

# **PROVINCE OF THE EASTERN CAPE**



## **Department of Rural Development and Agrarian Reform**

### **RECRUITMENT AND SELECTION POLICY**

## **GLOSSARY OF TERMS**

Casual	In relation to an employee, means an employee who observes an official working week of a maximum of 40 hours (lunch time excluded); but for whom the amount of working hours per day will be determined by the job. Employees who are appointed on this basis are usually done so in order to complete a once-off project which may be completed in a period of less than one month or in an unknown period, which will not last very long, and are <b>paid on an hourly basis</b> . If the number of hours/days an employee must work per day / week is not set, the employee must be appointed as a "casual employee".
Fixed Establishment	In relation to posts, means the posts, which the Executing Authority has approved to carry out the core and support functions of the Department.
Fixed term	In relation to temporary employment, means employment for a predetermined and set period of time. E.g. 1 April 2017 to 30 June 2017.
Full-time	In relation to an employee, means an employee who observes an official working week of 40 hours, lunchtime excluded. These employees work 8 hours per day / 5 days per week and, are <b>paid on a monthly basis</b> .
MEC	Member of the Executive Council
HOD	Head of Department
Key Competencies	The knowledge, skill and personal attributes required to successfully perform the activities attached to the job. The relevant job description and CORE must be consulted in this regard.
Local media	Newspapers release within the Province.

National media	Sunday Newspapers available in South Africa.
Part-time	In relation to an employee means an employee who observes an official working week of less than 40 hours (usually 5 days per week / less than 8 hours per day, e.g. 5 hours per day), lunchtime excluded, but does not work on a random hourly basis. The number of hours to be worked per day are predetermined and set to always be the same. These employees are <b>paid on a monthly basis</b> . If the number of hours/days an employee must work per day / week is not set, the employee must be appointed as a "casual employee".

## **1. INTRODUCTION**

The Department of Rural Development and Agrarian Reform is committed to providing equal employment opportunities to all and, seeks to hire, and, where possible, retain and promote skilled and competent staff.

This Policy and procedure sets out consistent, fair, merit based and equitable employment practices for the Department. The service delivery of the Department will be enhanced through the appointment of the most suitable candidates to positions without losing sight of the need to ensure a broadly representative workforce.

This Recruitment and Selection Policy also provides the Department of Rural Development and Agrarian Reform with procedures governing a streamlined and standardized recruitment, selection and appointment processes, in order to ensure consistency, fairness, equity and diversity. Its aim is to regulate timeous recruitment and selection of staff to fill vacant funded posts efficiently and effectively.

## **2. OBJECTIVES**

The primary objectives of this Policy are:

- 2.1 To prove a professional approach to recruitment and selection so that the right people with right skills right, right qualities and experience are identified to meet the specific needs and demands of the Department.
- 2.2 To uphold the integrity of the Department and facilitate fair and trustworthy recruitment and selection process.
- 2.3 To ensure compliance to the legal framework regulating recruitment and selection processes in the Public Service.
- 2.4 To meet the Department's workforce needs through systematic recruitment, selection and career support programs that identify, attract and select from the pool of most qualified applicants.
- 2.5 To promote consistency and equal opportunity oriented recruitment process in the Department that encourages diverse representation of the Department's workforce.

## **3. REGULATORY FRAMEWORK**

- 3.1. Constitution of the Republic of South Africa, 1996 Act 108 of 1996 (as amended)

- 3.2. Public Service Act, 1994, (as amended)
- 3.3. Public Service Regulations, 2001, (as amended)
- 3.4. Basic Conditions of Employment Act, Act 75 of 1997
- 3.5. Occupational Health & Safety Act, Act 85 of 1993
- 3.6. Skills Development Act, Act 97 of 1998
- 3.7. Employment Equity Act, Act 55 of 1998
- 3.8. Labour Relations Act, Act 66 of 1995 (as amended)
- 3.9. Public Finance Management Act, Act 1 of 1995
- 3.10. Promotion of Access to information Act 2 of 2000
- 3.11. Promotion of Administrative Justice Act, Act 3 of 2000
- 3.12. Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000
- 3.13. Public Service Coordination Bargaining Council (PSCBC) Resolutions
- 3.14. Public Service Commission (PSC) Toolkit Public Service on Recruitment and Selection
- 3.15. Senior Management Service (SMS) Handbook
- 3.16. Human Resources Plan
- 3.17. Employment Equity Plan.

#### **4. SCOPE OF APPLICABILITY**

This Policy is applicable to all employees of the Department of Rural Development and Agrarian Reform and prospective employees for all advertised posts.

#### **5. PRINCIPLES AND VALUES INHERENT IN THE RECRUITMENT AND SELECTION POLICY**

The guiding principles that underpin this Policy which also includes the underlying values and concepts that are required to support its intention:

- 5.1. **Equity:** The Policy will take into account issues of equity as uncontrolled turnover be it avoided or unavoided will have a direct effect on Employment Equity targets in the Department. Retention of critical skills in the designated categories as per Employment Equity Plan will be an absolute necessity to maintain Employment Equity balance. All adverts in newspapers shall specify compliance to Employment Equity Targets.

- 5.2. **Transparency:** The Recruitment and Selection Policy shall be implemented in a fair and transparent manner.
- 5.3. **Participation:** Human Resource Practitioners are key to successful implementation of this Policy to ensure that human resource and management processes contribute to the retention of scarce and critical skills in the Department.
- 5.4. **Accountability:** All line managers and HR Practitioners as key implementers of the Policy will be required to account for non-adherence to the provisions of the Policy. Non-compliance will be dealt with in terms of the Disciplinary Code and Procedures.
- 5.5. **Value System:** The Recruitment and Selection Policy will be underpinned by the value system as reflected in the Department's vision and mission. The values it espouses include honesty, integrity, professionalism as well as Batho Pele Principles.
- 5.6. **Confidentiality:** The Department understands privacy concerns and confidentiality obligations. Trust is a cornerstone of the Department's mission. The Department does not sell, rent or trade personal information to third parties. Confidentiality relates to the duty to maintain confidence and thereby respect privacy. Privacy relates to information that the department, for the mutual benefit of both parties, would not wish others to know without prior authorization.

## **6. GUIDELINES FOR RECRUITMENT AND SELECTION PROCESSES**

### **6.1. Approval of the Annual Recruitment Plan (ARP)**

- 6.1.1. The Head of Department (HoD) must satisfy him/herself that the ARP for the ensuing financial year is prepared timeously based on the critical areas that have been identified and agreed upon by Management.
- 6.1.2. The ARP must reflect all the vacant posts which are on the approved Organogram, job evaluated and earmarked for funding in the ensuing financial year.
- 6.1.3. Having met the requirements stated above, the HoD can then approve the ARP for the recruitment and selection process to commence smoothly throughout the financial year.
- 6.1.4. No other posts outside the ARP should be filled unless prior approval of by the HoD & PCMT is obtained and adequate funding for such post is secured.

## **6.2. Time Frame for Filling a Vacancy**

The process of filling a vacant post should take a minimum period of three months and a maximum period of six months. This applies to all funded vacant posts in the Department.

## **6.3. Identification of a Vacant Post**

- 6.3.1. The relevant line manager/supervisor shall submit a fully motivated memorandum to the HR Component to start the recruitment process as provided for in Section 11 of the Public Service Act, 1994 and Public Service Regulations, 2016. The submission must include all relevant requirements and information regarding the post.
- 6.3.2. Notwithstanding the above, before any recruitment actively takes place the following issues should be taken into consideration:
  - 6.3.2.1. Does the vacancy need filling or could the work be reorganised and performed in another, more cost-effective way.
  - 6.3.2.2. Is the post still appropriate, relevant and does it meet the demands of our ever changing organisation. This should always provide a good opportunity to re-evaluate the post, and to review both the Job Description and the Person Specification to ensure that the Department is recruiting the right people for the right posts.

## **6.4. Filling of Posts on a Temporary Basis**

- 6.4.1. Temporary employment is the primary means of engaging employees for work of limited duration, and thus is an important method of managing fluctuating or rapidly changing operational requirements.
- 6.4.2. Temporary employment can, amongst others, be used for:
  - 6.4.2.1. Obtaining particular and / or urgently-needed skills that are temporarily or more permanently unavailable.
  - 6.4.2.2. Acquiring additional capacity for projects of a specified duration, or, where a temporary increase in the workload occurs.
  - 6.4.2.3. Where existing capacity needs to be replaced for an interim period, where, for example, the post holder is on extended leave (such as maternity leave).
  - 6.4.2.4. Ensuring the regular turn-over of staff in positions where the injection of fresh experience is essential.

- 6.4.2.5. Activities for which the long-term duration is uncertain / not required.
- 6.4.3. If it is established that there is a permanent need for capacity employed temporarily; instead of continuously renewing a contract the option of creating and permanently filling the post must be investigated in as short a span of time as possible.
- 6.4.4. Temporary capacity requirements could be met through any (or a combination) of the following strategies:
  - 6.4.4.1. Acting in higher posts (Temporary);
  - 6.4.4.2. Alternative utilisation (Temporary)
  - 6.4.4.3. Lateral rotation on a Permanent basis (Transfers);
  - 6.4.4.4. Lateral rotation on a Temporary basis (Secondments)
  - 6.4.4.5. Filling of posts on a Permanent / Temporary basis

#### **6.5. Temporary employment on a contractual basis**

- 6.5.1. The following natures of temporary employment exist:
  - 6.5.1.1. Full-time, fixed term contract: lasting more than 3 continuous calendar months;
  - 6.5.1.2. Full-time, fixed term contract: lasting 3 continuous calendar months or less;
  - 6.5.1.3. Part-time, fixed term contract: lasting more than 3 continuous calendar months;
  - 6.5.1.4. Part-time, fixed term contract: lasting 3 continuous calendar months or less; and
  - 6.5.1.5. Casual basis.
- 6.5.2. The relevant Manager, on the basis of the job that needs to be done and, with due regard to the definitions above, should determine the nature of temporary employment in consultation with the HRM sub-programme.
- 6.5.3. Managers should manage the recruitment of temporary workers in accordance with the procedure guidelines.
- 6.5.4. Temporary employment may not be engaged without the required approval from the relevant approving authority.
- 6.5.5. Except for exceptional circumstances: Where temporary capacity is required for 1 year or more, such would need to be sourced following normal recruitment procedures (i.e. advertising positions).
- 6.5.6. The signing of an employment contract is a requirement where temporary employees are appointed, prior to such employees receiving payment.
- 6.5.7. Contract durations
- 6.5.8. Employment on a fixed term, full-time / part time basis



6.5.8.1. Generally: 1 – 3 Years

6.5.8.2. Employment on a casual basis: maximum of 12 continuous calendar months.

6.5.9. Employment contracts generally may not be extended. If a Programme/sub-programme wishes to retain the services of a temporary employee after her / his contract duration lapses, the Unit shall obtain approval for the extension of the employee's contract **PRIOR** to the employee's last day of service. Contracts may be extended once (1) only.

6.5.10. The authority to sign employment contracts on behalf of the employer, where temporary employees are appointed on salary levels 1 – 12, has been delegated to employees on salary range 13 (Senior Manager): On condition that approval for the appointment of the employee(s) has / have already been obtained from the relevant Approving Authority.

6.5.11. The authority to sign employment contracts on behalf of the employer, where temporary employees are appointed in Senior Management levels, shall vest in the HOD.

#### **6.6. Acting in (Higher) Posts**

6.6.1. When the need exists to fill a vacant post on a temporary basis, the possibility of appointing an employee already employed in the Department to act in the vacant, funded post, should be considered towards advancing career mobility.

6.6.2. This may be possible by:

6.6.2.1. Nominating an equally graded employee in the programme/sub-programme in which the vacancy exists, to act in the post for a predetermined period.

6.6.2.2. Nominating a lower-graded employee in the programme/sub-programme in which the vacancy exists, to act in the higher-graded post for a predetermined period.

6.6.2.3. Laterally rotating an equally graded employee in a related programme/sub-programme to act in the vacant post for a predetermined period.

6.6.2.4. Rotating a lower-graded employee in a related programme/sub-programme to act in the higher-graded vacant post for a predetermined period.

6.6.3. The selection of the most suitable employee to act in the vacant post will be based on the employee with the necessary competencies to suitably deliver the services required, versus the need to grant employees the opportunity to obtain a greater level of exposure.

- 6.6.4. Prior approval from the relevant approving authority (as contained in the HR delegations) must be obtained before an employee is directed to act in a vacant post.
- 6.6.5. An employee, who acts in a vacant post will not, by virtue of acting in the post, be entitled to the rank, status or salary scale and accompanying benefits attached to the post.
- 6.6.6. A vacant post may not be filled in an acting capacity for a period longer than 6 or 12 consecutive calendar months for posts depending on the salary level (Unless authorized/approved by HOD/MEC).
- 6.6.7. Unless otherwise agreed upon, an employee, on conclusion of her/his acting period, will be absorbed back into the same service programme/sub-programme and job from where she / he is permanently employed.
- 6.6.8. Employment Equity as well as fair Labour practices must always be a consideration.
- 6.6.9. Payment of an acting allowance will be processed on the following conditions:
  - 6.6.9.1. The post must be vacant, funded, and at a higher level; and
  - 6.6.9.2. The employee must act for a minimum period of six weeks and longer.
- 6.6.10. Where an employee is required to act against a post due to the post holder acting against another post, that employee will not be paid/granted an acting allowance as the post will not be vacant.
- 6.6.11. Managers should manage "acting in higher posts" in accordance with the procedure guidelines.

#### **6.7. Alternative utilization of employees**

- 6.7.1. Alternative utilization of employees may not be permitted without the required approval from the relevant delegated authority i.e. General Manager/HOD /MEC.
- 6.7.2. This method of temporary employment can be used to assist in multi-skilling existing staff and shall not be used for longer than 12 continuous calendar months.
- 6.7.3. Employees being utilized alternatively will remain assigned to their original posts and programme/sub-programme.

- 6.7.4. The use of this method may not result in a permanent arrangement or internal transfer arrangement, nor may managers create an expectation amongst staff in this regard. Alternative utilization is a temporary arrangement only which may be utilized until the vacant post is filled, following normal recruitment procedures.
- 6.7.5. An employee who is alternatively utilized is not entitled to the post, salary and benefits attached to the post merely by virtue of her / his utilization.
- 6.7.6. Managers should manage "alternative utilization" in the same manner as in which "acting in higher posts" is managed.
- 6.7.7. Staff identified to be utilized alternatively should be consulted in this regard, and should be issued with a letter confirming.

#### **6.8. Secondment**

- 6.8.1. The secondment of an employee from another Department/Organization may be considered when the need exists to fill a vacant post on a temporary basis, provided that:
  - 6.8.1.1. The option of an employee acting in the vacant post has been considered;
  - 6.8.1.2. A suitable employee to occupy the vacant post could not be identified from within the Department;
  - 6.8.1.3. Circumstances within the Department prevent an employee from being appointed;
  - 6.8.1.4. Skills / expertise required do not exist in the Department; or
  - 6.8.1.5. Any other justifiable circumstances prevail.
- 6.8.2. Secondments may not be permitted without the required approval from the relevant approving authority.
- 6.8.3. Managers should manage "secondments" in accordance with the procedure guidelines.

#### **6.9. Filling of Posts on a Permanent Basis**

- 6.9.1. Permanent employment will most often be used for staffing core activities of an on-going nature. Only vacant, funded posts on the fixed establishment of the Department may be filled on a permanent basis.

Various circumstances/situations may cause a post to become vacant, e.g.:

- a) Creation of a new post

- b) "Promotion" (Appointment of the current incumbent to a higher salary level post)
- c) Retirement
- d) Resignation
- e) Death
- f) Dismissal

6.9.2. Before a post may be filled on a permanent basis, the Programme Manager/sub-programme Manager of the Programme/sub-programme in which the vacant post exists must:

- a) determine the need for the filling of such post, against the Programme/sub-programme's objectives;
- b) ensure that sufficient funds for the filling of such post are available;
- c) arrange for a newly created post to be graded by way of the job evaluation system;
- d) arrange for a post on salary level 9 (and higher grading), if not evaluated previously, to be graded by way of the job evaluation system; and
- e) Comply with the recruitment requirements found in this Policy / procedure.

#### **6.10. Permanent lateral transfers without advertising posts**

- 6.10.1. Where it is in the interest of Department's operational effectiveness, may consideration be granted by the Approving Authority, to transfer employees within the Department on a permanent basis. Examples of this nature would be where staff need to be deployed to a different job in terms of Schedule 8 of the Labour Relations Act read together with the Incapacity Code and Procedure; or due to medical / related reasons.
- 6.10.2. Despite the level of the post to which the staff member is transferred, she / he will retain the salary level which she / he had, prior to her / his transfer.
- 6.10.3. To minimize the risk of employees being out of adjustment on the staff establishment; employees should, as far as practically possibly, be transferred to posts on the same salary level as what they hold.
- 6.10.4. Transfers as a result of advertising a post will be dealt via the recruitment process outlined in this Policy/procedure.

- 6.10.5. The lateral transfer of employees without advertising posts will, as indicated, be approved in extreme circumstances only, as this arrangement may close upward career mobility opportunities to employees serving in the Programme/sub-programme to which the employee is transferred; if posts generally are not advertised and all employees are not availed an opportunity to fairly compete for such.
- 6.10.6. Lateral transfers of staff from other Departments / Provinces, if not as a result of restructuring / the transfer of functions from such to the Department, will not be considered.
- 6.10.7. Staff wishing to obtain employment within the Department, will do so via normal recruitment processes, through the submission of their candidature for advertised posts.
- 6.10.8. Managers should facilitate "lateral transfers" in accordance with the procedure guidelines.

**6.11. Permanent filling of posts through advertisement**

- 6.11.1. Unless otherwise stated, all vacant posts must be advertised in order to provide staff with opportunities for career progression.
- 6.11.2. Managers are required to develop comprehensive motivations for the advertising of posts, which are to be approved by the relevant approving authority.
- 6.11.3. Human Resources should facilitate the "advertising process" in accordance with the procedure guidelines.

**7. ADVERTISEMENT PROCESS**

**7.1.1. Advertising**

- (a) Positions will be advertised using the most appropriate and cost effective media to attract the most suitably qualified candidates.
- (b) The media in which the advertisement will be placed will be determined by the HOD / Delegated Authority in conjunction with the HRM sub-programme.
- (c) Unless otherwise approved, a vacancy on the following levels will, as a minimum, be advertised as follows:
  - (i) **Salary Level 2 - 8:** Internally (e-mail/intranet, notice boards & Provincial Departments)

- (ii) **Salary Level 09 & higher:** Internally & External (e-mail and notice boards) and in the Local/National media
- (d) An advertisement for a post that is advertised in multiple ways must run concurrently and have the same content and the same closing date.

The following methods of advertising posts may be utilized:

INTERNAL	EXTERNAL
Departmental Circular	Public Service Vacancy Circular
Public Service Vacancy Circular	Advertising (Print & Electronic media)
Notice Board (posting)	Employment Agencies
Intranet	Professional Associations
E-mail	Skills Search / Posting

- (e) Advertisements must be consistent with the job description / Inherent requirements of the job and selection criteria, while brief, clear and must not unfairly discriminate.
- (f) An advert will have a minimum running period of two weeks.

## 8. RECRUITMENT VIA EMPLOYMENT AGENCIES

- 8.1.1. The use of recruitment agencies is a short term (interim) solution; to be used when –
  - (a) a post is vacated by the incumbent and there is no one who can perform the duties attached to the post;
  - (b) the post may, in the interest of service delivery, not be left vacant;
  - (c) the post is vacant but the time it takes to fill the post is lengthy and the position is too critical to leave vacant; or
  - (d) Additional capacity is required for a period of less than 1 year.
- 8.1.2. Examples of where recruitment agencies may be utilized are with the provision of SMS Secretarial services, Telecom Operators, General support services and the likes.
- 8.1.3. Agencies should be used only in exceptional / unavoidable circumstances. Before engaging in recruitment via Agencies, Managers need to ensure that the approval of the relevant approving authority is obtained.

- 8.1.4. Staff sourced via recruitment agencies will be subject to screening by the relevant Manager towards selection and appointment.
- 8.1.5. Managers should manage “recruitment via agencies” in accordance with the procedure guidelines.

## **9. HEAD-HUNTING**

- 9.1.1. When a post has been advertised for the first time without success the post, can be considered for headhunting as a last resort to fill the post.
- 9.1.2. Head-hunting entails the filling of a vacant post where difficulty is experienced to recruit suitably qualified candidates as well as candidates from designated groups and normally follows after the post has been advertised for the second time without success and only apply to scarce skills.
- 9.1.3. The same normal recruitment process still applies when head-hunting.
- 9.1.4. This method applies as a last resort when all attempts through open recruitment have failed. The process should be transparent.

## **10. RECEIPT OF APPLICATIONS**

- 10.1.1. An application received after the closing date may not be accepted / considered.
- 10.1.2. Applications received within 5 days after the closing date will also be considered on condition that there is evidence that the application was posted before or by the closing date.
- 10.1.3. The details of all applications received for a post will be captured electronically, in terms of the official format, which will constitute the long list for the relevant post. HRM will complete the capturing referred to above, within 14 working days (depending on volume of applications) from the closing date of the post.
- 10.1.4. All Posts advertised: Preliminary shortlisting will be facilitated by the HRM sub-programme

## **11. COMPOSITION OF THE PANEL MEMBERS**

- 11.1.1. The selection committee shall consist of at least three members who are employees of a grade equal to or higher than the grade of the post to be filled or suitable persons from outside the public service.

11.1.2. However— (a) the chairperson of the selection committee, who shall be an employee, shall be of a grade higher than the post to be filled; and (b) in the event that the head of the component within which the vacant post is located, is graded lower than the vacant post, such a head may be a member of the selection committee.

11.1.3. Composition as per the level to be filled

<b>Salary Level</b>	<b>Panel</b>
<b>Chief Directors</b>	Chairperson: HOD / DDG
	DDG's
	Others as determined by the HOD or MEC
	Director: HR (as Secretariat)
<b>Directors</b>	Chairperson: HOD / DDG
	Member: DDG's / Chief Directors
	Others as determined by the HOD or MEC
	Director: HR (as Secretariat)
<b>Deputy Directors</b>	Chairperson: DDG's / Chief Directors
	Directors
	Others as determined by the HOD
	Organised Labour (observer status)
	HR Practitioner (as Secretariat)
<b>Assistant Directors</b>	Chairperson: Chief Directors / Directors
	Deputy Directors
	Others as determined by the HOD
	Organised Labour (observer status)
	HR Practitioner (as Secretariat)
<b>Below Assistant Director level</b>	Chairperson: Line Manager
	Direct Supervisor
	Any other member with a grade higher than the post being filled
	Organised Labour (observer status)
	HR Practitioner (as Secretariat)

## **12. SHORTLISTING**

12.1.1. As far as practically possible: Final shortlists shall comprise of a minimum of 5 candidates to be interviewed per post.

12.1.2. Final shortlists may only include applicants who are on the long lists; but are not restricted to those applicants included in the preliminary shortlists only.



Reasons for varying from the preliminary shortlist should be recorded in writing.

### **13. LOGISTICAL ARRANGEMENTS FOR INTERVIEWS**

- 13.1.1. For all posts, an employee (PA / Admin Officer) within the Programme/sub-programme in which the post resides together with HRM, will make all logistical arrangements for interviews.
- 13.1.2. Copies of the following documents must be provided to each member of the Interview Panel:
  - (a) Advertisement.
  - (b) Application forms and CV's of short listed candidates.
  - (c) Interview programme.
  - (d) Oath of Secrecy form
  - (e) Attendance Register

### **14. INTERVIEW EXPENSE**

- 14.1.1. Travel: An applicant who is invited for an interview may be compensated for the actual traveling expenses incurred for attending the interview. This is subject to the condition that the most cost effective means of transportation is used by her/him.
- 14.1.2. Accommodation: Applicants may be reimbursed for overnight accommodation if they have no alternative but to make use of it. Reasonable actual expenditure will be reimbursed.
- 14.1.3. The above expenses will be paid in terms of the approved Travel and Subsistence directives.
- 14.1.4. The expense incurred for compensating a candidate for attending an interview, must be covered by the budget of the Programme/sub-programme in which the vacancy exists.

### **15. DEVELOPING INTERVIEW QUESTIONS**

- 15.1. Competency based interview questions (developed on grounds of the inherent job requirements), as well as desired responses, will be developed before the start of the interview, by all panelists in consultation with the HRM Unit.
- 15.2. All candidates shall be posed the same questions, with follow-up questions permitted where depth of knowledge needs to be determined.

- 15.3. Interview questions shall be treated with the utmost of confidentiality and may not be disclosed to any unauthorized parties or candidates in advance of the interviews.
- 15.4. Questions may not contain any discriminatory factors.

## **16. INTERVIEW PANELS**

- 16.1. The Interview Panel shall consist of at least three members who are employees of a grading equal to or higher than the grading of the post to be filled and must include adequate representatives in terms of race and gender.
- 16.2. Labour representation should at all times be part of interview.
- 16.3. The Chairperson of the Interview Panel, who shall be an employee of the Department, shall be at least one salary grade higher than the post to be filled.
- 16.4. Even though the manager of the component/sub-component within which the vacant post is located, is graded lower than the vacant post, such a manager may be a member of the selection committee.
- 16.5. **Interviewing Panels may be approved as follows-**
  - (a) Posts on levels 2 – 8: DDG: Admin
  - (b) Posts on levels 9 – 12: HOD
  - (c) Posts on levels 13 – 15: MEC
- 16.6. For the appointment of a Head of Department an Interview Panel shall include at least three MEC's.
- 16.7. Employees of a grading which is lower than the grading of the post to be filled may provide secretarial or advisory services during the selection process, but shall not form part of the selection committee.
- 16.8. **For all posts HRM will:**
  - 16.8.1. Provide secretarial services during the interviewing process.
  - 16.8.2. Keep comprehensive minutes of all decisions taken by the interviewing panel with regard to the suitability of each candidate;
  - 16.8.3. Prepare the written recommendation of the interviewing panel on the filling of the post, for submission to the relevant approving authority.
  - 16.8.4. For posts on levels 13 and above, HRM will also provide secretarial services as outlined above.

- 16.8.5. At no stage may any individual who is not a formal member of the Panel, involve her / himself in the interviewing process when in commencement.
- 16.8.6. If it becomes apparent that a member of the panel is unable to be present for the interviews, it is the responsibility of the panel member to immediately report the matter to the chairperson of the panel, who will determine whether it is necessary to replace the member or postpone the interview.
- 16.8.7. Where a member of the panel is related to an applicant she/he must disclose this information to the panel before interviews commence, and it is advisable for her/him to withdraw from the interview process.
- 16.8.8. Members should be reminded that their commitment to the selection process is a serious one. The confidentiality and integrity of the selection process, particularly the interviews, must not be compromised.
- 16.8.9. Members must at all times be unbiased and impartial and not unfairly discriminate against any applicant on account of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture or language.
- 16.8.10. Members may not abuse their position as panel members to promote or prejudice the interest of any applicant / group of applicants.
- 16.8.11. Ensure that discussions and decisions are treated as highly confidential and not be disclosed prior to the final approval. Should any panel member make him/herself guilty of breaching confidentiality, the Department has the right to apply disciplinary measures as set out in the Disciplinary Code and Procedures.

## **17. ROLE OF THE INTERVIEWING PANEL**

- 17.1.1. Ensure that applicants are given an equal and fair opportunity to present their candidature.
- 17.1.2. Ensure that applicants are assessed against the set criteria on the basis of information from the curricula vitae and other documents, which accompany the application.
- 17.1.3. The Interview Panel shall make a recommendation on the suitability of each applicant interviewed with reference to the criteria attached to the post, and shall record such in writing.

- 17.1.4. Making a considered recommendation of appointment to the relevant approving authority, after considering only –information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination;
- 17.1.5. The training, skills, competence and knowledge necessary to meet the inherent requirements of the post; the needs of the Department for developing human resources; the representivity of the component where the post is located; and the Department's affirmative action/ Employment Equity programme.

**18. THE INTERVIEW PROCESS SHOULD SERVE TO FURTHER ESTABLISH AN APPLICANT'S EMPLOYABILITY AGAINST THE FOLLOWING CRITERIA.**

- (a) If the applicant is not of good character;
- (b) If the applicant is a former government employee who left the public service earlier on the condition that she or he would not accept or seek re-employment (for example, where the applicant previously took a voluntary severance package);
- (c) If the applicant is a former government employee whose service was terminated, and, the original grounds for termination of service militate against re-appointment; and
- (d) If the applicant is a former government employee who left the public service due to ill health and cannot provide recent and conclusive evidence of recovery.
- (e) The choice of the successful candidate will be determined by the majority view of the Interviewing Panel.
- (f) If possible, the interviewing panel should have a first and a second nomination for the vacant post. This avoids the Interviewing Panel going through the whole process of recruiting again, should the first candidate decline the offer the second candidate must be selected on the same basis as the first candidate.
- (g) Where the panel, after an exhaustive information gathering process, cannot distinguish between two or more applicants with equally strong qualification criteria, they may arrange further interviews. They may also decide to conduct a valid psychometric test or use other means of testing to support the process and, if there is still no consensus reached, the matter should be referred to the Approving Authority for the taking of a decision.

- (h) The panel may conclude that none of the applicants are suitable for the position. In this situation they will therefore have to recommend to the approving authority that no appointment be made from the current pool of applicants and that the position should be re-advertised, or they may agree to re-shortlist.
- (i) During the interview, the applicant must be notified that it is a requirement that reference checks and qualifications verifications be conducted on all aspiring employees (internal and external candidates). Their consent for the conducting of the reference checks and qualifications verifications must be obtained and minuted during the interview.
- (j) Certified copies of qualifications and ID must be obtained prior to interviews / during the interviews.
- (k) Where an approving authority deviates from the recommendations of the Panel, she / he shall record the reasons for such in writing.

## **19. DURATION OF INTERVIEWS**

19.1.1. It is preferred that an interview should not be more than 45min.

## **20. METHODS FOR DETERMINING A CANDIDATE'S SUITABILITY FOR A POST**

### **20.1. Reference Checks and Qualification Verification**

20.1.1. The conducting of qualification verification / reference checks, in addition to such being a statutory requirement, also is regarded as a valuable tool through which to confirm the employability of an applicant: As it provides one with a rich source of additional information on an applicant, which should confirm the view established of the applicant during the interview.

20.1.2. Factual information that is competency based must be obtained, e.g. duration of employment, reason for termination, etc. Seeking evidence or opinions about an applicant's character and suitability is less reliable and should be treated with caution.

20.1.3. For internal applicants, information relating to the period in a specific job, performance reviews, attendance records and accomplishments may be obtained.

20.1.4. Full written notes must be made / kept on the dates, and with whom reference checks were conducted as well as particulars of the information gathered during this process.

## **20.2. Psychometric assessments**

20.2.1. Despite the principle of transparency, test / assessment results shall be kept confidential. They will only be disclosed and be accessible to the Interview Panel, HRM Unit and the candidate on request, unless a written consent has been obtained from the candidate.

20.2.2. The Panel may decide to use psychometric assessments as a component of the selection process. The weighting of this method against the selection criteria must be determined before the commencement thereof.

20.2.3. The following principles must apply when using psychometric testing:

- (a) It must be valid and reliable – approved by the HSRC or an approved psychologist;
- (b) It can be applied fairly to all applicants;
- (c) It is not biased / discriminatory against any employee or group;
- (d) It must be administered by a registered psychologist / psychometrist;
- (e) Reports must be treated as confidential and will only be available to the person who administered the tool and the recruiter.
- (f) The outcome of the testing should not be used as the only basis for choosing one candidate over another;
- (g) The tool cannot replace the interview process;
- (h) The interview process and reference checks should remain the primary source of information in the selection process;
- (i) The assessment should enhance decision making;
- (j) The Department's vision & plans cannot be compromised; and management must provide comprehensive job specifications before the assessment takes place.

## **21. MEDICAL / HIV TESTING**

21.1.1. Medical testing will only be conducted if this is an inherent requirement of the job.

21.1.2. The Department will not require an employee or applicant for employment to undertake an HIV test in order to ascertain the employee's HIV status, nor will it coerce an employee to test for HIV.

## **22. MOTIVATIONS FOR THE FILLING OF POSTS THROUGH SUCCESSFUL NOMINEES**

22.1. On conclusion of the interviewing and reference check / qualification verification process, HRM is required to develop comprehensive motivations for the filling of post/s, which are to be approved as follows:

- (a) Posts on levels 2 – 8: DDG
- (b) Posts on levels 9 – 12: HOD
- (c) Posts on levels 13 – 15: MEC.
- (d) Also managers should facilitate the “development of motivations for the filling of posts” in accordance with the procedure guidelines.

### **22.2. Appointment of Successful Candidates**

22.2.1. On receipt of the written approval for the filling of the post/s from the relevant authority, the HRM Unit will inform the relevant Manager and supply her / him with the Employment Offer letter.

22.2.2. Offer letters will be signed by authorities outlined in this Policy.

22.2.3. Employment offer letters will be developed and submitted together with the recommendation memo within 2 days from the date of interviews.

22.2.4. HRM will supply the successful candidate/s with the Employment Offer letter/s; and will ensure the acceptance of the offer by way of the completion and submission of the Offer acceptance agreement which accompanies the offer letter.

22.2.5. A copy of the accepted Employment Offer letter must be submitted to the HRM sub-programme for processing of the appointment.

22.2.6. Candidates will be given 3 working days to respond to an Offer of Employment. If no response is received by the 4<sup>th</sup> day, the offer will lapse.

## **23. COMMUNICATION TO CANDIDATES**

23.1. No communication to any candidate regarding the outcomes of an interview, is valid before the executing authority or his/her delegate has approved it.

23.2. Unsuccessful interviewees must be informed in writing of the outcome of their interview, by HRM as soon as the nominated candidate has assumed duty.

- 23.3. If the nominated candidate does not accept the offer, the second choice, if there is a nominated second choice, should be contacted by telephone to establish if the candidate is still interested in the position.
- 23.4. As mentioned before, the Labour Relations Act, 1995, Section 186 (2) equates the job applicant with an employee, and therefore it must be borne in mind that all protection afforded to employees against unfair selection practices is extended to people seeking employment.

#### **24. ASSUMPTION OF DUTY**

- 24.1. The date of assumption of duty will be negotiated and agreed between the relinquishing and receiving Manager/s or with HRM.
- 24.2. Managers will confirm the assumption of duty by an employee to HRM within 2 days from the employee's commencement within the Department.
- 24.3. Within 10 days from date of assumption of duty, manager/s will complete and, where applicable, submit the following documents to the Directorate: Human Resource Management:
- 24.4. **Staff on levels 2 – 12:**
- (a) Employment Contract (in respect of temporary workers, to be submitted to HRM).
  - (b) Any outstanding documents which prohibit appointment.
- 24.5. **Staff on levels 13 and higher:**
- (a) Employment Contract.
  - (b) Financial disclosure.
  - (c) Any outstanding documents which prohibit appointment.
  - (d) Salary payments will not be processed in the absence of any of the above-mentioned documents.

#### **25. PROBATION**

- 25.1. All new permanent employees will be appointed on a 12 months' probationary period. Probation will be extended for additional 12 months if the employee has not completed Compulsory Induction Programme (CIP).
- 25.2. If an employee who is serving on probation is transferred or promoted to another post, she/he may serve the balance of the probation period in the new post.
- 25.3. The employee should receive feedback throughout the probationary period.
- 25.4. Formal performance appraisals must be conducted quarterly and written records must be kept.
- 25.5. At the end of every quarter the supervisor will assess the employee. At the end of the probation period she/he will make a recommendation to appoint



permanently/ extend or terminate services of the employee based on poor performance to HRM.

## **26. MEASURES FOR RESOLVING GRIEVANCES, DISPUTES AND CONFLICTS**

- 26.1. The Labour Relations Act, 1995, as amended (sections 2(1)(a) and 2(2)(a) of Schedule 7) and the Employment Equity Act, 1998, Chapter II, prohibits unfair discrimination, either directly or indirectly, against any employee or applicant for employment.
- 26.2. The procedures for resolving grievances, disputes or conflicts, which may arise as a result of decisions made during the filling of a post/s, are contained in the Department's grievance procedures.

## **27. COMMUNICATION / EDUCATION OF THE POLICY**

- 27.1. The Recruitment and Selection Policy will be communicated through the Department to all its employees through Road Shows, Workshops and Meetings.

## **28. MONITORING AND EVALUATION**

- 28.1. Director: Corporate Services Admin Support will monitor the implementation of this Policy and will submit quarterly reports to the Chief Director: Corporate Services on a quarterly basis for submission to the Head of Department.

## **29. COMPLIANCE TO THE POLICY**

- 29.1. It is the responsibility of the Employer and Employees to ensure that this Policy is complied with and that is monitored and managed effectively.
- 29.2. Failure to comply with the provisions and requirements of this Policy may result in disciplinary action through the normal disciplinary procedure

## **30. REVIEW OF THE POLICY**

- 30.1. This Policy shall be reviewed after every five (5) years from the date of approval and when there are material changes in the enabling and applicable legislation.

### 31. APPROVALS AND RECOMMENDATIONS

RECOMMENDED/~~NOT RECOMMENDED~~

*Recommended for approval*

*[Signature]*  
MRS. Z. MAKINA  
DDG: ADMIN.  
DATE: 28/03/2018

APPROVED/~~NOT APPROVED~~

*[Signature]*  
MR. L.L. NGADA  
HEAD OF DEPARTMENT  
DATE: 28/03/2018