

# BEAUFORT WEST MUNICIPALITY

The background of the page features a large, faded watermark of the Beaufort West Municipality coat of arms. The coat of arms is a shield-shaped emblem. At the top is a crest with a red and gold crown, a red and gold helmet, and a red and gold crest. Below the crest is a shield with a red and gold grid pattern. The shield is supported by two white figures, possibly lions or dogs. Below the shield is a green banner with the Latin motto 'VERTINA LENTE'.

<b>Policy</b>	<b>Strategic Filling of Posts Policy</b>
<b>Approved</b>	<b>26<sup>th</sup> June 2023</b>
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<b>Consolutions</b>	<b>15 JUNE 20223 LLF</b>

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## 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 Establishment of the vacant post (2 weeks).....	6
5.2 Drafting the advert (1 week).....	6
5.3 Publishing the advert (3 to 4 weeks).....	6
5.4 Administration of applications (4 weeks).....	7
5.5 Shortlisting (2 weeks).....	7
5.6 Competency Assessments/Tests, Interviews & Screening (4 weeks).....	8
5.7 Appointment within the vacant post (5 weeks).....	8
5.8 Filling of critical posts.....	8
5.9 Identification of Critical Position.....	9
5.10 Model the filling of Critical Position.....	9
6. FIGURE 1 (TIMEFRAME OF RECRUITMENT & SELECTION PROCESS).....	9
7. CONCLUSION.....	10

## **1. INTRODUCTION**

Beaufort West 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 there beneficial for the Beaufort West 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 above-standard service delivery by ensuring a sufficiently capable and skilful workforce at all times.

## **2. PURPOSE OF THE STRATEGY**

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

## **3. PROCESS IN FILLING VACANT POSTS**

The Recruitment and Selection process for a first round of advertising spans to approximately five (5) 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, which amounts to a process of at least another four (4) months. Should the second round be unsuccessful in placing a candidate in a post, the Recruitment Policy allows for deviation from the current Employment Equity targets and a third round is entered into, where applications from both adverts outside are revisited. Usually, within the third round, placement is made within the post, however such round adds a further two (2) months to the process. It is therefore evident that utmost focus 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 is able to fill vacant posts within six (6) months of becoming vacant should the first round of advertising be successful. To fill any post as swiftly as possible is to the benefit of the relevant division and in the greater cope to the municipality as a service-delivering entity.

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

Each post within the Beaufort West 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 is vacated suddenly 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 re-visited before advertising the post only. Material changes to the requirements on the job description is first referred to TASK for evaluation	Job descriptions should be visited regularly. Where an alteration of the material requirements of a job description is identified by a Manager of that Division, immediate attention should be given to the possible alteration of the Job Description.
Completion of a schedule or longlist to identify candidates for shortlisting may take longer than the prescribed period.	Ensure that divisions comply with the deadline dates as indicated by the Human Resources Division when schedules are distributed for completion
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 applicants passed the competency tests and/or interviews).	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 be re-advertised as soon as possible and without delay.
A candidate is recommended for appointment but does not accept the appointment	In the case where a candidate is recommended for appointment and does not accept the appointment, and if there is a recommended list from the interviews of further candidates to fill the post, the post may be filled accordingly. Alternatively, re-advertising of the post should take place.

**CHALLENGES****SOLUTIONS**

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.

**5. STRATEGY: FILLING OF VACANT POSTS (TIMEFRAME)**

Below follows an outline of the aspects involved within the Recruitment and Selection process of filling posts at the Beaufort West Municipality (also refer to figure 1). Each aspect has been assigned a suggested and achievable timeframe for completion in order to fill each vacant post within the municipality as efficiently and timeously as possible during which stipulations within the Municipal Staffing 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 of time has lapsed. It is to the benefit of each post to be filled as promptly as possible with the most suitable candidate, and the below is therefore a rough guideline on the recommended timeframes in guidance of the process.



### 5.1 Establishment of the vacant post (2 weeks)

The Municipal Staffing 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 establish the vacant post should take a maximum of two (2) weeks:

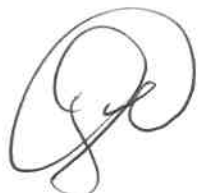
- a.) The exit termination process of an employee in an existing post is completed within 5 (five) days;
- b.) The Director confirms that the post is funded and gains permission in writing (per e-mail) from the Municipal Manager to fill the post. The Director is to forward such permission to the relevant official in the HR Division to confirm commencement of filling the post within 2 days of receiving the notice of termination.

### 5.2 Drafting the advert (1 (one) week)

Only after approval as indicated in 5.1 (b) has been supplied to the Human Resources Division, may the post be advertised. The drafting process should take a maximum of one (1) week as per the indications below:

- a.) The Human Resources Officer is to draft the advert within 2 working days after receiving approval from the Municipal Manager to fill the post, and refer such draft advert to the Line Manager of the post;
- b.) The Line Manager is to refer the advert for amendments to the Human Resources Officer (if applicable) and approve the final draft of the advert within 2 working days of receiving such draft;
- c.) After approval has been received from the Line Manager, the Human Resources Officer must establish within 1 working day with the relevant Director how the advert should be published in relation to the Recruitment Policy (e.g. externally and locally, or internally only).

### 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 (c) 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 receiver of applications for two (2) weeks.

- a. The Human Resources Division distributes the final draft advert to the Trade Unions for review and concurrently submits the advert for translation to be made available in English, Afrikaans and IsiXhosa by date of publication (3 working days);
- b. The necessary requisitions and orders (if advertising externally) are obtained by the Human Resources Division by following the relevant Supply Chain Management process within 1 working day, and the advert is published for 10 working days (2 weeks).

#### 5.4 Administration of applications (4 weeks)

Once the advert has closed for applications (the advert remains active for 2 weeks) as in 5.3 (b) above, the applications should be prepared for review by the relevant department.

- a. The Human Resources Division or, during periods of bottleneck any other relevant division to which express authorization is given to assist, will compile a list of all applications received in response to a specific advert (known as the longlist or tick list). It is important to allow between 2 and 3 working days after the advert has closed for the receivable of applications via postage. The schedule of the post (the longlist / tick list, the applications, the EE Goal form and current EE Targets) should be received by the relevant division in which the post exists within 10 working days after the advert has closed.
- b. The relevant division is required to return the completed schedule to the Human Resources Division within 10 working days of receiving the schedule as in 5.4 (a).
- c. 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 (2 weeks)

The next crucial step within the Recruitment and Selection process should take two (2) weeks to complete:

The Human Resources Division is to arrange for the shortlist meeting to take place at the first



available opportunity after the schedule has been received back from the relevant division. It is preferable that the shortlist meeting be conducted within 5 days of receiving the schedule, but for practical purposes, a maximum of 10 working days is assigned to the process. If no candidate at this stage appears on the shortlist, the post should be re-advertised immediately;

#### 5.6 Competency Assessments/Tests, Interviews & Screening (4 weeks)

Once the shortlist has been confirmed, the competency tests and interviews for all shortlisted candidates should be held within a timeframe of two (2) weeks, where after reference and screening checks should be conducted within a period of a further two (2) weeks:

- a) 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.
- b) The Municipal Staffing Regulations indicate that reference and screening checks should be conducted on a candidate recommended to a post. The Human Resources Division and/or assigned Service Provider should complete the necessary screening verifications and reference checks within 10 working days, after which a written report of the results are supplied to the Selection Panel (refer to the Recruitment Policy) within 5 working days after completion.

#### 5.7 Appointment within the vacant post (5 weeks)

After the interviews are conducted and a candidate has been recommended to fill the post, the administration of such appointment should take approximately 1 week, 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 and the compilation of necessary appointment documents should be finalized within 5 working days;
- 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).

#### 5.8 Filling of critical posts





Filling of critical posts must be done within the timeframe as stipulated in this strategy or when possible expeditiously.

### 5.9 Identification of Critical Position

All Departments have critical positions that must be filled immediately to ensure the business of the institution is not adversely affected.

Critical positions that become vacant due to resignations the incumbent must be encouraged to give a month notice to allow the vacancy to be advertised and filled.

Filling of critical position should go hand in hand with Succession Planning.

Three (3) relevant identification to use in evaluating which position are critical.

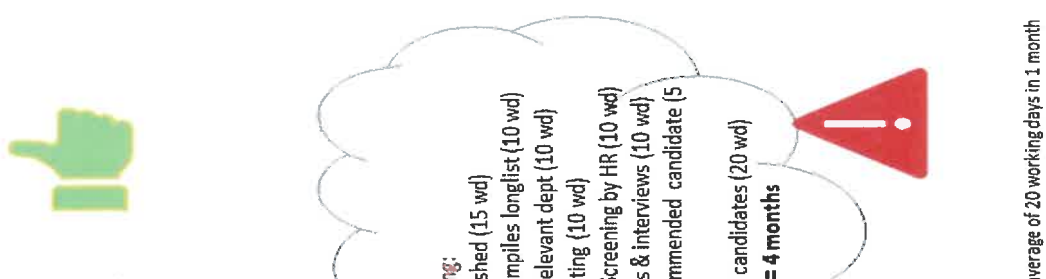
1. Impact to the institution – how would day to day operations of the institution be effected if the position was suddenly vacant.
2. Availability of external conditions would it be different to the geography location of the town.
3. Unique skill set out knowledge base. Does the role requires skills or knowledge that would be difficult to replace or demand specific experience in model.

### 5.10 Model the filling of Critical Position

Each Department must complete the template to identify the critical posts.



## 6. FIGURE 1 (TIMEFRAME OF RECRUITMENT & SELECTION PROCESS)



## 7. CONCLUSION

From the guidelines in this strategy, it is evident that the municipality is able to fill a post within six (6) months as prescribed the Municipal Staffing 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 in line with the Employment Equity targets, 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.

