

**AGENDA of the
Portfolio Committee : Management Services
6 April 2023
(Also the agenda for the Mayoral Committee Meeting : 24 April 2023)**

**2.
DRAFT: HUMAN RESOURCES (HR) STRATEGY: FILLING OF POSTS**

**L Bucchianeri
14 March 2023**

Senior Manager : Human Resources

(028) 313 8120

1. Executive Summary

The purpose of this report is to recommend to Council the Draft Human Resources (HR) Strategy: Filling of Posts for approval.

2. Service Delivery and Budget Implementation Plan - IGNITE

Directorate : Management Services
Department : Human Resources

3. Compliance with Strategic Priorities

Provision of democratic, accountable, and ethical governance
Provision and maintenance of municipal services
Creation and maintenance of a safe and healthy environment

4. Delegated Authority

None

5. Legal Requirements

- Local Government: Municipal Staff Regulations (Government Gazette No:890 of 20 September 2021)
- Local Government: Guidelines for the implementation of the Municipal Staff Regulations (Government Gazette No.891 of 20 September 2021)

6. Background/Discussion/Evaluation/Conclusion

The Local Government: Municipal Staff regulations (Gazette no. 45181) indicates that all funded vacant posts on the staff establishment are to be filled within six (6) months of becoming vacant.

The purpose of this strategy is to establish a guideline for the effective filling of vacant funded posts at the Overstrand Municipality within six (6) months of each becoming vacant. This Strategy will replace Annexure A: Recruitment Time Frames of the Recruitment and Selection Policy.

**AGENDA of the
Portfolio Committee : Management Services
6 April 2023
(Also the agenda for the Mayoral Committee Meeting : 24 April 2023)**

7. Financial Implications

Cost will be incurred during vetting and assessment of shortlisted applicants. Excessive staff turnover can be costly. HR System implementation and alignment that are ethical can very be costly. Health and Wellness costs can also be costly in the workplace. The total cost of each recruitment channel used in advertising for a specific post and the efficiency thereof in terms of relevant applications received can be very costly. Total implementation of Municipal Staff Regulations will bring about indirect cost.

8. Staff Implications

None

9. Comments from other Departments, Divisions and Administrations

This item served before the LLF on 15 March 2023 for review.

10. Annexures

Annexure A: Draft: HR Strategy: Filling of Post

RECOMMENDATION TO THE COUNCIL:

that the Draft: Human Resources (HR) Strategy: Filling of Post **be approved.**

RESPONSIBLE OFFICIAL:

L BUCCHIANERI

TARGET DATE FOR IMPLEMENTATION:

12 MAY 2023

**AGENDA of the
Portfolio Committee : Management Services
6 April 2023
(Also the agenda for the Mayoral Committee Meeting : 24 April 2023)**

**2.
DRAFT: HUMAN RESOURCES (HR) STRATEGY: FILLING OF POSTS**

**L Bucchianeri
14 March 2023**

Senior Manager : Human Resources

(028) 313 8120

THIS MATTER SERVED BEFORE THE MANAGEMENT SERVICES PORTFOLIO COMMITTEE ON 6 APRIL 2023, WHICH COMMITTEE RECOMMENDED AS FOLLOWS:

RECOMMENDATION TO THE COUNCIL:

that the Draft: Human Resources (HR) Strategy: Filling of Post **be approved.**

RESPONSIBLE OFFICIAL:

L BUCCHIANERI

TARGET DATE FOR IMPLEMENTATION:

12 MAY 2023



OVERSTRAND MUNICIPALITY

STRATEGY: FILLING OF POSTS

Table of Contents

1. INTRODUCTION	3
2. PURPOSE OF THE STRATEGY	3
3. PROCESS IN FILLING VACANT POSTS	3
4. CHALLENGES & POSSIBLE SOLUTIONS OF THE RECRUITMENT & SELECTION PROCESS	4
5. STRATEGY: FILLING OF VACANT POSTS (TIMEFRAME)	5
5.1 Request to advertise vacant post (2 weeks)	6
5.2 Drafting the advert (2 week)	6
5.3 Publishing the advert (3 to 4 weeks)	7
5.4 Administration of applications (4 weeks)	7
5.5 Shortlisting and screening (6 weeks)	7
5.6 Competency Assessments/Tests and Interviews (4 weeks)	8
5.7 Appointment within the vacant post (6 weeks)	8
6. CONCLUSION	8

1. INTRODUCTION

Overstrand Municipality values the importance of uninterrupted quality service delivery. It is therefore in the interest of the municipality and the community it serves to ensure that the provision of services across all functions of the municipality is not hindered due to a shortage in workforce with appropriate skills.

The Local Government: Municipal Staff Regulations (Gazette no. 45181) indicates that all funded vacant posts on the staff establishment are to be filled within six (6) months of becoming vacant.

It is therefore beneficial for the Overstrand Municipality to implement guidelines to fill vacant posts within the required six (6) months to ensure compliance with legislation, but also to warrant the continuous provision of uninterrupted quality of service delivery by always ensuring a sufficiently capable and skilful workforce.

2. PURPOSE OF THE STRATEGY

To establish a guideline for the effective filling of vacant funded posts at the Overstrand Municipality within six (6) months of each post becoming vacant.

3. PROCESS IN FILLING VACANT POSTS

Follow the Recruitment and Selection process for a first round of advertising timeframes to approximately six (6) months if no challenges (refer to section 4) are experienced during the process. Should the post not be filled within the first round of advertising, the post is in most circumstances re-advertised for a second round.

Utmost focus must be given to the Recruitment and Selection process as detailed in the municipality's Recruitment Policy together with the recommended timeframes in this strategy. If the timeframes are adhered to, the municipality can fill vacant posts within six (6) months of becoming vacant should the first round of advertising be successful. To fill any post as soon as possible is to the benefit of the relevant department and in the greater scope to the municipality as a service-delivering entity.

4. CHALLENGES & POSSIBLE SOLUTIONS OF THE RECRUITMENT & SELECTION PROCESS

Each post within the Overstrand Municipality exists due to the need of the post to fulfil specific functions within the greater scope of the municipality's service delivery. Below table indicates the current challenges and possible solutions in filling vacant posts within a timeous manner:

CHALLENGES	SOLUTIONS
A post becomes vacant due to incapacity, death, dismissal, or the employee does not work the prescribed notice period.	As far as possible, ensure employees complete the full notice period according to the appointment letter (in cases of resignation).
Job descriptions are revised before advertising the post. Material changes to the requirements, duties and competencies on the job description is first referred to TASK for evaluation.	Job descriptions should be revised regularly. Where an alteration of the material requirements of a job description is identified by a Senior Manager, immediate attention should be given to the possible alteration and re-evaluation of the Job Description.
Completion of a master list to identify candidates for shortlisting may take longer than the prescribed period.	Ensure that departments comply with the deadline dates as indicated by the Human Resources Department when the master list are distributed for completion.
Health regulations and protocol pauses the process for shortlisting and the conduction of competency tests and interviews.	In cases where meetings, gatherings or direct contact with the public is prohibited, the Human Resources Department in consultation with management, must attempt to find alternative means to continue with recruitment and selection processes that normally require direct contact (such as practical assessments and interviews), via Virtual Platform for example.
An advert of a post is re-advertised due to inability to fill the post from the first round (no suitable applicants could be shortlisted, or no shortlisted	According to the Recruitment Policy and Municipal Staffing Regulations, if a post could not be filled from a first round of advertising, the post should

applicants passed the competency tests and/or interviews).	be re-advertised as soon as possible and without delay.
A candidate is recommended for appointment but does not accept the appointment	If the recommended candidate declines an offer of employment, the next suitable candidate, where applicable, may be considered for appointment. (As per 18 (7) of the Local Government: Municipal Staff Regulations).
Reference checking can be time-consuming	Questions in a reference check template should be tailored to be relevant only to verify a candidate's suitability for a post with a current or previous employer. A candidate who does not have a previous employment record will not be disqualified as a candidate for appointment to an advertised post.
Qualification verification can be time-consuming (Requesting of consent forms from shortlisted candidates)	The use of external service providers can take up more time from the process. Regular interaction/follow-up with the service provider can reduce the waiting time. Consent forms to form part of the application process.
Depletion of advertising budget	Alternatives should be taken e.g., internal advertisement of posts.
Moratoriums on the advertisement of posts	Special permission must be granted for advertising posts during the moratorium process in order not to interfere with service delivery.
Change in decision by Management on how to advertise (internal & external)	Final decision to be made by management before starting collaborator process.

5. STRATEGY: FILLING OF VACANT POSTS (TIMEFRAME)

The outline of the aspects involved within the Recruitment and Selection process of filling posts at the Overstrand Municipality follows below:

Each aspect has been assigned a suggested and achievable timeframe for completion to fill each vacant post within the municipality as efficiently and timeously as possible during which stipulations within the Municipal Staff Regulations are implemented and adhered to. It is important to note that many of the steps indicated within the specific processes below, may be completed simultaneously or before the specified period has lapsed.

5.1 Request to advertise vacant post (2 weeks)

The Municipal Staff Regulations specify that a vacant post on the staff establishment may not be filled unless:

- the Municipal Manager or a staff member to whom this function is delegated has approved the filling of the post; and
- the post is budgeted for

The below steps indicate that the process to advertise the vacant post should take a maximum of two (2) weeks:

- a.) The relevant Manager/Director request authorisation in writing from the Municipal Manager/ or his delegate, for the advertising of the funded, vacant post.
- b.) The Municipal Manager/ or his delegate is to forward the approved request to the relevant officials in the HR Department to confirm commencement of filling the post.
- c.) The relevant Manager/Director then start the motivation to advertise on the Collaborator system.

5.2 Drafting the advert (2 week)

Only after approval as indicated in 5.1 (b) has been supplied to the Human Resources Department, may the post be advertised. The drafting process should take a maximum of two (2) weeks as per the indications below:

- a.) The Human Resources Official is to draft the advert after receiving approval from the Municipal Manager/ or his delegate to fill the post and refer such draft advert to the Line Manager to whom the post reports to.
- b.) The Line Manager is to refer the advert for amendments to the Human Resources Official (if applicable) and approve the final draft of the advert.

5.3 Publishing the advert (3 to 4 weeks)

Once the Director has confirmed that the advert be published and the level of placement of the advert as in 5.2 above, the process following until date of publication could take up to two (2) weeks for external and internal adverts. Adverts are then active and open for the receipt of applications; two (2) weeks for external advertised posts and one (1) week of internally advertised posts.

- a.) The necessary requisitions and orders (if advertising externally) are obtained by the Human Resources Department by following the relevant Supply Chain Management process before the advert is published. This process could take about two (2) weeks.

5.4 Administration of applications (4 weeks)

Once the advert has closed for applications as in 5.3 above, the applications should be summarised for review by the relevant department.

- a.) The Human Resources Department will compile a master list of all applications received for a specific advert (known as the master list). The master list schedule of the post should be received by the relevant department in which the post exists within 10 working days after the advert has closed.
- b.) The relevant department is required to return the completed schedule to the Human Resources Department before commencing of shortlisting.

If no candidates were recommended for a shortlist, the advert should be re-advertised immediately. If no applicant was recommended for shortlisting at this stage of the process, the advert should be re-advertised immediately.

5.5 Shortlisting and screening (6 weeks)

The next step within the Recruitment and Selection process should be completed within 6 weeks.

The Human Resources Department is to arrange for the shortlist meeting to take place after the master list has been received back from the relevant department. If no candidate at this stage appears on the shortlist, the post should be re-advertised immediately.

- a.) The Municipal Staff Regulations indicate that reference and screening checks should be conducted on all shortlisted applicants. The Human Resources Department and/or assigned Service Provider should

complete the necessary screening verifications and reference checks, after which a written report of the results is supplied to the Selection Panel.

5.6 Competency Assessments/Tests and Interviews (4 weeks)

Once the shortlist has been confirmed, and the results of the reference check and qualification verification is received, the competency tests if applicable, and interviews for all shortlisted candidates should be held within a timeframe of four (4) weeks.

- b.) The competency tests and interviews should preferably take place within the same week. An additional week is assigned to the process for practical purposes relating to the logistical arrangements related to the tests and to allow shortlisted candidates to prepare and make the relevant arrangements for attendance.

5.7 Appointment within the vacant post (6 weeks)

After the interviews are conducted and a candidate has been recommended to fill the post, the administration of such appointment (process via Collaborator, readying of documents to sign) should take approximately 2 weeks, after which the candidate will consider and accept or reject the appointment and, under normal circumstances, fill the post within 4 weeks after acceptance of the post:

- a.) The appointment process on Collaborator and compilation of necessary documentation should be finalized after appointment of successful candidate.
- b.) The candidate receives the offer of employment, accepts the offer, and fills the post at his/her earliest convenience (within approximately 20 working days).

6. CONCLUSION

From the guidelines in this strategy, it is evident that the municipality can fill a post within six (6) months in terms of the Municipal Staff Regulations from the first round of an advert.

It is however important to note the guidelines within the Recruitment Policy and the importance of proof that all attempts have been made to reach the employment equity targets stipulated in the municipality's Employment Equity Plan and as per legislation.

Therefore, if a post is not filled within the first round of advertising, a second round of advertising must commence without delay, and the process as stipulated within the Recruitment Policy be followed accordingly with the corresponding timeframes as indicated in this strategy.

POLICY SECTION :	HUMAN RESOURCES
CURRENT UPDATE :	N/A
PREVIOUS REVIEW :	N/A
APPROVAL BY COUNCIL :	26 April 2023