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DOCUMENT CONTROL

Policy Name	Group Talent Acquisition Policy Framework
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Policy Number	GCSS_GHCM_20141001_103_Group Talent Acquisition Policy Framework
Applicable to	All Managers and employees in the City of Johannesburg and Municipal Entities (MEs) and applicants
Related documents	<ul style="list-style-type: none"> ✓ Annexure A.1 – Talent Acquisition Process Flow ✓ Annexure B - Guidelines Regarding Circularising/Advertising Vacant Posts (COJ Core) Annexure C - Criteria Used for the Advertisement ✓ Annexure D - Recording of CV's received ✓ Annexure E - Basic Short-Listing Criteria Form ✓ Annexure F (1) - Guidelines for the Development of an Interview Guide ✓ Annexure F (2) - Guidelines: Interview Techniques ✓ Annexure G - Checklist for Candidates' Interviews ✓ Annexure H - Example of A Letter Of Decline ✓ Annexure I - Guidelines When Conducting a Reference Check ✓ Annexure J - Example of Confirmation Letter after Probation ✓ Annexure K - Guidelines: Appointment Of Foreign Nationals ✓ Annexure L (1) -Framework and Guidelines: Appointment/conversion of Political Office Employees i.t.o. the Institutional Redesign ✓ Annexure L (2) - Headhunt, Executive Search And Targeted Recruitment ✓ Annexure M- - Guidelines: Appointment of Short Term Contract (STCs) Process for Fixed Term Contract (FTC) Employees Serving In Political Offices <p>Other Policies</p> <ul style="list-style-type: none"> ✓ Group Performance Management Policy Framework ✓ Group Remuneration Policy Framework ✓ Group Subsistence and Travel Policy Framework ✓ Group Training and Development Policy Framework ✓ Group Job Evaluation Policy Framework ✓ Group Org. Review, Structural Design, Management and Maintenance Policy Framework
<p>It is hereby confirmed that this is the current approved Group Talent Acquisition Policy Framework with effect from 01 October 2014 (Resolution attached)</p>	
<p>_____</p> <p>ED: Group Corporate and Shared Services</p>	<p>_____</p> <p>Date</p>

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1. PURPOSE

The intention of the Talent Acquisition Policy is to set norms, measures and guidelines that will allow the City of Johannesburg to select the right number of the right people and quality with the necessary competencies, to satisfy the current and future needs of the Organisation.

2. CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY VALUES AND ETHICAL STANDARDS

2.1 Values

We stand for:

INNOVATION	Introducing better ways of doing things, no matter how big or small, so that we can contribute to increased service delivery targets.
COMPETENCY	Displaying the effective and efficient use of our skills, experience and qualifications at all times to improve turnaround times and be more productive.
EXCELLENCE	We shall excel in all we do, execute our tasks with pride, integrity and professionalism. We strive for customer service excellence.
COMMITMENT	We are committed to be solution and results driven in order to exceed our customer's expectations and to use inter Business Units' synergies to address challenges.

2.2 Ethical Standards

The Council, its City Core Administration, Municipal Entities (MEs) and their employees:

- a. Are accountable to the community that they serve and act on behalf of the residents of the City of Johannesburg by focusing their efforts in discovering and meeting their community's/customers' needs.
- b. Are transparent and open to scrutiny in all that they do.
- c. Will be honest and uncompromising in producing work that meets service delivery requirements of the City of Johannesburg.
- d. Are committed to the transformation of their society and workplaces and will insure equity and anti-discrimination in all that they do.
- e. Shall show concern for people, support and respect their colleagues and encourage the growth and development of everyone they work with.
- f. Will value and ensure the fair and consistent treatment of their employees (promote fair employee practices) and Customers/Public.
- g. Will support transparent participation promoting fair, yet efficient, decision-making while encouraging individuals to accept responsibility for their work and contribution to the City.

3. CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY VISION AND MISSION

3.1 Johannesburg GDS 2040 Vision

“Johannesburg – a World Class African City of the Future – a vibrant, equitable African city, strengthened through its diversity; a city that provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society.”

3.2 Mission Statement

The City of Johannesburg commits itself to pro-active delivery and the creation of a city environment in 2040 that is resilient, sustainable and liveable. It aims to achieve this through long-term 2040 plans, targeted programmes, services and enabling support that drives economic growth, optimal management of natural resources and the environment, the development of society and the individuals within it, and the practice and encouragement of sound governance, in all the City does.

4. OBJECTIVES

- a. To obtain a significant return on investment of newly employed employees measured by means of the Performance Management System (PMS);
- b. To Improve compliance with the set EE targets and objectives;
- c. To obtain 100% employment satisfaction rate of newly employed people within six months on the job; and
- d. To meet the minimum requirements of the vacant or new position, including RPL processes and suitably qualified applicants as prescribed by the EEA (right person for the right job.)

5. THE SCOPE OF APPLICATION

This Policy Framework applies to all employees and Job Categories in the City. The Policy Framework applies to City of Johannesburg Metropolitan Municipality.

The Core Business Units shall implement the Policy Framework and Municipal Entities are expected to follow a similar approach. MEs should customize or align their Policies with this Policy Framework without downgrading the set Guidelines and Standards.

Over and above the alignment to this Policy Framework, Municipal Entities can adopt and implement CoJ Policies as is through the respective Board of Director’s approval.

6. DEFINITIONS

Term	Definition
Advertisement	Means public announcement via the means of press or media release regarding vacant post/s at CoJ Group including MEs.
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 Group including MEs Workforce Profile.
Applicant	Refers to anyone who applies for an officially and duly authorised advertised/circularised position placed by CoJ including MEs.

Term	Definition
Appointee	Means a candidate who has been offered an approved position at CoJ and has accepted such offer of employment.
Appointment	It is the final step in the Recruitment and Selection Process where a successful applicant/candidate, as selected through a process of short-listing and interviews with a view to possible employment, accepts an offered position in writing with an agreed date of commencement of such employment and the subsequent terms related thereto.
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 short-listing to be interviewed to assess their fit with the position being offered which may result in employment.
Circular	Is an internal notice of vacancies of which many copies are made and are distributed in such a manner as to bring it to the attention of all employees in the City of Johannesburg and at the MEs.
CoJ	Refers to the City of Johannesburg, including the ME's, thus the Group.
Critical skills	Means the operational or generic abilities needed within existing occupations that are required; or the top up skills required to fill a skill gap.
Department	Includes Departments, Business Units, Sections, Branches Directorates, Sub-Directorates within the Group, including MEs.
Designated Groups	Means Black people, Women, and People with Disabilities.
Employee	Means a permanent worker, part-time or contract worker 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 Group including ME's and as defined in the Labour Relations Act 66 of 1995 and as amended from time to time.
Essential Job Requirements	Means the outputs (i.e. responsibilities/performance areas) of the job which the employee is required to deliver upon
Foreign National appointment	Means an appointment made out of a person who comes from foreign country, in accordance to the immigration Act, No 13 of 2002, in terms of Section 38.
GHCM	Group Human Capital Management.
Group Head GHCM	Refers to a senior employee in the CoJ Group including MEs HR Section and will also have a similar meaning for the most senior HR Practitioner at a Municipal Entity. This position or his /her nominee approves the Appointment Recommendation received from the Interview Panel.

Term	Definition
Group (context)	A common Policy Framework with enough flexibility to cater for the uniqueness in terms of service delivery demands and to enhance service delivery capabilities at the CoJ Core and the different Municipal Entities. This is underpinned by the principle that Group sets the overarching Policy and Municipal Entities may customize the procedure to make it relevant to their specific business requirements.
HCM	Human Capital Management.
HR Practitioner	Refers to an employee in the CoJ Core HR Section and will also have a similar meaning for the HR Person at a Municipal Entity.
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
Intern	A student registered at a tertiary institution and who is required to undergo compulsory workplace /experiential training for a stated period prior to obtaining an academic qualification.
Interview	A process of conducting a formal discussion with an interviewee, aiming at gathering/elicited information related to competencies, skills and working experiences for a purpose of assessing and evaluating the outcome.
Interview Techniques	It is a tool to guide HR Practitioners and Line Managers to procure the most suitable candidates.
Job Description	Means a clear, descriptive delineation of the work to be performed by a particular position within the Organisation and to which an employee is appointed and performance is required in line thereto by said employee. Job descriptions are not rigid and will change from time to time as per the Organisational requirements of CoJ Group including MEs.
Learner	An individual who is participating in a Learnership Programme with a purpose of achieving a national recognised qualification.
Management	Means the City Manager and his Direct Reports and Managing Directors.
MEs	Refers to Municipal Entities owned by the City of Johannesburg
Mode of delivery	The different types of modes of delivery for applications to CoJ Group including MEs may include: email, fax, hand delivery and postal delivery.
Recruitment	Involves the process for obtaining as many successful candidates who meet the minimum requirements of a vacant or new position. It 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 candidates for a vacant or new position.

Term	Definition
Reference Checks	Refers to a process where the information as given by a candidate is verified, contributing to the assessment of the candidate's integrity. This process must be finalised before an offer of employment can be made to any candidate. The process shall include employment, qualification checks and verification of the history of a candidate and may include criminal, credit and security checks.
Scarce Skills	Are specific skills needed to realize the Department's goals and objectives, but which are difficult to recruit and expensive to replace. These skills may not always be the same.
Security Clearance Check	A process to obtain confirmation that no criminal record and/or pending matters exists.
Selection	The process of choosing applicants who are regarded as suitably qualified and potentially competent according to the criteria as set out in the job profile/description and such a candidate is being measured against said job requirements and standards.
Short-listing	A process whereby preliminary screening is undertaken to exclude applicants who do not competitively comply with the minimum requirements for a particular post. Not all candidates who meet the minimum requirements will be short-listed and by a fair process of elimination and using fair and job related standards, the most competitive candidates, taking cognisance of EE targets, will be considered for further assessment and interviewing.
STC	Short Term Contract
Suitably Qualified	Means someone who has the ability to do the job based on any one, or a combination of that individual's formal qualifications, prior learning, relevant experience or who has the capacity to acquire, within a reasonable time, the ability to do the job.

7. POLICY PROVISIONS

- a. All aspects of the Recruitment and Selection Process will be professional, fair, objective, transparent and non-discriminatory.
- b. The Recruitment and Selection Process will be holistic and integrated with other Human Resources Management Processes. COJ Group is committed to Recruitment Strategies that will attract and retain a diverse selection of qualified internal and external applicants.
- c. The process affords an applicant an equal opportunity to compete for vacant positions, except as provided in this Policy with reference to affirmative action and employment equity. The process will be part of the CoJ Group Strategy to meet employment equity targets, enabling a representative and competent workforce.
- d. When considering whether a person may be suitably qualified for a position, the following criteria will apply. Any one or any combination of an applicant's:
 - ✓ Formal qualifications;
 - ✓ Recognition of prior learning
 - ✓ Relevant experience, and/or
 - ✓ If the applicant has the capacity to acquire, within a reasonable time, the ability, skills and competencies to fulfil the position requirements.

- e. COJ Group including MEs will not practise unfair discrimination either directly or indirectly, against employees and applicants, including, but not limited to;
 - ✓ The Recruitment and Selection Process;
 - ✓ The terms on which employment is offered;
 - ✓ Refusing to offer, or deliberately not offering, employment;
 - ✓ The opportunities which are offered to an employee for promotion, transfer, training or the receipt of any other benefit; and
 - ✓ Requiring medical or other testing when not inherent to the job, or requiring some and not other employees, without justification, to submit to such tests.
- f. Unfair discrimination against employees during the Recruitment and Selection Processes will not be tolerated. Should any person be found guilty of such misconduct it will constitute grounds for a summary dismissal.
- g. The Process shall be based on the core competency criteria and inherent requirements of the job. As such the Process will be based on a valid and recent job profile available for the vacant position, and such job profile has been approved by the job evaluation process and is on the approved Organisational structure. If this requirement is not met, the Recruitment and Selection Process for the vacancy will not commence.
- h. All Recruitment and Selection Measures will always adhere to the Principle of the CoJ Group as an employer of choice.
- i. Only applications of people aged 16 and over will be considered for vacancies at CoJ Group.
- j. Family members and close acquaintances of existing employees may apply for any vacancy (be it by external or internal application) within the Group, provided such a position does not report directly to the position of the family member or close acquaintance.
- k. Former employees may be considered for re-employment, unless:
 - ✓ The original grounds for termination of service mitigate against re-appointment;
or
 - ✓ The former employee was medically boarded due to ill health and cannot provide recent and conclusive evidence of recovery.
- l. No external applicant will be considered for internally circularised positions.
- m. Interns, Learners and Graduates who are on a Graduate Programme will be considered for internally circularised positions in accordance with the Talent Acquisition Policy if they are at the last three (3) months stage of their Graduate Programme. It is the responsibility of the Departmental HOD to provide proof and commitment that these Interns, Learners and Graduates will complete their Programme.
- n. The COJ Group will only process applications and CVs which are in response to official adverts/circular. Any randomly submitted documents which are not in response to an advert/circular will be returned to sender either via e-mail or fax or post.
- o. 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.

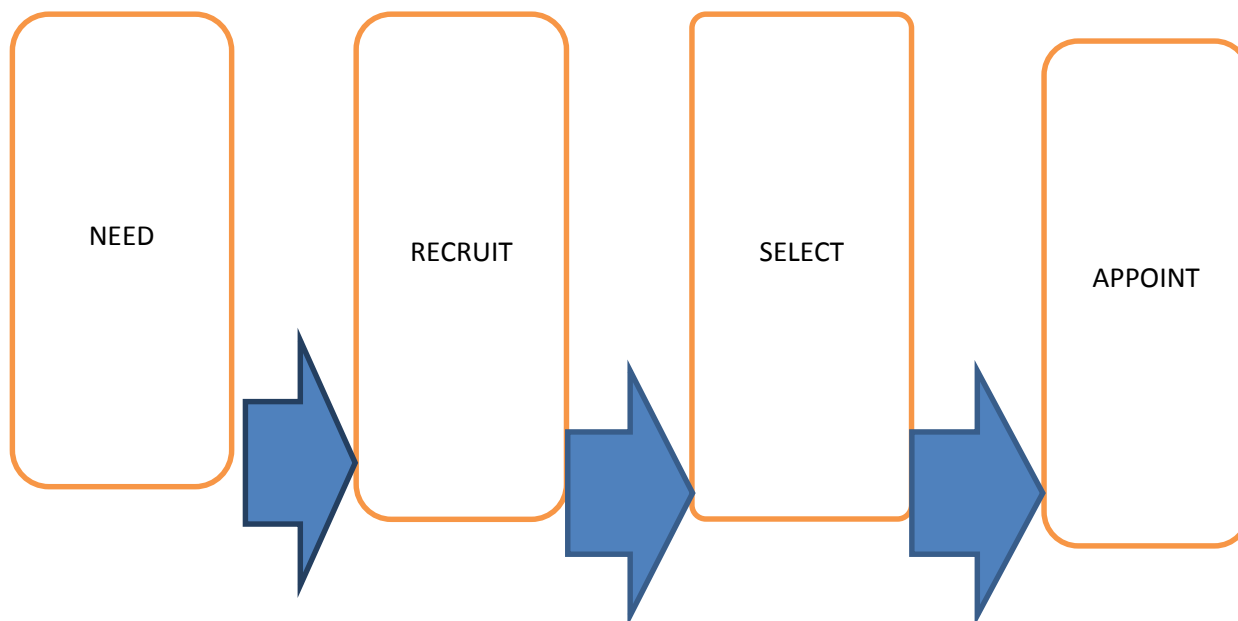
- p. Should the application be received late due to unforeseen circumstances, incorrect addresses and/or reference, and issues not within the control of an applicant, such as a postal strike, the application will be deemed to have been received out of time and there is no obligation to consider such a late application.
- q. All Competency Based Assessments must always be valid, reliable and free from cultural bias.
- r. Any assessment undertaken will be explained, according to the ethical standards associated with such assessment or test, to the applicant and the applicant will be required to sign a written consent form. Please note that should an applicant refuse to finalise the necessary job related, valid and reliable assessment or test, this will disqualify them from the selection process.
- s. Other mechanisms can be used as part of the Selection Process, such as physical and/or medical tests. But these will only be used if it is applicable to the inherent requirements of the position. The same applies to Psychometric Assessments and related tests. Any mentioned tests or assessments may only be administered by qualified Practitioners and registered and accredited professionals, relevant to the type of test or assessment.
- t. The HR Practitioner will always create and maintain a dedicated record of all positions being filled including details of applicants, interviews and test, scores, including any correspondence and recruitment material used during the whole process.
- u. Such information will be kept by GHCM for a minimum period of three (3) years.
- v. Recruitment must be done in a cost-effective manner with due regard not compromising quality.
- w. External applicants who attend assessments and/or interviews may be compensated for expenses with approval of the Head of Department or his/her nominee. The main criteria followed for this consideration will be whether there is a scarcity of suitable candidates, the seniority of the position, the distance involved, special merit and affordability. The Subsistence and Travel Policy will provide guidance should it be considered to be appropriate.
- x. Relocation costs may be considered on merit. The criteria that will be considered for the approval of relocation costs is the scarcity of suitable candidates, the seniority of the position, the distance and cost involved and any other areas that may be meritorious. The approval for relocation can only be finally approved by the Group Head: GHCM or his nominee, unless ME, in which case it must be the MD or his nominee.
- y. Internal applicants for vacant posts that have the same designation and 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.
- z. It is imperative that any employee in a new position, even though it may be an existing employee, will undergo an Induction Programme.

- aa. All newly appointed employees, including existing employees may be placed on a probationary period of three months, depending on the inherent requirement of the job, request by the HOD or a recommendation from the Interview Panel.
- bb. As CoJ Group is committed to improve its image as an employer of choice, after the Recruitment and Selection Process has been completed and a candidate/s has/have accepted, all unsuccessful candidates that were invited for interviews and assessments will be notified in writing that they were unsuccessful. In all other instances the advertisement deals with the fact that should someone not have been invited for an interview, they should consider themselves unsuccessful and their CV's will be destroyed (**Annexures B and C**).
- cc. In terms of the use of Recruitment Agencies and Head Hunting the following shall apply:
 - i. Decision to use an appropriate Recruitment Agency for external recruitment shall be made by the Group Head: GHCM or his/her nominee;
 - ii. Based on urgency and complexity of certain positions, the Group Head: GHCM may approve the services of Head Hunting Agencies. This should be backed up by demonstrable and factual evidence that normal Recruitment Process is likely to be ineffective;
 - iii. These exceptions may only be considered for senior or scarce/critical skill positions;
 - iv. The use of Recruitment Agencies of Head Hunting Agencies will be appropriate provided if there is sufficient budget for this purpose and the agencies meet the requirements as per the CoJ Supply Chain Management Policies and Procedures; and
 - v. These exceptions may only be considered for senior or scarce/critical skill positions.
- dd. Foreign recruitment may be undertaken for key positions, but only after local recruitment actions have been exhausted and no suitable local candidates were identified.
- ee. 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.
- ff. Foreign applicants without work permits (temporary or permanent) will not be considered.
- jj. Foreign applicants are to be employed on the condition that the CoJ cannot guarantee the allocation of a temporary or a permanent work permit or the extension of an existing permit.
- kk. 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.
- ll. Foreign employees are eligible for permanent appointment only when they have obtained permanent residence permits.
- mm. 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).

- nn. 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.
- oo. Prior to employment:
 - i. SAQA must verify educational qualifications;
 - ii. Security and health clearances must be done;
 - iii. Valid residence and work permits should exist; and
 - iv. Registration to Professional Councils, where applicable, must be finalised.
- pp. Foreign nationals must be able to communicate effectively in at least one of the official languages as derived from the duties to be performed.
- qq. Foreign nationals should be bound to:
 - i. Proper conduct and performance; and
 - ii. Transfer of skills.
- rr. Departments to monitor the validity of work permits and report to the Department of Home Affairs as required.
- ss. 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:
 - i. *“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;
 - ii. 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;
 - iii. Where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature;
 - iv. In respect of which a Department experiences a high degree of difficulty to recruit or retain the services of employees; and
 - v. *“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.
- tt. CoJ Group will be able to terminate the contract of employment by giving the employee notice as stipulated in the terms of employment if, for whatsoever reason, the work permit is not granted again.
- uu. The appointment of Fixed Term Contract employees within Political Offices, would be dealt with in accordance with the “Framework and Guidelines: Appointment/conversion of political Office employee’s into the Institutional Redesign”, which was approved by Mayoral Committee. (**Annexure L**)

8. PROCEDURE



8.1 The Need to Fill a Vacancy Or New Position

- 8.1.1 Before a position can be considered for the process, HR has to ensure that all relevant approvals are in place and that the position has been approved as per the Organisational structure design and has been through the job evaluation process (refer to the **Job Evaluation Policy** for further information), be funded and have a key role description (KRD).
- 8.1.2 The HR Practitioner assisting the relevant Line Manager must ensure that they have ascertained what the EE requirements are for the Department and for the position and/or level and these will form part of the specification for the position.

8.2 Recruiting

8.2.1 Advertisements

- a. The recruiting Department/Manager must request the circularising/advertising of the vacant post as per the *Guidelines on Circularising/Advertising Vacant Positions (Annexure B)*.
- b. All adverts and/or circulars shall be in a standard format and Group Human Capital Management Centre of Excellence is responsible for maintaining and reviewing the format on an on-going basis to improve thereupon.
- c. Level s1- 3 and below vacant posts shall be circularised within the service in such a manner. If thereafter, the Department 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 circularised internally.
- d. Special targeted vacancies shall be published in the City's "Local Media" to attract targeted candidates in the area in line with the job inherit.
- e. Vacant posts on Level 3 and below may be considered for simultaneous advertising and circularising, subject to a detailed motivation, signed by the respective Group Head: GHCM or his nominee, for consideration and approval.

- f. Advertisements shall be in as wide a range of National and Local 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.
- g. The City Manager and his direct reports and MD/CEO of ME's will 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.
- h. If an internal advert is to be circulated, HR Central will ensure it is circulated within CoJ.
- i. Any advert, regardless if internal or external, must be informed by the approved job description signed and approved by the relevant HOD in conjunction with the Job Evaluation Policy (**Annexure C** reflects the Criteria used for the Advertisement).
- j. Once the advert has been finalised, it should run for at least ten (10) working days or a shorter period approved by the Director: Talent Acquisition, Remuneration Performance and Transformation.
- k. If a post has been advertised/circularised and a similar post on the same level, grading and designation becomes vacant during the period of validity of the circular/advert, a motivation may approved by the HOD to fill the filling of that additional vacancy from the pool of applications received , must be submitted to the Group Head: HCM for approval.
- l. If headhunting or recruitment agencies are used, it can only be used in conjunction with the normal advertising of vacancies i.e. an identified suitable candidate should be requested to apply for the requested position and thereafter the normal recruitment processes will apply.
- m. Appointments in the advertised/circularised positions must be made within four (4) months of the closing date of the advert/circular, which may be extended for a further period of 2 months in justifiable extenuating circumstances and approved by the Group Head HCM or his nominee If this is not met the position/s must be re-advertised/re-circularised.
- n. 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.
- o. The recruitment and selection of Senior Managers (Section 56 and 57) in respect of the High Level Design must be done in line with the Regulations promulgated on 17 January 2013.

8.2.2 Administration

- a. Only applications that are lodged in writing by submitting an application letter with detailed curriculum vitae (CV) will be accepted. The covering letter of CV must contain the name and reference number of the positions applied for.
- b. Applications for advertised and/or circularised positions will be received by relevant HR up to the closing time, unless specifically stated otherwise.

- c. HR will record each received CV. This record will reflect the name of the applicant, contact details, qualifications and/or experience and the date the CV was received. Each CV received must be date stamped (**Annexure D** – Example of GHCM Record Form).
- d. The approval to consider late applications may only be granted by the relevant Group Head HCM or his nominee, this approval must be given by the Head which includes the reason/s for such consideration. GHCM will file this with all the other documentation as required above.
- e. Applications must be forwarded through the mode of delivery mentioned in the advert/circular with the correct details.
- f. If at any stage during the process any applicant who wishes to withdraw their application, may do so in writing and submit this correspondence to the relevant HR Practitioner.
- g. There is no obligation on CoJ to acknowledge receipt of a CV for an advertised position.

8.3 Selection

8.3.1 General

- a. Any employee involved in the selection process, even though it may not be an active role in the process, must advise HR in writing of the potential conflict of interest if they know any of the applicants.
- b. This must be done in writing, clearly outlining the nature of the relationship and the duration thereof. HR will consult with the Head of HCM or nominee and advise the relevant party if it is in the best interest of the Organisation and such employees should recuse themselves from the process.
- c. Any employee involved in the selection process must always act with the utmost integrity and their actions must be beyond reproach.
- d. No information about the questions, or anything related to the process may be discussed with anyone other than the authorised people. Should someone be found guilty of such misconduct, they may be dismissed.

8.3.2 Short Listing

- 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.
- b. All candidates who meet the minimum requirements should be considered for short-listing.
- c. A fair set of criteria will be used, based on the job requirements and EE targets, to assess the applicants that meet the minimum requirements. Based on best suited a final list will be compiled of possible candidates to be interviewed (**Annexure E** – Example of Basic Short-Listing Criteria Form).
- d. EE criteria will be part of the short-listing criteria.

- e. The final shortlist will be considered and be signed off by the HR practitioner, and the Line Manager including EE representative. Once approved the final shortlisted candidates will be contacted for interviews and assessments.
- f. As a guide at least three (3) candidates should be interviewed per vacancy/position.
- g. Candidates will be given at least two (2) working days' notice to attend an interview if based in Gauteng and at least one week if outside the Gauteng area.
- h. HR will contact the candidates to set up dates and times for the interviews and assessments (where appropriate). HR will also advise the candidates of the necessary documentation they must bring along to the interview (**Annexure G – Checklist for Candidates**).

8.3.3 Interviews and Assessments

- a. At least three (3) people should form part of the Interview Panel. It should consist of the Line Manager, HR Practitioner and one other Manager from another Department. A “specialist” may be required to form part of the Panel depending on the technical part of the inherent job. GCM will facilitate the logistical arrangements related hereto and contacting of the relevant parties and candidates. It is crucial and imperative that in all interviews HR Practitioners be involved and participate fully and that no interview will proceed without them.
- b. In the event of senior appointments (Section 56, 57) including Levels 1 and 2, at least five (5) Panel Members will be present. It will consist of the City Manager (Line), ED, GHCM HR Practitioner and another ED from another Department or/and Specialist, MMCs or his/her nominee.
- c. It is imperative that the Panel should be gender and race sensitive representation in terms of EE. In addition, each Manager attending an interview must have attended a recruitment and selection training of some kind or prove that they have received similar training or refresher program within the last 24 months.
- d. Prior to the interviews being confirmed, HR in consultation with the Line Manager must finalise the recommendation for the appropriate set of assessments to be used in conjunction with the interview.
- e. It is best practice that selection will not occur based on one interview only. Other assessments should be used to assess and confirm skills, knowledge and competency potential. If unable to use assessments, then at least a second round of interviews will be held with one person from the original interview present to verify consistency.
- f. Prior to the interview, at least a day before, the standard interview questionnaire must be compiled for every position, which has competency or criteria related interview techniques questions (see Annexure F – Guidelines for the Development of an Interview Guide).
- g. Each Panel member will receive a questionnaire and must complete the guide during the interview.

- h. If a second round of interviews are to be conducted, at least two new Panel members will be selected with the inclusion of one member from the previous Panel. At least three Panel members will be present for the second round interviews.
- i. Processes where external service providers have been appointed to assist would be dealt with in compliance with principles contained in this Policy and also specific agreements signed.
- j. 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;
 - iv. Opportunity for the interviewee to ask questions, and
 - v. Summary of interview including the way forward.
- k. In the event that an applicant is unable to attend an interview as scheduled due to reasons beyond their control, such applicant may be granted an opportunity to be interviewed at a later stage. However, this is at the discretion of HR and dependent on the nature of the position, the number of candidates being interviewed and the urgency to fill the vacancy.
- l. People from other Provinces applying for advertised posts, may want to claim flight costs/accommodation to attend an interview if invited.

8.3.4 Finalisation of Recommendation

- a. When all the candidates on the shortlist have been interviewed, unless for whatsoever reason one or some of them were unable to attend and this did not materially affect the quality of the process or the opportunity to meet EE targets, the interviewing Panel will deliberate and recommend a suitable candidate based on the scores of each candidate in the interview/s and assessments (if appropriate).
- b. The Panel should also finalise a second recommended candidate, provided such a candidate attained on aggregate 75% on the tests and interview questions ratings. In the event that the first candidate does not accept the offer.
- c. Should the Panel be unable to recommend a second candidate due to the fact that no other candidate met the competencies with at least a 75% result and the successful candidate does not accept, the process will have to commence either with a new round of interviews if suitable candidates are available to be shortlisted or re-advertisement for circularisation in the appropriate form as outlined in the paragraph dealing with it.
- d. The deliberations of the Panel must only 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 will avoid all elements of discrimination.
- e. Should any Member of the Panel be absent during the interviews, this may invalidate the whole process and interviews, with new questions assessing the same competencies, must be repeated.

8.3.5 Reference Checks and Appointment

- a. Once the interviews and assessments (where appropriate) have been finalised, the Panel will make a final written recommendation regarding the successful candidate and a second candidate in the event that the first candidate does not accept the offer.
- b. Prior to finalising the Appointment Recommendation to the Head of HCM a reference check will be finalised by HR for the recommended candidate (see Annexure I – Guidelines When Conducting A Reference Check). The reference check will only be done for the second candidate should the first candidate not accept the offer.
- c. If a candidate advised that a reference can only be done upon the receiving of an offer (as their employer is not aware that they are looking for alternative employment), the Head of HCM may decide to consider such appointment. The offer of employment would however then be conditional upon a favourable reference check and as such will be communicated to the candidate.
- d. Other forms of integrity checking such as identity, credit, criminal, qualification and security clearance checks may be conducted for any position at CoJ Group should the requirements of the job deem this necessary.
- e. Certain positions in Johannesburg Metro Police Department, Emergency Management Services and certain categories of posts within Finance require security vetting/screening.
- f. The City Manager and his/her direct reports must be subjected to a security screening process by authorised security structures prior to any offer being considered or made.
- g. An Appointment Recommendation report must be compiled together with the summary of the interview process inclusive of appropriate remuneration offer as approved by the relevant Executive Director, the final approved score-sheet by the Panel, the candidate's existing payslip and reference check for the approval of the Head of HCM or his/her nominee.
- h. The appointment of a candidate with a criminal record may only be authorised by the City Manager or such nominee, subject to applicable legislation. The nature of the offence, the CoJ's responsibility towards its ratepayers, the candidate's constitutional rights and legal prescriptions must be taken into account. However if the criminal record is in direct relation to the nature of the work the candidate will be performing, authorisation cannot be given.
- i. The Head of HCM or nominee will consider the appointment and if satisfied that a quality process that is fair, objective and meets the EE requirements has been followed, approval will be granted for the appointment/s.
- j. Once the written approval is received from the Group Head: HCM or nominee, the relevant HR practitioner will contact the successful candidate via phone and make a verbal offer telephonically. The candidate must be advised that they have five working days within which to respond and should the HR practitioner not hear from them by 12 noon on the fifth day, CoJ Group will consider that the applicant has declined the offer of employment made.

- k. Should a level 1 and 2 candidate accept or request something in writing, the HR practitioner will finalise a full contract of employment (and not merely an appointment letter) and this will be signed by the relevant Line Manager.
- l. Once the appointment letter has been signed by the Group Head HCM or nominee, this will be forwarded to the candidate either via e-mail (in PDF format), via fax or the candidate may come in to receive same in hard copy format. The candidate has five working days within which to accept the offer by virtue of affixing their signature thereto.

8.3.6 Finalisation of Commencement

- a. Unsuccessful shortlisted candidates will receive a written correspondence to this effect (**Annexure H** – Example of a Letter of Decline).
- b. Should approval be granted for the payment of relocation costs, the new employee must submit at least three (3) quotes to Supply Chain Management and their processes will prevail in terms of the appointment of an appropriate service provider.
- b. Should an employee be afforded financial assistance in terms of relocation, the employee shall sign an acknowledgement of debt. The employee shall be required to work back one year for the assistance and should they leave the employ prior to this period, the employee will have to reimburse the Employer proportionally.
- c. Candidates who are invited to attend interviews coming from other Provinces may be reimbursed for costs incurred on travelling and accommodation expenses (e.g. flight costs/hotel).
- d. An on-boarding process (orientation and induction) will be prepared for each new employee, even existing employees who are appointed to new positions.
- e. All new employees recruited into the COJ Group including Municipal entities must complete the Accounts Detail Form (refer to Staff Accounts Policy).
- f. A new employee must provide a copy of their municipal rates and services accounts (irrespective of the Municipal jurisdiction in which they reside) or an affidavit that they are not responsible for a municipal rates and services account (refer to Staff Accounts Policy for further details).
- g. Certain employees appointed in the discretion of HCM to a new position, regardless of the level, will be on a three (3) month probationary period and this must be stated clearly in their contract of employment and also clearly communicated to them. During this period they will receive feedback about their performance delivery. Should they successfully complete their probation period, the Line Manager will advise GHCM one week before the three (3) month period ends of this fact and the HR Practitioner will finalise the necessary confirmation letter (see *Annexure J – Example Of Confirmation Letter*). If the manager is not satisfied with the employee's progress, GHCM will be advised one month before the probation period ends and the appropriate poor performance route will be followed.
- h. In this instance the employee's probation period may either be extended for a further period (which extension will not exceed three months) or the employee's employment may be terminated after due process has been followed.

9. SHORT TERM CONTRACT (STC) APPOINTMENT

- a. Targeted recruitment process may be done in conjunction with the recruitment & selection processes.
- b. A Bulletin must be published and distributed by HR to various targeted notice board (e.g. Clinics, schools, community halls, etc.)
- c. Short Term Contract can be implemented based on the following reasons:
 - i. Special Projects;
 - ii. Special business needs;
 - iii. Transfer of skills; and
 - iv. Any other critical requirements.
- d. STCs must be effective for a minimum period from 3 months to a maximum period of 12 month.
- e. Remuneration for STCs will be market related.
- f. The employment contract will govern the Conditions of Employment; and
- g. The STC cannot be rolled over and will be strictly monitored.

10. APPROVAL OF THE POLICY

Policy changes are to be approved by Council in compliance with the relevant legislation and well as the delegations

11. AMENDMENT OF THE POLICY

The Policy may be reviewed and amended at least every two (2) years or more frequently, as and when required. Maintenance and implementation of the Policy is the responsibility of Group Human Capital Management.

12. MONITORING AND EVALUATION

The monitoring of the Policy Implementation Processes will be done on quarterly basis in the Core Administration and MEs. This is done to assess whether the Talent Acquisition Processes are appropriate, cost effective and meets the set objectives.

The Central Office shall evaluate the implementation of the Policy, appropriateness, cost effectiveness and efficiency of Talent Acquisition operational activities by requesting information from executives in both the Core Administration and MEs on the quarterly basis.

13. REPORTING

The Talent Acquisition Manager shall compile and submit quarterly performance reports including the work done by ME's. The report should be submitted to Council through the appropriate decision making structures.

14. CONTROL MEASURES

In order to facilitate the Talent Acquisition Management Controls, control measures must be in place.

14.1 Service Level Agreement

The Service Level Agreement, as drawn up with Core Administration/MEs or between the various units will be measured in terms of turn-around times and stipulated targets achieved.

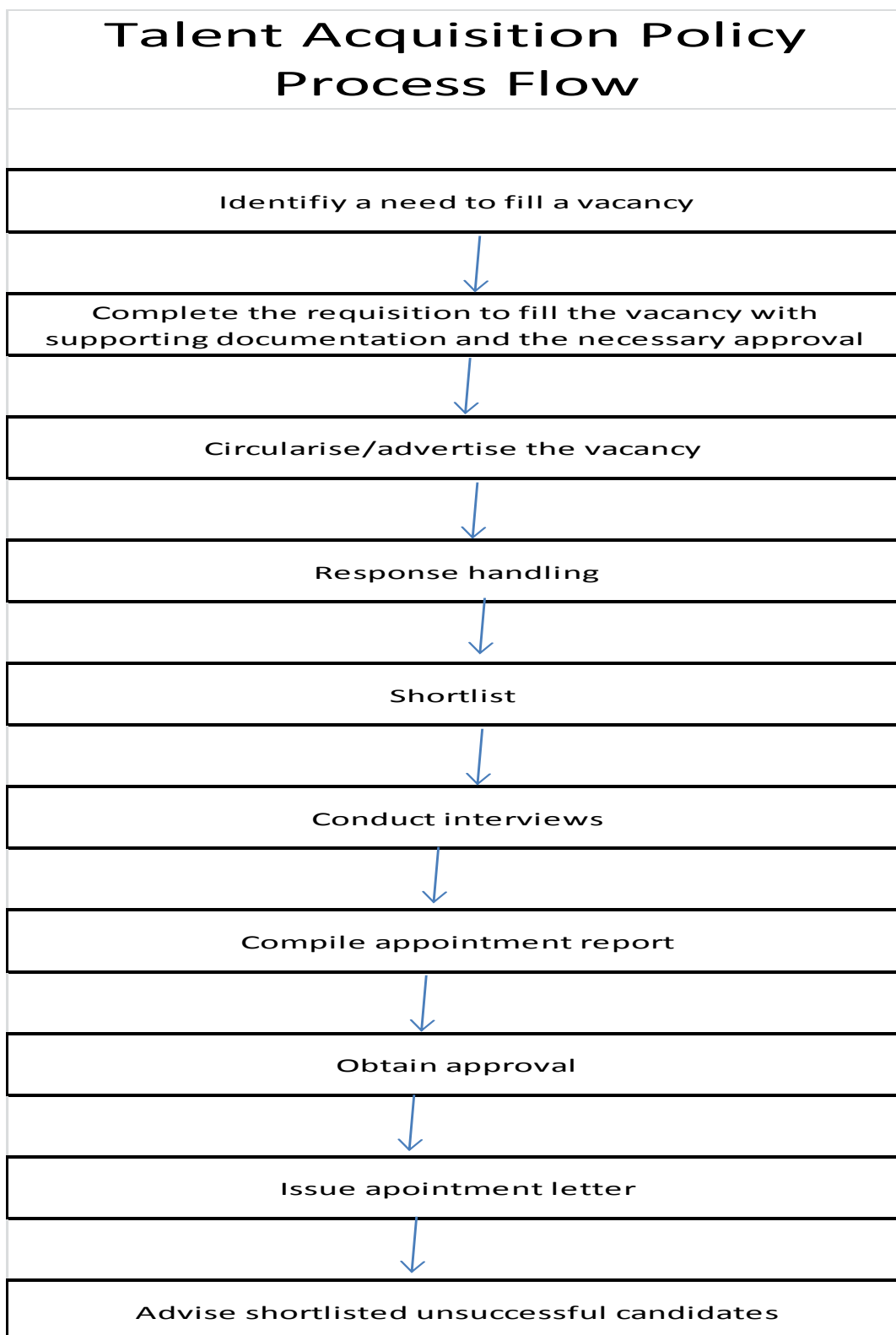
15. CONTRAVENTIONS

Any person who contravenes or fails to comply with any provision of this Policy should be subjected to Disciplinary Action.

16. DISPUTE RESOLUTION

Disputes shall be dealt with in line with CoJ Dispute Resolution Mechanisms.

Annexure A.1 – Talent Acquisition Process Flow



Annexure B - Guidelines Regarding Circularising/Advertising Vacant Posts (COJ Core)

It is confirmed that the HCM Central office 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.**
- b. Vacant position **must be graded and results submitted.**
- c. A detailed motivation requesting to fill vacancy(s) must be approved by the relevant Line Manager, Finance Manager, and HOD. Finance Manager must provide a line item number (vote number) and should be reflected in the motivation under his/her signatory to confirm budget availability.
- d. Once the grading has been validated there will be a requirement to complete the form "Request to Circularise/Advertise a vacancy", copy attached as Annexure A **and a role description of the post must also be attached to the request.**
- e. 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.
- f. The SAP position number must be obtained and filled in on the request form, **PRIOR** to submitting this to the Talent Acquisition office.
- g. 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 the Department**, 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.
- h. The request form must be approved by the: (1) Senior HR Manager- Field Services (2) Specialist EE and Diversity (3) OD Specialist Grading and lastly (4) Specialist Org Management- TSS.

Please note the form requires the full name to be printed as well as the signature BEFORE the above is submitted to the Talent Acquisition Unit, Group Human Capital Management. Should all of the above not be adhered to, the request will not be processed.

Requests must be accompanied by all the relevant documentation as mentioned above, and must reach the Recruitment and Selection unit by **16:00 each Monday** in order to appear in the **following** week's vacancy circular or newspaper. If the Monday is a public holiday, the form should reach the Talent Acquisition unit the **Friday BEFORE the public holiday, or the latest 09:00, the following day, which is the TUESDAY after the public holiday.**

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 tippex 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 recompletion and re-submission to Human Resources. Only black print & black pen may be used when completing and authorising request documentation. No re-cycled paper will be

accepted.

Annexure C - Criteria Used for the Advertisement

The following information will be contained in all job advertisements/circulars, irrespective of the media in which the advertisements are placed:

- a. The title of the job;
 - b. Position number on the SAP system
 - c. Salary information (if available or a requirement), this will show salary range;
 - d. Summarised requirements of the job (including required academic qualifications, experience, skills and competencies);
 - e. Full names and surnames of contact person/s;
 - f. Contact details of contact person/s: physical address and/or office telephone and/or fax number and/or e-mail address;
 - g. Closing date for applications;
 - h. Publication date;
 - i. Statement with regards to unsuccessful applications: "only short listed candidates will be communicated with and should you not hear from CoJ within three months, consider your application unsuccessful and note that your submitted CV will be destroyed;
 - j. A statement on CoJ EE status i.e. The City is an equal opportunity employer and designated employer. An appointment will be made in conjunction with the EE Policy; and
 - k. The COJ reserves the right not to make an appointment.
-

Annexure D - Recording of CVs received

Copies available upon request

Annexure E - Basic Short-Listing Criteria Form

Copies available upon request

Annexure F (1) - Guidelines for the Development of an Interview Guide

- 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. Each competency should have some behavioural question and assess what the candidate is able to do, what they know and how they have reacted in the past when faced with the same/similar situation. They have to be able to demonstrate their abilities and not just tell the Panel what they want to hear.
 - c. No leading questions should be asked.
 - d. A question should be structured in such a way that the candidate can provide some kind of example as proof of competence and/or experience and authenticity.
 - e. A list of questions must be compiled by relevant HR for the interviewing Panel before the start of the interviewing process.
 - f. 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. Must be lawful and not contravention of any statute;
 - iv. The same interview questions will be used for all candidates; and
 - v. Questions pertaining to age, marital status, race, sexual orientation, national origin, number of dependants, religion, childcare arrangements and health or disability status must be avoided and should not be asked as they are discriminatory and may create risk for CoJ.
-

Annexure F (2) - Guidelines: Interview Techniques

It is confirmed that the Human Resources Shared Services Talent Acquisition Unit initiates the necessary administrative steps to utilize the interview techniques during the interview process that are manageable, user-friendly and enhance efficiency and effectiveness within CoJ.

The following are the requirements before an interview is conducted:

- a. Interview Tool confirmation to be submitted to TA unit one (1) week before the actual interview.
- b. Interview Tool confirmation form to be submitted to TA Unit for approval (template to be provided to HRFS by TA)
- c. Questions must be designed in line with the technique chosen and attached on submission of **confirmation form**.
- d. The revised summary score sheets must be utilised upon recommendation.
- e. If testing is conducted, the scoring results to be reflected on the score sheet.
- f. Please indicate, in the ranking column, the numerical ranking of each candidate in terms of their performance.
- g. Score sheets must be signed off by all Panel members.
- h. Once the above process is completed, an appointment recommendation including supporting documents a – g must be submitted to TA for approval.

- i. Should all of the above not be adhered to, the appointment recommendation report cannot be processed by the Talent Acquisition Unit.
- j. Criteria in respect of the interview techniques must be followed when implementing or employing these techniques.

Annexure G - Checklist for Candidates Interviews

Item	Yes/No
Date and time of interview:	
Venue:	
Panel members arranged and advised: Have they confirmed? Any special requirements by the candidate (i.e. are they a person with a disability and if so what arrangements must be made to accommodate them):	
Documentation the candidate must bring along – <ul style="list-style-type: none"> 1. Original Identity Document 2. Driver’s Licence (if appropriate) 3. Original Qualifications (If so required) 4. Certified copy of the current salary pay slip (If so required) 	

Annexure H - Example of Letter of Decline

Copies available upon request

Annexure I – Guidelines: When Conducting a Reference Check

- a. Reference checks will only be carried out on candidates (internal and external) recommended by an interviewing Panel in terms of the selection process.
- b. Reference checks will be coordinated by the HR FS and results should be obtained before a job offer is made to any candidate.
- c. The person performing the employment reference check will obtain the following information during the check –
 - i. a confirmation of the candidate’s employment history including dates of employment with the previous and/or current employer;
 - ii. the candidate’s position and remuneration details;
 - iii. the job requirements and key performance areas of the candidate’s last position, and
 - iv. Any other related information to be verified as provided by the candidate either in writing or during the interview.

- d. 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.
- e. The following information must 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, and
 - v. Information as to whether or not the referee regards the applicant as being suited for the position for which they have been considered.

Annexure J - Example of Confirmation Letter after Probation

Copies available upon request

Annexure K - Guidelines: Appointment of Foreign Nationals

It is confirmed that Human Resources Shared Services: Talent Acquisition unit initiate the necessary administrative steps to appoint Foreign Nationals throughout the COJ.

1. In order to appoint Foreign Nationals, Departments are required to submit a detailed motivation to Talent Acquisition Unit as follows:
 - a) A request to appoint a Foreign National candidate;
 - b) Indicate whether local recruitment actions have been exhausted and no suitable local candidates could be identified;
 - c) Proof of circular/advert, interview process followed the and the outcome thereof;
 - d) Provide the objective to appoint a Foreign National in terms of critical & scarce skills; and
 - e) Transfer of skills plan to be submitted with the motivation (Reflecting mentorship and programme to be put in place)
2. The motivation must indicate whether a headhunting process was already embarked upon **OR** must still to be embarked upon
3. Once motivation is approved, TARM unit will advise the Departments accordingly.
4. Clause 4 of the TA Policy under Item (gg) – (yy) must be strictly adhered to.
5. **No** Foreign National may be employed without being in possession of a valid work permit.

6. Appointment of Foreign National to be on a contractual basis to enable to transfer skills
-

Annexure L - Framework and Guidelines: Appointment/conversion of Political Office Employees i.t.o. the Institutional Redesign.

FRAMEWORK FOR APPOINTMENT/CONVERSION OF POLITICAL OFFICE EMPLOYEES IN TERMS OF THE INSTITUTIONAL REDESIGN

1. PREFACE

At an In-Committee Mayoral Committee meeting held of 25 July 2012 the following recommendations/decisions were made:

- “1. That Council rescinds its decision of 21 August 2003

“That Fixed term contractual employment appointments be mandatory to the fourth reporting level of the high organisational structure of the City, with an encouragement to departments to rolling the implementation throughout the management level as per the definition of the Basic Conditions of Employment Act.”

and replace it with the following:

2. *That levels two (being senior managers appointed in terms of section 56 an 57 of the Municipal Systems Act and directly reporting to the City Manager) would be on fixed term contract for a period of up to five years.*
3. *That the CEO’s, MD’s and those directly reporting to them would be on fixed term contracts for a period of up to five years.*
4. *That the political offices (Speaker, Executive Mayor, Chief Whip, Chairperson of Chairpersons, MMC’s and Leader of Opposition) senior officials’ contracts shall be linked or tied to the term of office of the political principal in that office up to five years and that the Group Executive Director: Corporate and Shared Services shall develop a framework for the appointment of these senior officials for the approval by the Executive Mayor.*
5. *That all the other levels below the above listed would be on a permanent basis.*
6. *That the Group Executive Director: Corporate and Shared Services be delegated to implement above decisions within a developed and determined framework approved by the Executive Mayor.*
7. *That a letter/memo be written to Cogta explaining the CoJ’s decisions on the interpretation of Cogta’s circular around the Local Government Systems amendment Act.”*

2. INTRODUCTION

The purpose of this document is to provide the principles in the Capacitation, Recruitment Process and/or conversion of internal Political Office employees into the newly approved Organisational Structures of Political Offices in the City. The employees affected include officials currently on FTC and permanent employment within Political Offices.

This document therefore focuses on the framework of conversion and thereafter recruitment processes within Political Offices.

The two (2) categories of employees within Political Offices as follows:

- a. Category 1 – Senior Officials on FTC
 - i. Office of the Executive Mayor
 - Chief of Staff
 - Political Advisor
 - Strategic and Monitor & Evaluation Advisor
 - *Head of Communications / Spokesperson of the Executive Mayor*
 - Special Advisors to the Executive Mayor (Short Term Contract)
 - ii. Office of the Speaker
 - Head of Private Office
 - Advisor to Speaker (Monitoring and Evaluation);
 - Stakeholder and Media Liaison Officer
 - PA in Private Office of Speaker
 - iii. Chief Whips
 - Strategic Support to Chief Whip
 - Advisor to the whip
 - PA in Private Office of Whip
 - Staff appointed to support the majority party
 - iv. Deputy Chief Whips
 - *Strategic Support Manager to Deputy Chief Whips*
 - v. Chairperson of Chairpersons Office
 - Deputy Director(Special Strategic Advisor)
 - *Strategic Support Manager to chairperson*
 - vi. Leader of Opposition's Office
 - Opposition's Office Manager
 - PA to Leader of Opposition
 - Staff appointed to support political parties
 - vii. MMC's
 - Strategic Advisor
 - Stakeholder Liaison Officer
- b. Category 2 – Permanent employees on Lower Levels

3. GENERIC PRINCIPLES

- a. The main overarching principle is fairness and equity;
- b. The Head of the Political Office (Politician) has the option to:

- viii. Senior Officials on FTC:
- ✓ Advertise/Circularise the position via the normal and approved COJ Recruitment Process; or
 - ✓ Headhunt, Executive Search and Targeted Recruitment
 - Per the COJ Talent Acquisition Policy, the Group Executive Director: Corporate and Shared Services is empowered to identify certain positions for headhunting or targeted recruitment. It is hereby determined that the employees in Category 1 above as designated may be head-hunted or targeted recruited.
 - Group Executive Director: Corporate and Shared Services or his nominee is empowered to deviate from the standard that headhunting or targeted recruitment should only be undertaken on exceptional cases for senior or scarce/critical skill positions
 - Group Executive Director: Corporate and Shared Services or his nominee has the delegated authority to approve the use of Headhunting or Targeted Recruitment
 - The Head of the Political Office shall submit a report to the Group Executive Director: Corporate and Shared Services motivating for headhunting or targeted recruitment for a particular position in the staff structure (with a determined job description) in the political office.
 - The headhunted or recruited candidate shall be suitably qualified for the job as a result of the combination of two or more of the following:
 - Appropriate qualifications
 - Prior learning
 - Relevant experience
 - Capacity to acquire, within reasonable time (at most six months), the ability to do the job
- ix. Permanent employees on Lower Levels:
- ✓ The normal Recruitment Processes to be followed as per the approved CoJ Policies.
- c. The generic principles that apply to the appointment of all employees within Political Office are as follows:
- i. All CoJ approved Policies, Procedures and regulating Guidelines will apply and specifically the Remuneration Policy, which in effect means that the employee will be remunerated within the applicable Salary Band;
 - ii. The position must be in the approved structure with a determined job description;
 - iii. The Group Executive Director: Corporate and Shared Services must be consulted for appointments above the minimum (entry level) of the applicable Salary Band up to the mid-point (approved upper limit);
 - iv. The City Manager must approve appointments above the mid-point (approved upper limit) of the applicable Salary Band;
 - v. All Appointment Reports must be approved by the Group Executive Director: Corporate and Shared Services;
 - vi. Permanent employees are not linked to the Term of Political Office and retain their positions when changes within Political Offices occur;
 - vii. Permanent employees may be re-deployed in terms of the Employee Mobility Policy when changes within Political Offices occur;
 - viii. FTC employees are linked to the Political Term of Office;
 - ix. FTC agreements must reflect the following:

- ✓ The link to the Political Term of Office;
 - ✓ The FTC cannot exceed the Political Term of Office; and
 - ✓ Should make provision for hand over where necessary.
- d. Where current lower level employees within Political Office are appointed on FTC, these Contracts must be converted in terms of the approved option as per the preferred the Framework for appointment/conversion of internal employees in terms of the Institutional Redesign Report.

Annexure M - Guidelines Regarding Circularising/Advertising STC Posts (COJ Core) (BULLETIN)

It is confirmed that the GHCM Central office initiates the necessary administrative steps to circularise and/or advertise vacant STC positions throughout the Council's service, by means of a "Bulletin"

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

- a. Copy of the **approved structure** to be attached
- b. Vacant position **must be graded** and grading results submitted
- c. A detailed motivation requesting to fill vacancy(s) must be approved by the relevant Line Manager, Finance Manager, and HOD. Finance Manager must provide a line item number (vote number) and should be reflected in the motivation under his/her signatory to confirm budget availability.
- d. The motivation must contain the following:
 - i. The reason to fill the position (project or campaign, etc.)
 - ii. Duration of the contract
 - iii. Transfer of skills
 - iv. Recruitment and selection processes.
 - v. SAP position number to be confirmed
- e. An approved role description by HOD

Please note the motivation requires the full name to be printed as well as the signature

BEFORE the above is submitted to the Talent Acquisition Unit, Group Human Capital Management.

Should all of the above not be adhered to, the request will not be processed.

The following information will be contained in all STC Bulletins:

- ✓ The title of the job;
- ✓ Salary information;
- ✓ Summarised requirements of the job (including required academic qualifications; experience, skills and competencies);
- ✓ Full names and surnames of contact person/s;

City of Johannesburg Group Talent Acquisition Policy Framework

- ✓ Contact details of contact person/s: physical address and/or office telephone and/or fax number and/or e-mail address; and
 - ✓ Publication and closing date.
-