

**EMALAHLENI LOCAL**  
**MUNICIPALITY**

**HUMAN RESOURCES  
MANAGEMENT**

**POLICY FOR EMPLOYMENT PRACTICES**

**INDEX**

1.	PURPOSE
2.	BACKGROUND
3.	FLOW DIAGRAM
4.	AFFIRMATIVE ACTION
5.	INHERENT POST REQUIREMENTS
6.	RECRUITMENT
7.	SELECTION
8.	MEDICAL EXAMINATION
9.	PSYCHOMETRIC EVALUATION
10.	REFERENCE CHECK
11.	SECURITY CLEARING
12.	INTERVIEWS AND PRE-PLANNING
13.	LETTERS OF REJECTION/APPOINTMENT
14.	RECORD KEEPING
15.	APPROVAL

## **1. PURPOSE**

The purpose of this document is to supply policy guidelines to employment practices and procedures to be adhered to at Emalahleni Local Municipality.

## **2. BACKGROUND**

The basic intention of the Labour Relations Act concerning unfair labour practices is to ensure that every person who can do a job, should have a fair chance to get the job. It is therefore essential that all practices in the process of choosing the person with the best potential for a job be measured in terms of what could be perceived as fair. See, however paragraph 3 dealing with Affirmative Action.

## **3. AFFIRMATIVE ACTION**

Emalahleni Local Municipality Affirmative Action policy prescribes the appointment of internal employee distribution in all occupational categories and levels in order to be more representatives of population patterns. The filling of vacancies as a result of turnover should be according to the composition of the local population and within the schedule of the Municipality objectives.

## **4. INHERENT POST REQUIREMENTS**

The inherent post requirement is the single most important aspect that guides a Council in its employment practice to ensure that it is fair and equal. The most important and first action to be taken once a vacancy occurs, is establishing the inherent requirements for that particular position.

**POLICY**

- a. Inherent requirements for a particular position or group of positions shall be established by administering job analysis techniques, which are widely, used and scientifically constructed. The inherent job requirements must be kept for future reference until the particular job contents change.
- b. The recruitment, selection, appointment and promotion procedures shall be seen to be applied openly, fairly and professionally.

**5. RECRUITMENT**

During all recruitment practices it must be kept in mind that the basic intention of the Labour Relations Act (LRA) is aimed at eliminating discriminatory practices. This means that every person who can do a job and who meets the inherent requirements, should have a fair chance to be appointed. Only a fair discrimination in terms of employment equity act is allowed.

**POLICY**

- a. Every job shall be open to all applicants and inherent job requirements and Affirmative Action shall be the most important criteria for selection. This is, Affirmative Action will take precedence over inherent requirements but appointment will be based on merit to the designated groups but again following the internal Employment equity strategic goals.
- b. Priority shall be given to the employment of South African citizens above foreign labour.

- c. Advertisements shall be based on inherent job requirements and supply enough information regarding the job, specific duties, key competencies required and relevant other requirements regarding the position. Closing dates must be clearly stated.
- d. Internal recruitment shall take precedence over external recruitment and before recruitment in the open labour market, but when the occasion demands external recruitment may be in conjunction with the internal recruitment.
- e. When an Affirmative action appointment will be made, it will be specified in the advertisement.
- f. External advertisements shall be published in various newspapers in the region and Nationally in English.
- g. Physical recruitment at schools, colleges and universities shall cover a broad spectrum of institutions, taking care also to include those institutions in the previously disadvantaged areas.
- h. Only those employment agencies which comply with the LRA criteria will be used. "Designated groups will take precedence over non designated groups on appointment.
- i. Wall advertisements will carry the following will solely be on discretion of Emalahleni Municipality.

## **6. SELECTION**

### **POLICY**

- a. All terms on the application form shall be based on appropriated selection criteria which are job related.
- b. Target selection method and interview panel may be used.
- c. Application forms shall only be completed by respondents for open vacancies only.
- d. Pre-selection screening should be done either by telephone, provided that the interviewer is properly trained, or by CV sent by an applicant on request in an advertisement.
- e. An applicant shall only be treated as an employee after he or she has accepted an offer of employment from the employer.
- f. The interviewer(s) will compile the scores, and submit a recommendation with motivation to appoint to the Municipal Manager.
- g. Regret letters may be given to applicants on requests however the adverts will depict that "Should you not hear from us after 30 days of the closing date please take it that your application was unsuccessful".

## **7. MEDICAL EXAMINATION**

- a. Medical examinations shall only be done when a certain standard/state of health is an inherent job requirements or specified by law.

- b. Applicants must be notified beforehand in the advertisement of the fact that a medical examination will take place.

Note:

The Employment Equity Act reads as follows in this regard (Section 7).  
“Testing of an employee for any medical condition is prohibited unless–

- a. legislation permits or requires the testing, or
- b. it is justifiable to do so in the light of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of a job”.

## **8. PSYCHOMETRIC EVALUATION**

### **POLICY**

- a. Psychometric test shall only be used to measure inherent job requirements, which are difficult to evaluate otherwise.
- b. The choice of psychometric tests for selection purposes shall be based on inherent job requirements and differentiate for purpose of use.
- c. a psychometric test shall only be considered for selection purposes if the test is valid, reliable and culturally fair.
- d. Validation studies to determine the cut-off scores (norms) for different groups shall be conducted inside the company. Norms from validation studies outside the company for similar purposes shall only be used as an interim measure.

- e. Test scores shall be kept confidential and locked in a safe place. Test results are valid for a period of 12 months, but shall be kept for a period of 3 years.
- f. All psychometric tests shall be interpreted by or under the supervision of a registered psychologist.
- g. Psychometric assessment and testing shall be seen as one of the steps in the selection process.
- h. Feedback on his/her performance in the psychometric test(s) must be given if required by an applicant.

**9. REFERENCE CHECK**

**POLICY**

- a. References shall only be used if the applicant has given permission to do so, except when a referent is named in a letter or CV from the applicant.
- b. Reference checks shall be documented and placed on record.
- c. In cases where there is a substantial discrepancy between the applicant's information and the reference check, or where a previous employer returns unfavourable information, the applicant shall be given an opportunity to present his/her case.
- d. Reference checks must only be aimed to eliciting factual information on objective job issues, such as duration of employment, salary on termination, position held, reason for leaving, attendance record.

## **10. SECURITY CLEARANCE**

### **POLICY**

- a. General security clearance on all applicant should not be done.
- b. Security clearance shall only be done on candidates in positions where such clearance forms part of the inherent requirements of the job e.g. security guards.
- c. Applicants must be notified beforehand in the advertisement of the fact that security clearance will take place.
- d. No questions concerning previous convictions, arrest or detentions shall be asked during the formal interview.

#### Note:

The mere existence of a prior conviction, arrest or detention record does not constitute sufficient grounds for refusal to select any applicant for employment. Disqualifying an applicant merely for reasons such as this is seen as making unfair assumptions regarding the state of an applicant's rehabilitation.

## **11. INTERVIEWS AND PRE-PLANNING**

### **POLICY**

- a. The interview must be free of patronizing approaches or intimidation.
- b. Questions during the interview must primarily focus on related inherent job requirements and be consistently asked across interviewees.

- c. The interview must be structured and the areas to be covered by the interview shall be pre-planned.
- d. Record of interviews and results thereof must be retained for at least 6 months.
- e. Persons who are members of an interview panel shall be trained in conducting competency and target based interviews and declared competent by Human Resources Practitioners.
- f. On request, an interpreter, preferably of the same race group or gender as the applicant must be available to assist with the interview.

Note:

- a. The objective of the interview must be to gather as much relevant information from the applicant, as well as giving as much information about the job and the purpose for the interview.
- b. it is impractical to restrict questions to those directly related to inherent job requirements, as other factors such as potential for future development, fit with corporate culture, etc, could also play a role in the selection process. Inherent job requirements are therefore, not necessarily the only criteria for selection.
- c. The areas to be covered in the interview should be pre-planning, however allowing some scope for spontaneity in terms of questions. The interview should thus be structured and therefore fixed; pre-planned questions should be asked. Questions should be consistently asked across interviewees. The structured interview for a specific position can be based on questions

stated in the interview report from a valid job analysis application for the particular position (for example the Position Analysis Questionnaire interview report).

- d. A structured interview has preference over an unstructured interview due to the higher validity thereof.
- e. Human Resource department must be present in any interview. It is the whole job of the Human Resource department to prepare the interviews and inform all successful applicants.

## **12. LETTER OF REGRET/APPOINTMENT**

### **POLICY**

- a. Standard regret letters shall be used for communication to unsuccessful applicants.
- b. Applicants who are regretted shall primarily be based on an individual's lack of compliance to the inherent criteria of the position.
- c. Reasons for regret shall be made available to the applicant in writing on request.
- d. The letter of appointment should ensure that new appointments acknowledge receipt of the letter of appointment and conditions of service.

**13. RECORD KEEPING**

**POLICY**

- a. Once a vacancy has been advertised, records of all applications, interviewee scores as well as medical examinations, security clearance and reference checks where applicable must be kept in writing.
  
- b. Information, a hard copy of the application of all applicants who applied for advertised positions (internal and external) be kept on file for 6 months.

.....  
**DIRECTOR : ADMINISTRATION &  
RESOURCE MANAGEMENT**

.....  
**DATE**