



**DEPARTMENT OF COMMUNITY SAFETY &
TRANSPORT MANAGEMENT**

North West Provincial Government

REPUBLIC OF SOUTH AFRICA

RECRUITMENT & SELECTION POLICY

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

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NAME OF POLICY : RECRUITMENT AND SELECTION 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 twelve months (12) of the post becoming vacant.
- (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 prescripts/guidelines governing or impacting on recruitment and selection including the Constitution to reduce poverty by creating employment for the unemployed.

2. SCOPE OF APPLICATION

This policy is applicable to all the employees of the department including prospective applicants.

3. LEGISLATIVE FRAMEWORK

- 3.1** The Constitution of the Republic of South Africa; 1996
- 3.2** Public Service Act 103 of 1994;
- 3.3** Public Service Regulations 2016
- 3.4** Labour Relations Act 66 of 1995;
- 3.5** Employment Equity Act 55 of 1998;
- 3.6** Basic Conditions of Employment Act 75 of 1997;
- 3.7** Skills Development Act 97 of 1998;
- 3.8** Occupational Health and Safety Act 85 of 1993;
- 3.9** Promotion of Access to Information Act 2 of 2000;
- 3.10** Promotion Administrative Justice Act 3 of 2000;
- 3.11** National Archives and Record Service of South Africa Act 43 of 1996;
- 3.12** Handbook on Senior Management Services;
- 3.13** White Paper on Human Resource Management in the Public Service, 1997;
- 3.14** White Paper on Affirmative Action, 1998,
- 3.15** White Paper on Transformation in the Public Service, 1995;
- 3.16** Financial Manual (issued by DPSA); and
- 3.17** Relevant Circulars issued by DPSA.
- 3.18** Code of Remuneration
- 3.20** Public Finance Management Act; 1999 as amended
- 3.19** Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices.
- 3.20. National Development Plan 2030**

4. ABBREVIATIONS

- 4.1 HOD;** "means the Head of Department;
- 4.2 MMS;** "means the Middle Management Services;
- 4.3 SSA;** "means State Security Agency;
- 4.4 SMS;** "means Senior Management Services;
- 4.5. NDP;** "**National Development Plan;**

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.

5.4 External Advertisement; "means when the job is advertised in the newspapers and at Public Service vacancy circular as advertised by the Department of Public Service and Administration 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.

5.7. Designated groups;"means, black people, women and people with disability.

6. PRINCIPLES

6.1 Employment practices shall ensure employment equity, fairness, efficiency and the achievement of a representative workforce for the 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.

6.4 An advertisement for a post shall not unfairly discriminate against or prohibit any suitable qualified person or employee from applying.

6.5 The Public Service Vacancy Circular will serve as "nationwide" communication medium for purposes of advertising vacancies of Senior Management Services (SMS).

6.6. The Department instead of advertising in the Media such as Newspapers, to use Public Service Vacancy circular at no costs to recruit from outside the Public Service for other occupations as well as scarce skill positions.

6.7. The Public Service Vacancy circular invites applications from all interested job seekers, whether serving employees, unemployed persons or persons employed outside the Public Service.

- 6.8. Vacant posts in the Department are advertised as efficiently and effectively as possible to reach the entire pool of potential applicants, including designated groups.
- 6.9. The requirements defined in advertisement should be valid, appropriate and clear as they represent the selection criteria applicable to filling of the post/s.
- 6.10. The entry employment requirements stated in advertisement should be in line with the inherent requirements of the job, and other prescribed requirements.
- 6.11. The advertisement of posts must be emailed to the Department of Public Service and Administration (DPSA) at the email:PSVC@dpsa.gov.za, with the following structure, job title, salary scale, place of work/location/centre, Requirements for the post, Core functions/duties/key performance areas, contact details of the person to whom enquiries should be directed, any notes/remarks that should accompany the advertisement.
- 6.12. Advertising of vacancies either internally or externally should not run for less than period of two (2) consecutive weeks.

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 must 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-ordinated 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 advertised within six (6) months of becoming vacant and be filled within twelve (12) months of becoming vacant.
- (e) The line manager, in consultation with the Human Resources Manager, must compile the job description/specification 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/functions;
 - v. Work experience required.
- (f) The line manager with the assistance and guidance of the sub-directorate: Organisational Design and development 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 advertise and fill a post must specify the following information and be accompanied by:
 - i. A draft job specification/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 Human Resource Plan and Employment Equity Plan must be attached to inform the filing of vacant posts to meet the set targets.
- h) HR Organisation Design Unit 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 specification for 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 8.2 (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.
- f) In order to minimise and avoid the cost of advertising posts in the media the DPSA recommends that posts maybe advertised departmentally and in the DPSA vacancy circular minute.

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.
- c) The Human Resources Manager, in conjunction with the relevant Line Manager, will agree on the requirements of the position and will compile the advertisement that will be accessible to all the relevant population groups, especially persons historically disadvantaged;
- d) The advertisement should not exclude any groups, on the basis set out in the Employment Equity Act, from making application for the position;
- e) Employees that are on maternity leave should be informed of positions advertised in the workplace (excluding the ones advertised externally) by respective Line Managers;
- f) 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;
- g) Advertisement for posts shall not be for more than 3 (three weeks); except for SMS posts.
 - h) 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;
 - i) The Department reserves the right not to make appointments and correspondence will be limited to short-listed candidates only;
 - j) 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 or need not to re-apply.
 - k) Erratum to be compiled and globalised for corrections and or amendments to the advertisement before closing date of the advertisement.

8.4. IMPLEMENTATION OF THE PRE-ENTRY CERTIFICATE FOR SENIOR MANAGEMENT SERVICES (SMS)

- 8.4.1. The on-line course for the certificate for entry into Senior Management services as a mandatory requirement takes effect from 1st April 2020, as per the directive on compulsory capacity development and mandatory training days.
- 8.4.2. All potential applicants for post/s in the Senior Management services are to have an understanding of the Public Service landscape, background on processes and procedures with due regard to the competencies required for an SMS post.
- 8.4.3. For appointment of prospective candidates at SMS level, a successful completion of the Senior Management Pre-Entry Leadership programme will be mandatory as offered and endorsed by the National School of Government(NSG) in conjunction with Department of Public Service and Administration (DPSA).
- 8.4.4. The Human Resource Management will have to ensure that prior to appointment being made to any SMS post with effect 01 April 2020 going forward, the appointee to such post must have completed the pre-entry Certificate, and must be in possession of such prior taking the post.
- 8.4.5. Individuals, who have completed pre-entry certificate course, are welcomed to submit such during applications, however it is not required that an applicant submit such pre-entry certificate when applying for the post prior to the closing date.

- 8.4.6. The Department will have to verify the Pre-Entry certificate with National School of Government, to confirm the authenticity by requesting confirmation that the successful candidate did indeed register and finalise the course prior to making an offer of employment.
- 8.4.7. Existing members of Senior Management Services (SMS) are also expected to under-take the Pre-Entry course should they wish to progress to the next higher level within the SMS category.
- 8.4.8. Any individuals may register for the Pre-Entry course and complete such in anticipation of them wishing to apply or progress to SMS post in future.
- 8.4.9. The associated cost/s for the pre-entry certificate into SMS position are borne by the applicants themselves.

8.5. 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 e.g. Scarce skills and critical occupations. 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.

8.6. STRATEGY TO REDUCE VACANCY RATE (POOL OF APPLICATIONS OF SIMILAR POSTS)

8.6.1 An advertisement may be utilised to create a pool of potential employees for a period of not more than 6 months calculating from the date of advertisement to fill any other vacancy in the relevant department if;

- a) The job title, core functions, inherent requirements of the job and the salary level of the other vacancy/post to be filled is the same as the post advertised; and
- b) The selection process contemplated in the Public service Regulation 2016, regulation 67 has been complied with.

8.6.2. Should a vacancy on the same salary level exists within the period mentioned in 8.6.1 above the next most suitable candidate should be considered with the recommendation of the Director where a vacancy exists, and approval of Head of Department is sought.

8.7. APPOINTMENT OF TEMPORARY EMPLOYEES IN THE PUBLIC SERVICE

8.7.1. Section 8 (1) of the Public Service Act 1994 provides that employees may be appointed in a post on the department's establishment permanently or temporary and or in a full-time or part-time capacity.

8.7.2. Regulation 57(2) of the Public service Regulations provides that persons may be employed additional to the establishment in the following circumstances;

- a). the incumbent of a post is expected to be absent for such a period that his or her duties cannot be performed by other employees;
- b). a temporary increase in work occurs or it is necessary for any other reason to temporarily increase the staff of the department
- (c). an employee's post has been abolished and he or she cannot be transferred into another post; or
- (d). an employee is part of a developmental programme as contemplated in regulation 58.

8.7.3. Regulation 57(4) of the Public Service regulations provides that the employment of a person additional to the establishment in terms of sub regulation (2)(a) or (b) shall not exceed 12 consecutive calendar months unless otherwise directed by the Minister.

Regulation 57(5) further provides that an appointment shall take effect after approval by the relevant executive authority.

8.7.4. An advertisement of permanent posts in the department may be utilised to create a pool of potential employees for a temporary or contract employment. The period of advertisement of those particular posts shouldn't not be more than 6 months commencing from the date of advertisement.

The competencies of potential applicants to fill a temporary or contract work in the department should be of a similar core functions, salary level of the post advertised to fill temporary or contract work post.

8.7.5. In the absence of suitable internal applicants in the department as explained in 8.7.4 above, the department will invite applications from within or outside the Public Sector. Temporary or contract employment may be advertised either internally or externally for attracting potential candidates where appropriate for the critical or scarce skill required.the selection process as contemplated in the Public service Regulations 2016, regulation 67 should be complied with or alternatively

8.7.6 Utilising the services or appointing on contract or on temporary basis the persons who were part of a developmental programme, including but not limited to, internships, learnerships and apprenticeships who underwent selection processes as determined by regulation 67 of Public Service regulations 2016.

The employment of temporary or contract worker should have been considered and recommended by the Chief Director or the Director where a need to fill an employment gap exists, and approval of Head of Department is sought.

8.8. INVITATION OF EMPLOYMENT APPLICATIONS FROM PROSPECTIVE APPLICANTS

- Employment applications must be accompanied by a signed and dated Z83 (Employment application form). All fields on the prescribed Z83 (Employment application form) should be fully completed, and are compulsory to complete for applicant to be considered. The signature of the applicant is mandatory on the prescribed employment application form (Z83).
- Each application for employment form (Z83) must in addition to the signature be initialed on the first page.
- Should the applicant/s use incorrect application form for employment (Z83) with effect 01 January 2021, the application/s will not be considered for selection purposes (shortlisting & interview).
- A recent updated Comprehensive Curriculum Vitae (CV) with at least names of three (3) referees with current contact details is mandatory.

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- A recent updated Comprehensive Curriculum Vitae (CV) with at least names of three (3) referees with current contact details is mandatory.

- The copies of all qualification(s)/required documents must be originally certified which include certified copy/ies of ID-document/National Identity card.
- Certification of qualification(s)/required documents must not be older than six (6) months from the date of advertisement.
- Should the applicant fail to submit or not comply with the requested documents, or not meet minimum requirements of the job as per the post advertised, this will result in the employment application not being considered.
- All South African qualifications will be verified through to the South African Qualification Authority (SAQA) facilitated by the Human Resource Management.
- It is the responsibility of persons in possession of a foreign qualification to furnish the Department with an evaluation certificate from the South African Qualifications Authority (SAQA).
- All positions requiring Tertiary qualification/s must be accompanied by certified copies of academic record/ transcript(s).
- Candidates applying for positions must indicate the number of the post/reference number including the Centre/station/component applied for or preferred centre in their employment applications.
- Candidates requiring additional information regarding an advertised post must direct their queries to the person reflected as enquiries below the post applied for.
- Applications should be forwarded in time to the department since applications received after the closing date will as a rule, will not be accepted.
- Faxed and emailed applications are not accepted. It will be expected of candidates to be available for selection interviews on a date, time and place as determined by the Department.
- The Department reserves the right not to make appointments and correspondence will be limited to shortlisted candidates only.
- Personnel suitability check records will be verified. All appointments are subjected to a positive qualifications verifications as well as security clearance and vetting.
- SMS appointments are subjected to SMS competency assessment as a DPSA requirement. All shortlisted candidates for SMS posts and positions with requisite skills will be subjected to a technical exercise that intends to test relevant technical elements of the job.
- Prior to an appointment being made to any SMS post, it is mandatory that the appointee to such a post must have completed the PRE-Entry certificate, and must be in possession of such prior to taking up the post.
- Applicant/s must disclose if she/he is not a Director/share holder of a company or conducting any Business with organ of State.
- Applicant/s must disclose or inform whether he/she is performing any additional remunerative work outside his /her normal duties.

9. RECEIPT OF APPLICATIONS

- (a) The responsibility of receiving applications rests with the Directorate HRM.
- (b) All applications received shall be stamped, recorded, sorted and profiled.
- (c) The Human Resource Clerk receiving the employment applications is not liable to verify completeness of the applications, as the advertisement outlined all elements of compliance in respect of applying for the post.
- (d) all fields in an Employment application form(Z83) are completed, the applicant must confirm that he/she understands that by submitting the application he/she agrees that all the information submitted is true, correct and legally binding.
- (e) It is the responsibility of the applicants to read the advertisement, complete the employment applications as required and seek clarity where appropriate.
- (f) The person submitting employment application/s must record it in the submission Register book and sign for it.
- (g) Applications submitted after closing date of the advertisement shall be recorded as such (late submission) but will not be considered for shortlisting/selection processes.
- (h) All employment applications except those arrived after closing date will be registered and profiled for the preparation for the shortlisting and interview respectively.
- (i) Once employment applications are submitted to Human Resource Management, accepted as final application/s, they will not be amended or supplemented, retrieved or re-submission in any way after the closing date indicated in the advertisement.

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 and or advisory services 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 composition of selection panel must include Official(s) of the relevant Component where the vacancy exists.
- (g) 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.
- (h) 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.
- (i) 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.
- (j) The individual applications are compared with the advertised post's requirements for a specific post. Candidates who do not comply with the advertised requirements may, at this stage, be eliminated with noting of reasons.
- (k) The application, together with the accompanying documentation of each applicant specified in the schedule, must be considered and scored against the short-listing criteria during the short-listing process;
- l) The department may exercise its discretion not to make any appointment at all.
- m) 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.
- (n) 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, and a contract of employment has been signed by the Executing authority(or his/her delegate) or has been given authority/permission to communicate such.

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, time, and practical test where necessary and applicable in relation to the content of the post/job.
- (c) All administrative arrangements for the interviews, which are done by HRM and the relevant Chief Directorate or Directorate where the post/posts is advertised must be done simultaneously so as to avoid delays on the date of the interviews.
- (d) Chief Directorate or Directorate where post is located will arrange logistics such as overnight accommodation, travelling (Flights), and catering for panel members where necessary and candidates at least within or before five working days, and before date of the interviews.

The HRM will firstly communicate the intention to interview to the affected Chief Directorate/directorate or Manager of the component and provide invitation letters five working days before interview or even earlier than five working days to allow the Chief/directorate to prepare.

The HRM will be responsible for the preparation of venue for interview/s, and ensure that the travelling claims for interviews for affected candidates are fully completed, duly signed by the chairperson, and that they are sent to the relevant Chief/Directorate for further processing of payments.

- (e) Candidates who have been short-listed and invited for the interview but later withdraws his/her candidature shall do so in writing.
- f) Interview/s will only be scheduled to a later date where the applicant provides authentic proof in the form of medical certificate for not attending and re-scheduling will be done, only when requested by the candidate who failed to attend due to sickness only, not any other reasons.
- g) Candidates who were scheduled for interview but failed to attend are required to provide in writing reasons for not availing him/herself, but will not be reschedule but that written reasons will form part of the interview report.
- h) 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.
 - iv. is fifteen (15) years and not older than 65 years

10.3 Interviewing Applicants

- (a) The Selection Committee must meet an hour before the commencement of the interview to amongst other things:
 - i). to at the beginning of either shortlisting and or interview process explaining and signing the certificate of confidentiality and declaration of interest including attendance register.
 - ii. As a results of confidentialities associated with the selection processes(shortlisting & interviews), the panel members will be required to switch-off their cell phones, at the commencement of the process to allow the smooth running of the selection processes, to concentrate at the task at hand to finality, without disturbances.
 - iii. to 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;
- iv. Compile the model answers for the questions using the prescribed interview score sheet.
 - v. to follow and abide by the scoring legends as decided on a standard point system for scoring each applicant's reply to each set questions.
 - vi. 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.
 - b) The interview scores after presentation by each candidate will not at any stage be revised by the panel members, once interview score sheets have been handed in to the HRM scribe for capturing/recording, unless there was a mistake in interview score or there was an error committed by the panel member/s which will require his/her correction as he/she was made aware by the scribe at that time.
 - c) The HRM scribe will take responsibility to ensure that the interview score sheets are checked and verified before captured/recorded and that he/she abide by the formula for calculating average percentage as prescribed.
 - d) The Chairperson and the scribe must determine the average of all the total scores and the Chairperson to announce the highest scoring applicant to the Selection Committee.
 - e) The candidates who came late or running late during the interview process, late coming will not be used as sole reason/s for disqualifying them. Where appropriate HRM will make follow-up of all candidates should they run late and or don't avail themselves for the interviews.
 - f) Where necessary practical tests may be included as part of the interview process.

10.4. Recommending Suitable Applicant/s

- a) At the end of the interview, the Selection Committee must recommend appointable candidate/s 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) Where no applicant is found to be suitable the Selection Committee may recommend that the post be re-advertised.
 - d) 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.
 - e) Consideration to appointing unemployed youth/s in entry level positions to reduce unemployment and to comply with the National Development Plan by combating inequality and poverty by 2030.

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.

- 10.5.2. The Selection Committee shall record the reasons for its decision for recommending the appointable candidate.
- 10.5.3. The Executing Authority or his/her delegate shall approve the appointment of any of the recommended candidate by the Selection Committee.
- 10.5.4. 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.
- 10.5.5. Before making a decision on an appointment or the filling of the post, the Executing Authority or his/her delegate shall:
 - i. 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
 - ii. Record that verification in writing.

11. RE-APPOINTMENT OF FORMER EMPLOYEES

- 11.1. An executive authority shall not re-appoint a former employee if that employee left the public service-
 - a) earlier on the condition that he or she would not accept or seek re-appointment; or
 - b) due to ill health and cannot provide sufficient evidence of recovery.
- 11.2. An executive authority may appoint such former employees in a post if-
 - a) no other suitable candidate could be recruited in the terms of the Regulations;
 - b) the appointment is made for a fixed term not exceeding three years; and that term may be extended only once for a further term not exceeding three years; and
 - c) the employee has not been previously appointed in terms of this regulation.

**12. PROHIBITION ON RE-EMPLOYMENT OF FORMER EMPLOYEES
DISMISSED FOR MISCONDUCT**

1. A former employee dismissed in terms of section 17(2) (d) of the Act for misconduct listed below shall not be re-appointed in the Public Service for the applicable period from the date of dismissal in relation to the kind of misconduct indicated in the table below:

	ACT OF MISCONDUCT	PERIOD OF PROHIBITION
1.	(a) The offering or receipt of any undue gratification or the facilitation of such offering or receipt; or (b) Committing theft or fraud; or (c) Conducting business with any organ of state or being a director of a public or private company conducting business with an organ of state; or (d) Misconduct resulting from a criminal conviction where an employee has been sentenced for two or more year's imprisonment, without the option of a fine.	Five years
2.	(a) Sexual harassment; or (b) Unfair discrimination against others on the basis of race, gender, disability, sexuality or other grounds prohibited by section 9(3) of the Constitution.	Four years
3.	(a) Financial misconduct as contemplated in section 81 or 82 of the Public Finance Management Act; or (b) Misconduct resulting from a criminal conviction where an employee has been sentenced for less than two years imprisonment, without the option of a fine	Three years
4.	Contravention of any provision of regulations 11 to 14 of Chapter 2 of the Public Service Regulations other than misconduct referred to in items 1 to 3.	One year

- (2) If an employee is dismissed for more than one act of misconduct, the prohibition on re-appointment shall run concurrently.
- (3) An employee who is deemed to have been dismissed in terms of section 17 (3) (a) of the Act and who is not reinstated in terms of section 17(3)(b), shall not be re-appointed in the public service for a period of one year after the effective date of his or her deemed dismissal.

13. RESPONSIBILITIES AND OBLIGATIONS

13.1. 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.

13.2. 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.

14. HUMAN RESOURCE ADMINISTRATION (RECRUITMENT UNIT)

- a) The human resource practitioner must provide line managers with the advice concerning the prescribed measures; on shortlisting; the use of selection instruments; the composition of selection panel to; amongst other things ensure the inclusion of appropriate expertise and to ensure objectivity during the selection processes.
- b) The Human resource practitioner must inform the relevant manager of approval of shortlisting and interview submissions.
- c) The Human resource practitioner must form part of the selection committee and serve as an advisor during the selection process.
- d) The HR scribe must invite short listed applicants, selection committee members and union representatives for selection processes.
- e) The scribe must provide panel members with the relevant documentation (i.e. agenda, copies of CV's and scoring grid).
- f) The Human resource practitioner must ensure the verification of qualification(s) of recommended applicants.
- g) The scribe must submit profiles of shortlisted applicants to MISS Sub-Directorate for Personnel suitability check
- h) The HR scribe must arrange an appointment with the service provider for SMS nominee/s to undergo a competency test.
- i) The HR scribe must compile the submission/s to obtain approval of the recommendation for the recommended applicant(s) and attach the scoring grid to the submission.
- j) The HR scribe do at least three reference checks with regard to the recommended applicant(s)
- k) The HR scribe must send regret letters to short listed applicants who were not successful, after the successful applicant has assumed duty.

15. EMPLOYMENT EQUITY REPRESENTATIVE

- 15.1. Ensure that employment equity targets are considered during advertising, shortlisting and interviews in line with Departmental EE Plan
- 15.2. Ensure that people with disabilities are recruited across all levels in order to reach 2% target
- 15.3. Ensure that there are no discriminations during short listings and interviews.
- 15.4. Ensure that designated groups are recruited
- 15.5. Render advice and monitor compliance on EE Plan targets
- 15.6. Ensure that equity in the workplace is achieved

16. BACKGROUND AND REFERENCE CHECKS

- 16.1 All shortlisted candidates will be subjected to a Personnel Suitability Check including previous Employment Check, Qualification verification, where the nature of the job requires for such.
- 16.2 Reference checks should not be conducted in a manner that unfairly discriminates. The same type of reference check questionnaire must be conducted on all candidates recommended for appointment.
- 16.3 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.

17. MEDICAL, PSYCHOLOGICAL AND PSYCHOMETRIX EVALUATION

- 17.1 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.
- 17.2 Evaluation should include rather than exclude individuals with potential and those suitably qualified.
- 17.3 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

18. COMPETENCY ASSESSMENTS

- 18.1. All Shortlisted candidates on SMS posts must undertake practical/technical exercise as part of interview process based on the technical and generic requirements of the post.
- 18.2. Department is required to score the practical exercise as another criterion in the interview process.
- 18.3 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.
- 18.4 Following the interview process, the two most suitable candidates must be invited for the competency assessment.

- 18.5 The result of the competency assessment must not be used under any circumstance as a single decider on whom to appoint to the post.
- 18.6 The results of the competency assessment must be utilized in conjunction with the other processes associated with recruitment which include interviewing and reference checking.
- 18.7 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.
- 18.8 Developmental gaps should be identified during the competency assessment process.
- 18.9 The identified developmental gaps must be incorporated into the personal developmental plan (PDP) of the candidate who is appointed.

19. UNSUCCESSFUL CANDIDATE

- 19.1 All unsuccessful interviewed candidates must be informed in writing that they have been unsuccessful. This Communication is limited to shortlisted candidates only.

20. RETENTION OF DOCUMENTATION

- 20.1 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.
- 20.2 None short-listed applications should also be kept safely for at least 1 (one) year following the completion of the recruitment process.
- 20.3 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.
- 20.4 Such documentation shall include the application for employment, all internal and external advertisements.

20.5 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 granted 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.

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

21. DISPUTE RESOLUTION

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

22. 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.

23. POLICY AMMENDMENT

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

24. 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.

NAME OF POLICY : RECRUITMENT AND SELECTION POLICY

25. COMMENCEMENT OF THE POLICY

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

APPROVED



**BOTLHALE MOFOKENG (MS)
HEAD OF DEPARTMENT**

SIGNED THIS DAY 08 **OF** January 2020
