



Department:
Community Safety & Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

RECRUITMENT POLICY

**NORTHWEST PROVINCIAL GOVERNMENT:
DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT
MANAGEMENT
HUMAN RESOURCES POLICY**

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PREAMBLE

The Department of Community Safety and Transport Management ("the Department") recognises that identifying and recruiting suitably qualified individuals representing the diversity of the provincial and South African population is essential for cost effective and responsive service delivery.

1. PURPOSE AND OBJECTIVES

1.1 The purpose of this policy is to ensure:

- (a) Attraction and appointment of suitably qualified applicants or employees to vacant posts within a reasonable time frame;
- (b) The achievement of a representative department through the recruitment and selection of suitably qualified applicants or employees in terms of the department's Employment Equity Policy, Employment Equity Plan and applicable legislation;
- (c) Consistency in the recruitment practice throughout the organisation;
- (d) Delivery on the mandate of the department; and
- (e) Improved retention rates.

1.2 The objectives of the Department with respect to recruitment are to:

- (a) Strive to comply with the vision, mission and strategic intent of the department;
- (b) Attract, retain and develop quality employees;
- (c) Ensure a fair and transparent recruitment and selection practices;
- (d) Recruit the right people with the right competencies;
- (e) Establish a blend of skills that enhances the skills level of the department;
- (f) Ensure that the Department at all times has sufficiently qualified personnel to fulfil its staffing requirements;
- (g) Comply with the principles and targets as set out in the department's Employment Equity Policy, as amended from time to time; and
- (h) Comply with any law or prescript/guidelines governing or impacting on recruitment and selection including the Constitution.

2. SCOPE OF APPLICATION

This policy is applicable to all the employees of the department.

3. LEGISLATIVE FRAMEWORK

- 3.1** The Constitution of the Republic of South Africa;
- 3.2** Public Service Act ,1994;
- 3.3** Public Service Regulations, 1999;
- 3.4** Labour Relations Act; 1995
- 3.5** Basic Conditions of Employment Act, 1997
- 3.6** Public Finance Management Act; 1999
- 3.7** White Paper on HRM in the Public Service; 1997
- 3.8** White Paper on Affirmative Action; 1998
- 3.9** Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices.
- 3.10** SMS Handbook

4. ABBREVIATIONS

- 4.1 HOD;** "means the Head of Department;
- 4.2 MMS;** "means the Middle Management Service;
- 4.3 SSA;** "means State Security Agency;
- 4.4 SMS;** "means Senior Management Service;

5. DEFINITIONS

- 5.1 Department;** "means the Department of Community Safety and Transport Management;
- 5.2 Employee;** "means an employee includes all employees of the Department employed in terms of the Public Service Act of 1994, the Basic Conditions of Employment Act of 1998, as amended and includes contract workers, interns, learners and prospective employees;
- 5.3 Internal Advertisement;** "means when a job is advertised within the Department and the Public Service Sector;
- 5.4 External Advertisement;** "means when the job is advertised in the newspaper for the Public's response;

5.5 Recruitment Agency; "means an Agency that is doing recruitment on behalf of the Department;

5.6 Selection Committee/Panel; "means People appointed to conduct both short-listing and Interview process.

6. PRINCIPLES

- 6.1 Employment practices shall ensure employment equity, fairness, efficiency and the achievement of a representative Department.
- 6.2 Affirmative action shall be used to speed up the creation of a representative and equitable public service and to give practical support to those who have been previously disadvantaged by unfair discrimination to enable them to fulfil their maximum potential.
- 6.3 Employment practices should maximise flexibility, minimise administrative burdens on both the Department, employee and generally prevent waste and inefficiency.

7. POLICY STATEMENT

- 7.1 The Department is committed to utilise recruitment and selection practices that are based on merit, equity, objectivity, fairness and the need to redress the imbalances of the past so as to achieve a Department that is broadly representative.
- 7.2 The recruitment process should reflect the department's employment equity values and goals.
- 7.3 All phases of the recruitment process will support the recruitment of suitably qualified men and women from diverse racial and other backgrounds with a view to giving them an opportunity to serve all the people of the province and ultimately, South Africa, with excellence and responsiveness.
- 7.4 Considerations of affirmative action will inform the entire recruitment process.

8. RECRUITMENT AND SELECTION PRACTICES

8.1 Need for Recruitment

- (a) All internal and external recruitment initiatives shall be co-ordinate and managed exclusively by the Human Resources Manager within the Department, in consultation with the line manager where the vacancy occurs. He or she will work under the guidance and monitoring of the Head of the Department.

- (b) The relevant line manager must inform the Human Resources Manager as soon as a vacancy arises in his or her Directorate, either through resignation, retirement, transfer and death or when a new position is created.
- (c) The filling of replacement posts will be as and when a need arises.
- (d) All the funded vacant posts shall be filled within one hundred and eighty (180) calendar days, from the date they were funded or vacated.
- (e) The line manager, in consultation with the Human Resources Manager, must compile the job description in respect of the vacant or new position, paying particular attention to the following areas:
 - i. Main purpose of the position;
 - ii. Principal responsibilities;
 - iii. Academic and technical qualifications required;
 - iv. Core competencies; and
 - v. Work experience required.
- (f) The line manager must submit written request together with the job description and specifications of the position to be filled to the Human Resource Manager.
- (g) A request to fill and advertise a post must specify the following information and be accompanied by:
 - i. A draft advertisement;
 - ii. A job description;
 - iii. The details of the post/s including the job title and the component in which the post is located.
 - iv. The closing date for applications; and
 - v. Recommendations from the Employment Equity Manager or his or her designee regarding Employment Equity targets;
- (h) HR must consolidate all the requests from line managers and submit in writing to the executing authority or his/her duly authorised delegate for approval.

8.2 Internal Recruitment

- (a) The information contained in the job description will be used to compile a job advertisement.

- (b) The Department will advertise all vacancies or newly created positions internally, and/or externally, in the notice boards of all divisions or sections and /or on the intranet and/or by way of e-mail, for a period of at least 3 (three) weeks immediately following the advertisement date.
- (c) All applications must be directed to the Human Resources Manager.
- (d) The provisions of 7.2 (b) will not be considered where specialist skills, expertise and/or experience are required for the position and such skills or expertise are not present internally.
- (e) The department retains discretion, depending on each vacancy, to advertise internally first or, concurrently, internally and externally. Such discretion is to be exercised taking into consideration the stated objectives of the Department's Recruitment Policy.

8.3 External Recruitment (National/Provincial & Outside Public Service)

- (a) In the absence of suitable internal applicants in the department and Public Service, the department will invite applications from outside the Public Sector;
- (b) This process could be conducted concurrently with the internal recruitment process, depending on the probability of finding a suitable candidate from within the Department.

8.4 Media Advertising

- (a) The Human Resources Manager, in conjunction with the relevant Line Manager, will agree on the requirements of the position and will compile the advertisement to be submitted to publications that will be accessible to all the relevant population groups, especially persons historically disadvantaged;
- (b) The advertisement should not exclude any groups, on the basis set out in the Employment Equity Act, from making application for the position;
- (c) Employees that are on maternity leave should be informed of positions advertised in the workplace (excluding the ones advertised externally) by respective Line Managers;
- (d) The advertisement should state that the department is committed to the principles contained in its Employment Equity Plan and that preference will be given to candidates who enhance its employment equity status and affirmative action;
- (e) Advertisement for posts shall not be for more than 3 (three weeks);

- (f) If operational needs change, the department can vary the advertisement provided reasonable notice is given in respect of a revised advertised position and/or any existing applicants are timeously notified;
- (g) The Department reserves the right not to make appointments and correspondence will be limited to short-listed candidates only;
- (h) In the event that a post is to be re-advertised, the "new" advertisement must clearly state that it is a re-advertisement and that applicants who applied previously are at liberty to re-apply.

8.5 Recruitment Agencies

- (a) Advertisements of posts in the newspapers will be done through a recruitment agency contracted by the North West Provincial Government following a bidding process,
- (b) Recruitment Agencies may be used in respect of certain job categories;
- (c) The use of any recruitment agencies must be approved in writing by the North West Provincial Treasury and the terms of the appointment of such agencies shall be set out in writing, including the recruitment fee and related terms;
- (d) If permission is given for the use of recruitment agencies, the recruitment agency/ies must be provided with detailed job profiles timeously;
- (e) The department should make the recruitment agency/ies aware of its employment equity policy.

8.6 Headhunting

Headhunting will not be encouraged except in exceptional circumstances.

- This method of recruitment may only be used to seek and identify suitable candidates for positions where extreme difficulties are experienced in finding suitably qualified candidates. It can only take place after post/posts have been advertised at least internally and externally without success.
- In order to ensure that recruitment resulting from this method does not impair on principles of equal opportunity and accessibility, identified suitable candidates must be requested to apply for the advertised position, where after the normal selection process will apply.

- In the event further head hunting is necessary and to ensure consistency and fairness in the process, the identified candidates must be assessed by the same Selection Committee and against the same criteria used during the interviews of the other candidates.

8.7. STRATEGY TO REDUCE VACANCY RATE

8.7.1 To shorten a period of filling of vacancy as provided by the Strategy, a database must be created for the recommended approved three (3) candidates for appointment for entry level posts, (level 2-7) for a period of six (6) months.

8.7.2 Should a vacancy on the same level exist within the period mentioned in 8.7.1? The next candidate is approached with the recommendation of the Director where a vacancy exists, and approval of Head of Department.

9. RECEIPT OF APPLICATIONS

- (a) The responsibility of receiving applications rests with the Directorate HRM.
- (b) All applications received shall be stamped, recorded and profiled.
- (c) The application documents are screened to determine whether they were completed correctly. That is, application forms of all the candidates should be scrutinized and the information furnished on the application forms should be checked against the supporting documents in respect of birth, citizenship, character, educational qualifications and work experience.
- (d) The individual applications are compared with the advertised post's requirements for specific post. Candidates who do not comply with the advertised requirements may, at this stage, be eliminated with noting of reasons.

10. SHORT LISTING AND INTERVIEWS

10.1 Appointing a Selection Committee

- (a) The Executing Authority or his/her delegated official shall appoint a Selection Committee, recommended by the manager heading the section in question, to consider applications and make recommendations on appointment to posts.

- (b) The Selection Committee must consist of at least three but not more than seven members who are employees of a grading equal to or higher than the grading of the post to be filled or suitable persons from outside the Department. A representative from Human Resource Management must always form part of the Selection Committee. Representatives from recognised labour movements will form part of the Selection Committee as Observers.
- (c) An employee from HRM Directorate will provide secretariat service during the process.
- (d) The composition of the Selection Committee should be balanced in terms of gender, race and to the extent possible, disability;
- (e) The Selection Committee must be also inclusive with regard to the key competencies of the job.
- (f) The Chairperson of the Selection Committee, who is an employee of the Department, must be at least one grading higher than the post to be filled;
- (g) In the absence of Chairperson, upon consultation with the Head of Department through a Human Resource Management Representative, any of the Managers appointed as Members of the Selection Committee shall be delegated to Chair.
- (h) In the event that the Manager of the component within which the vacant post is located is graded lower than the vacant post, such a Manager may be part of the Selection Committee, but not a chairperson.
- (i) The application, together with the accompanying documentation of each applicant specified in the schedule of sifted applicants, must be considered and scored against the short-listing criteria during the short-listing process;
- (j) The department may exercise its discretion not to make any appointment at all.
- (k) No right accrues to a person merely because he or she may be a candidate for a particular post. A right only becomes established when the formal process has been concluded, the transfer, promotion or appointment has been approved and the person has been informed in writing of his or her successful application or candidature.
- (l) No expectation, promises and communication must be created and directed to the candidate at any intermediate phase of the process to fill a post and until the formal written approval of the Executing authority (or his delegate) has been given.

10.2 Preparing for Selection Interviews

- (a) The Department should through HRM provide training and guidance to the Selection Committee on:
 - i. interviewing skills;
 - ii. the measuring system;
 - iii. employment equity and affirmative action; and
 - iv. matters relating to diversity, including skills for recognizing different dimensions of merit.
- (b) Short-listed applicants must be invited verbally and in writing to attend an interview at least five working days before the date of the interviews and the letter must specify all the relevant information regarding the interviews, such as the date, venue and time.
- (c) All administrative arrangements for the interviews, which are done by HRM and the relevant Directorate where the post/posts is advertised must be done simultaneously so as to avoid delays on the date of the interviews.
- (d) Candidates who have been short-listed and invited for the interview but later withdraws his/her candidature shall do so in writing.
- (e) No applicant shall be appointed permanently unless he or she:
 - i. is a South African Citizen/permanent resident (unless an exemption has been obtained)
 - ii. is of good character, and
 - iii. in so far as his or her condition of health is concerned, complies with such requirements as may be prescribed.

10.3 Interviewing Applicants

- (a) The Selection Committee must meet an hour before the commencement of the interview to amongst other things:
 - i. set the interview questions which must be based on the key performance areas of the job and the key actions associated with them, including competencies and skills, as specified in the advertisement and require applicants to give examples that demonstrate, amongst other things, appropriate competencies, skills, knowledge and training;

- ii. compile the model answers for the questions;
- iii. decide on a standard point system for scoring each applicant's reply to each set questions.

- (b) Each member of the Selection Committee should briefly indicate on his or her scoring sheet the reason for each score given regarding an applicant's reply.
- (c) The Chairperson must determine the average of all the total scores and announce the highest scoring applicant to the Selection Committee.
- (d) Where necessary practical tests may be included as part of the interview process.

10.4 Recommending Suitable Applicant

- (a) At the end of the interview, the Selection Committee must recommend the appointable candidate to the post taking into consideration the following:
 - i. Scores
 - ii. Uniform standards have to be maintained during the selection process in order to ensure equal treatment and fair competition amongst candidates. Methods and/or instruments utilised in the selection process should be free of racial or gender bias and must be valid and objective.
 - iii. Training, skills, competence and knowledge necessary to meet the inherent requirements of the post;
 - iv. The need of the department for developing human resources;
 - v. The representativeness of the component where the post is located; that is equity profiles of the Directorates to be consulted for effective decision making;
- (b) In making the selection, preference will be given to persons from Designated Groups, as set out in the Employment Equity Act; however, this does not suggest that the process of recruitment excludes members from non-designated groups.
- (c) The Selection Committee must provide written reasons as to why the recommended applicant was found to be suitable for the post and why other applicants were found to be unsuitable and these must be recorded in the minutes of the Selection Committee.
- (d) Where no applicant is found to be suitable the Selection Committee may recommend that the post be re-advertised.

- (e) When offering a job, the Department should ensure that a realistic job preview is provided to ensure that both the applicant and the Department's expectations are congruent. This is to facilitate the retention of employees from designated groups by effectively managing expectations before the applicant accepts a position, i.e. it must be clear to the applicant what the expectations are, lines of authority and specific responsibilities.

10.5 Approving the Appointable Candidate

10.5.1 A Selection Committee shall make a recommendation on the suitability of a candidate after considering:

- (a) Scores
- (b) Information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination.
- (c) The training, skills, competence and knowledge necessary to meet the inherent requirements of the post.
- (d) The needs of the department for developing human resources.
- (e) The representativeness of the component where the post is located; that is equity profiles of the Directorates to be consulted for effective decision making.
- (f) The Selection Committee shall record the reasons for its decision for recommending the appointable candidate.
- (g) When an Executing Authority or his/her delegate does not approve the recommendation of the Selection Committee, he or she shall record the reasons for his/her decision in writing.
- (h) Before making a decision on an appointment or the filling of the post, the Executing Authority or his/her delegate shall:
 - Satisfy himself/herself that the candidate qualifies in all respects for the post and that his/her claims in his/her application for the post have been verified; and
 - Record in writing that verification.

10.6. RESPONSIBILITIES AND OBLIGATIONS

10.6.1 Chairperson of the Selection Committee

- (a) Chairs the interview process;
- (b) Ensures that all members of the Selection Committee are made aware and abide by the Public Service Code of Conduct and relevant Departmental policy and procedures;
- (c) Advise the members of the committee and other employees involved in the selection process of the confidentiality of the process; (Certificate of Understanding forms to be completed by each member of the Selection Committee).
- (d) Ensures that order is maintained throughout the process; and
- (e) Must ensure that the panel is given copies of and appropriately apprised of the Employment Equity Profile and Employment Equity Plan of the Department and the section in question before the commencement of the interview.

10.6.2 The Selection Committee

- (a) Ensure that they adhere to the Code of Conduct for the Public Service and the departmental policy on Recruitment and Selection.
- (b) Ensure that the recruitment and selection process is procedurally fair and transparent and is free from discrimination and bias.
- (c) Ensure that all criteria utilized during the short-listing and interviewing process are in line with the advertisement and the inherent requirements of the post.
- (d) An employee from HRM Directorate will provide advice and secretarial services during the process.
- (e) Labour movements/unions will form part of the selection committee during the process on observer status.

11. BACKGROUND AND REFERENCE CHECKS

- 11.1 All shortlisted candidates will be subjected to a Personnel Suitability Check including previous Employment Check, Qualification verification, Security Clearance and Vetting where the nature of the job requires for such.

- 11.2 Reference checks should not be conducted in a manner that unfairly discriminates. The same type of reference checks must be conducted on all candidates recommended for appointment.
- 11.3 Personnel Suitability Checks process should not stop the appointment of a suitable candidate; however, the appointment should be subjected to positive qualification verification as well as Personnel Suitability Check.

12. MEDICAL, PSYCHOLOGICAL AND PSYCHOMETRIX EVALUATION

- 12.1 The department will use, should medical testing and/or psychological evaluation (including psychometric testing) be necessary, comply with the requirements of the Employment Equity Act or any other legislation regulating medical and psychological evaluation.
- 12.2 Evaluation should include rather than exclude individuals with potential and those suitably qualified.
- 12.3 Where necessary practical tests may be used as part of the interview process, provided that they:
 - (a) are not arbitrary; and
 - (b) do not unfairly discriminate against any applicant

13. COMPETENCY ASSESSMENTS

- 13.1 All appointments at SMS levels should, in addition to an interview, be backed by a competency assessment, conducted by an agency accredited by the Department of Public Service and Administration.
- 13.2 Following the interview process, the two most suitable candidates must be invited for the competency assessment.
- 13.3 The result of the competency assessment must not be used under any circumstance as a single decider on whom to appoint to the post.
- 13.4 The results of the competency assessment must be utilized in conjunction with the other processes associated with recruitment which include interviewing and reference checking.
- 13.5 The recruitment process must be looked at holistically, with competency assessments being one component of it. The performance/quality of the candidate throughout the process of recruitment must be considered before a final decision on appointment is taken.
- 13.6 Developmental gaps should be identified during the competency assessment process.

13.7 The identified developmental gaps must be incorporated into the personal developmental plan (PDP) of the candidate who is appointed.

14. UNSUCCESSFUL CANDIDATE

14.1 All unsuccessful interviewed candidates must be informed in writing that they have been unsuccessful.

14.2 Where unsuccessful shortlisted were referred by a recruitment agency, the recruitment agency must be informed in writing within six weeks that the candidate has been unsuccessful. No direct communication is to take place between the applicant and the Department, which includes any of its employees including the Human Resources Manager.

15. RETENTION OF DOCUMENTATION

15.1 All documentation submitted by an applicant for employment, including documentation generated during the selection and recruitment process must be kept for all successful and unsuccessful candidates and bound together (Interview report) and kept in a safe place.

15.2 None short-listed applications should also be kept safely for at least 1 (one) year following the completion of the recruitment process.

15.3 The Head of the Department shall keep the records of the process of the interview in accordance with the National Minimum Information requirements as issued by Minister.

15.4 Such documentation shall include the application for employment, all internal and external advertisements, correspondence with recruitment agencies, the results of any tests conducted and minutes of any interviews held;

15.5 The department may keep data on its recruitment process to inform its employment equity strategy and for monitoring changes in attitudes and actions of managers. This information could include:

- (a) the demographic details of applicants who apply, those who are short listed, interviewed and those who are made offers;
- (b) the demographic details of applicants in relation to short listing, interviewing and job offers made in each Directorate to establish which sections within the workplace are advancing the employment equity profile of the Department; and
- (c) the names of the Selection Committee members.

15.6 These documentations are strictly confidential and will be kept by the Human Resources Directorate.

16. DISPUTE RESOLUTION

16.1 Each grievance will be attended to in accordance with the current dispute resolution mechanisms and relevant Labour Relations Frameworks.

17. MONITORING & EVALUATION

The Directorate Human Resource Management is responsible for communicating and monitoring the provisions of this document within the department. All managers and supervisors are responsible for the implementation thereof.

18. POLICY AMMENDMENT

This policy shall be amended as and when a need arises to ensure that is aligned to prevailing legislation and market conditions.

19. RELATED POLICIES

Effective implementation of this policy requires that it be read together with the Employment Equity Policy and Code of Good Practice on the Integration of Employment Equity into Human Resources Policies and Practices.

20. COMMENCEMENT OF THE POLICY

This policy shall be implemented by the Department with effect from the date of approval and signature by the HOD.

APPROVED



BDT MAHLAKOLENG (MR)
HEAD OF DEPARTMENT

SIGNED THIS DAY.....07.....OF.....09.....2014.