over six (6) months it is recommended the temporary work/project be advertised. This will ensure that a wider pool of skills and experience is canvassed. Any resulting secondment would be then be classified as an employee initiated secondment

7.3.2.4 THE REMUNERATION

- a. An employee may only be seconded at their current level of remuneration. However the level of remuneration cannot be less than the employee's current rate

7.3.2.5 THE NATURE OF THE SECONDMENT AND EFFECT ON EMPLOYMENT

- a. An employee who has been seconded to another Department remains the employee of the home department. The member of staff remains employed by their home department, but is under the control and direction of the department hosting the project/special event or where the temporary assignment is situated
 - i. *Home departments continue to pay the member of staff's normal rate of pay*
 - ii. *Recovery of any salary and on-costs may be arranged between the home and host department*
- b. This process enables a decision to be made in relation to each secondment according to its own merits

7.2.3.6 THE FILLING OF POSITIONS

7.2.3.6.1 A permanent appointment may be made to the position vacated by a secondment, provided certain conditions are met

7.2.3.6.2 Where possible, the total period of the secondment should be agreed to by the home and host department and the employee concerned at the time of offering the employee the opportunity. This agreement should be in writing. A home department cannot propose filling the position at the commencement of the employee-initiated secondment

7.2.3.6.3 In making a decision to propose to permanently fill a position vacated by an employee-initiated secondment, rather than temporarily filling the vacancy, departments may wish to take into account the following factors:

- i. *Is the department able to provide the employee with a suitable alternative position upon their return?*
- ii. *Does the employee have skills that are in short supply that may be difficult to replace?*

7.2.3.6.4 At the conclusion of an employee's secondment the employee would return to his/her home department

7.2.3.6.5 Upon the employee's return, the home department should take steps to manage their return

7.2.3.6.6 In the case of an employer-initiated secondment, a permanent appointment cannot be made to the vacated position without the consent of the employee

7.3 THE STAFF TRANSFERS

7.3.3 THE EMPLOYER-SPONSORED TRANSFERS

The provisions below relate to employer-sponsored transfers

7.3.3.6 THE APPLICATION

7.3.3.6.1 Employer sponsored permanent transfers may be made to other departments or to other positions within the same department, subject to certain conditions

7.3.3.6.2 A transfer to the service of **another Department** may be made:

- i. *with the approval of the head of the other department*
- ii. *following consultation with the member or employee*

7.3.3.6.3 A transfer to another position **within the Department** may be made following consultation with the member of employee

7.3.3.7 THE REMUNERATION

7.3.3.7.1 Employer sponsored transfers are made at the employee's existing level of remuneration, unless the employee consents to a transfer at a lower level of remuneration

7.3.3.8 THE NATURE OF THE TRANSFER

7.3.3.8.1 The following provisions apply to such transfers:

- i. *the transfer is made at the employee's existing level of remuneration, unless the employee consents to the transfer at a lower level of remuneration*
- ii. *the employee will be transferred to a position of the same status, that is, employee position to employee position or temporary position to temporary position and*
- iii. *the employee must possess the qualifications required for the position they are transferred to, or have the capacity to perform the work after a reasonable period of time in the position or in that employment*

7.3.3.8.2 "Reasonable period" in determining capacity to perform the work will depend upon matters such as:

- i. *the level of skills already possessed by the employee*
- ii. *the complexity or level of skill required in the new position*
- iii. *the availability and accessibility of training courses and*
- iv. *any Departmental requirements*

7.3.3.8.3 It may also be necessary to ensure the employee can satisfy relevant record checking requirements including criminal and any relevant pre-employment assessments

7.3.3.9 THE EMPLOYEE REFUSES/DECLINES A TRANSFER

7.3.3.9.1 Should an employee advances reasons for refusing a transfer, matters to be considered by the head of the department in deciding whether the member of employee has no valid reason for refusing the transfer include:

- i. *The merits of each case. Whether a specific reason is valid will depend on the facts and circumstances of the individual case*
- ii. *Consultation process taken with the member of employee including the period of notice*
- iii. *Particular reasons given by the employee for refusing the transfer including personal, financial, workplace and or family circumstances*
- iv. *Any grounds raised in accordance with the Employment Equity Act No 55 of 1998 on discrimination and*
- v. *The exigencies of the departments*

7.3.3.9.2 It should be noted that valid reasons for refusal might require the deferral of a transfer for a specified period, rather than the prevention of the transfer

7.3.3.9.3 Noting prevents the head of a department from taking any disciplinary action against a member of employee of the department for refusing a transfer

7.4 THE DEPLOYMENT ON A TEMPORARY ASSIGNMENT

7.4.1 THE APPLICATION

7.4.1 A member of staff may be temporarily assigned to carry out work for another department, including a local council or local authority

7.4.2 The temporary assignment may be on a full time or part time basis

7.4.3 A temporary assignment shall not be open ended, but is to have a clear time limit

7.4.4 Temporary Assignments may be used in connection with a special project or event, such as where:

- a. *delivery of a project or event requires a cooperative approach across the whole of government or across a number of areas of government*
- b. *special skills are required to enable the successful delivery of a project or event*
- c. *additional staff assistance is required for a defined period to plan and/or deliver and /or advise and /or wind-up a project or special event, and*
- d. *the necessary skills and people are available in the CoJ*

7.4.5 Assignment provisions may also be used in connection with the enhancement or development of employee skills in areas where departments have complementing projects or where skills transfer will benefit both employees and departments

7.4.6 THE DIFFERENCES BETWEEN A TEMPORARY ASSIGNMENT AND SECONDMENT

| TEMPORARY ASSIGNMENT | SECONDMENT |
|---|--|
| A temporary assignment may be either full or part time | A secondment would usually be full time |
| A member of staff remains the employee of the home department even when the member of staff has been temporarily assigned to the host department. The member of staff will continue to receive the normal rate of pay for the period of the temporary assignment | An employee, who is seconded, for the period of the secondment, be under the control, direction and pay of the host department. The member of staff will receive the appropriate remuneration for the position paid by the host department |
| <p>Temporary assignment may be used in preference to secondment in the following circumstances:</p> <ul style="list-style-type: none"> - The project/work involves day to day operations between a departments and a skills transfer between the departments is desired - The project is across a number of different departments who will each contribute assistance to the project - The project/work is part-time and a secondment would not be administratively possible; and - The special event requires additional assistance for a specified period | |

7.4.7 THE NATURE OF THE TEMPORARY ASSIGNMENT AND EFFECT ON EMPLOYMENT

7.4.7.1 Temporary assignments may be at the request of the member of staff, and approval of the head of department, but may also occur at the direction of the head of department following consultation with the employee

7.4.7.2 A temporary assignment may be at the direction of the Department Head or head of a department where the employee

- i. possesses particular skills necessary for the successful completion of the project/ work or*
- ii. will benefit from the skill transfer flowing from the project/work*
- iii. either within each department if the project or event is specific to that department*

7.4.7.3 The approval of the home department to a member of staff requesting a temporary assignment is subject to the service delivery needs of the home department at the time of temporary assignment

7.4.7.4 The following are conditions of temporary assignment:

- i. The member of staff remains employed by their home department, but is under the control and direction of the department hosting the project/special event or where the temporary assignment is situated*
- ii. Home departments continue to pay the member of staff's normal rate of pay*
- iii. Recovery of any salary and on-costs may be arranged between the home and host department*
- iv. Copies of flex sheets, requests for leave, and all other administrative matters should be supplied to the home department for appropriate action*
- v. The home department may temporarily arrange for work of the employee to be done during the period of the temporary assignment*

7.4.7.5 A temporary assignment may result in an employee having to move to a different workplace location within the City for the period of the temporary assignment

- 7.4.7.6 An employee is to be given an opportunity to raise any concerns with the proposed temporary assignment. The period of time for the employee to raise concerns should be ten (10) working days or more from the initial notification of the proposed temporary assignment
- 7.4.7.7 If the head of a department is satisfied the concerns raised by the employee constitute a valid reason for the proposed temporary assignment not to proceed it is either not to proceed, or if circumstances allow, to occur at a later date
- 7.4.7.8 An employee who has been temporarily assigned to another department is entitled at the end of the temporary assignment to return to the position and salary level in the home department occupied substantively by the employees

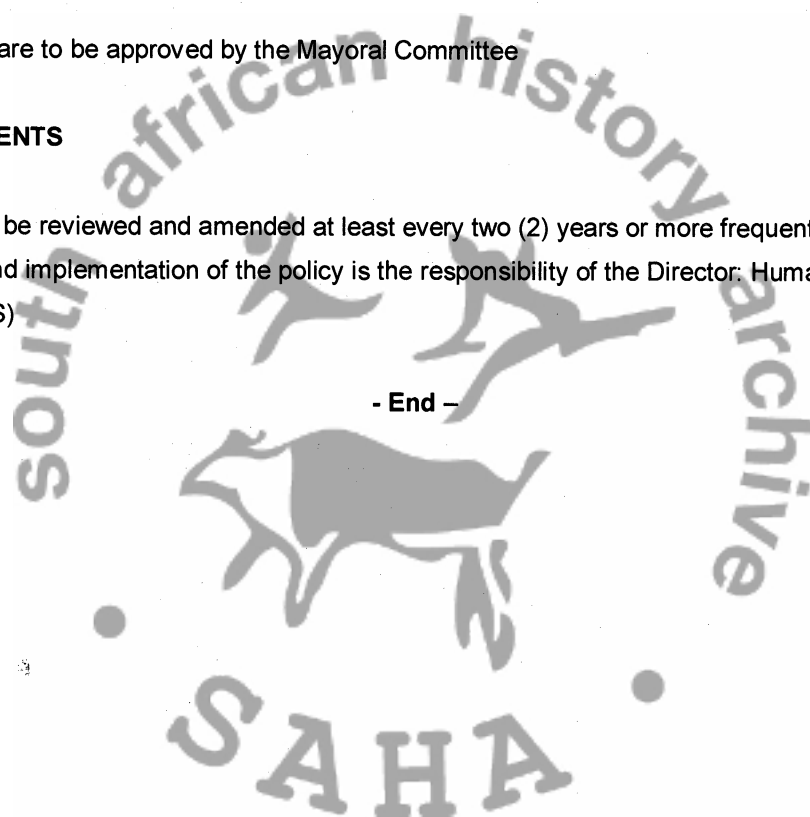
8. THE APPROVAL

- 8.1 Policy changes are to be approved by the Mayoral Committee

9. THE AMENDMENTS

- 9.1 The Policy may be reviewed and amended at least every two (2) years or more frequently, as and required
- 9.2 Maintenance and implementation of the policy is the responsibility of the Director: Human Resources Shared Services (HRSS)

- End -



ANNEXURE A

GUIDELINES ON CIRCULARISING/ADVERTISING VACANT POSITIONS

It is confirmed that the Human Resources Talent Acquisition Unit initiates the necessary administrative steps to circularise and/or advertise vacant positions throughout the Council's service.

The following are the requirements to circularise/advertise positions on **APPROVED** structures:

- (a) Copy of the **approved structure** to be attached (approved by ID Panel through ED CSS)
- (b) Copy of the profile with EE targets to be attached
- (c) Vacant positions **must be graded (from July 2011) TASK** grading system for permanent positions and HAY grading system for fixed term performance based positions **and grading results also to be attached**
- (d) If not graded, please contact the grading unit, Organisational Development to arrange for the necessary grading to be done contact no: 011 407-6762 or (011) 407-6800
- (e) Once the grading has been validated you are required to complete the form "Request to Circularise/Advertise a vacancy", copy attached as Annexure A **and a (TASK FORMAT) role description of the post must also be attached to the request**
- (f) Funding must be available for the filling of the vacancy and the placing of the advert, if applicable, as certified by the Finance Head of the functional area.
- (g)
 - (1) The Organisational Development unit must verify the correct grading results, approved structure and the TASK Job description format contact no. (011) 407-6762 or (011) 407-6800
 - (2) The SAP position number must be obtained from the Organisational Management (TSS) unit, contact no. (011) 017 5555 and filled in on the request form.
 - (3) The EE Unit Organisational Development contact no. (011) 407-6869 will approve the profile with EE targets.

Once items (1), (2) and (3) have been approved and signed off, the request form can then be submitted to the Talent Acquisition Unit (contact no. 011 407-6802, 7101 and 6552)

- (h) There is a collective agreement to circularise internally first and if no suitable candidate can be found, then to advertise externally, unless the vacancy is a

very highly specialised position or if the post is on a high level, i.e. Assistant Director and above. If you need a post below the level of Assistant Director to be circularised and advertised simultaneously, a signed motivation by the head of your department or his/her nominee stating clearly the reasons for the motivation, must accompany your request and it must be clearly marked on the request form, which newspapers are required.

- (i) After advertising, if the shortlisting / interviewing process reflects that no candidate is suitable for appointment the relevant department can request in writing indicating the circular number, Post no, and SAP position number (not necessary to re-submit a request form with attachments) that the position be re-advertised / re-circularised provided this is within four months of the closing date for applications.
- (j) The request must be approved by the: (1) Line Manager, (2) Executive/Regional Director, (3) Senior Manager: Finance – please note the form requires the full name to be printed as well as the signature

Should all of the above not be adhered to, the request cannot be processed by the Talent Acquisition Unit.

Please submit the request to the Talent Acquisition Unit, Human Resources for the attention of the following:

either Ms Margaret le Grange - contact no. (011) 407-6828
or Ms Adelaide Munnik - contact no. (011) 407-6552
or Ms Lungile Nene - contact no. (011) 407-7101
or Ms Tessa Alison - contact no. (011) 407-6802
5th Floor, B-Block, Metropolitan Centre, Braamfontein.

Requests must be accompanied by all the relevant documentation as mentioned above, and must reach the Talent Acquisition Unit by 16:00 Monday (as per schedule) in order to appear in the following vacancy circular or newspaper.

Please do NOT retype the pro forma request form or use any other copies as ONLY this pro forma request form will be accepted for processing. Kindly note that it is an audit requirement that no tipp-ex be used or any scratching out of information to be done on these forms as such documentation will not be processed but returned to the relevant department or region for remedial action and re-submission to Human Resources. Only black print and black pen to be used when completing and authorising request documentation. No re-cycled paper will be accepted.

Circulars and notices can be collected on the relevant Thursdays from the Talent Acquisition Unit, 5th Floor, B-Block, Metropolitan Centre. Please ensure that these circulars and notices are made available to all your staff members.

DIRECTOR: HUMAN RESOURCES SHARED SERVICES