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**Department:**  
**Public Works; Roads and Transport**  
North West Provincial Government  
Republic of South Africa

## **HUMAN RESOURCES POLICY**

**POLICY TITLE : RECRUITMENT AND SELECTION POLICY**  
**DEPARTMENT : PUBLIC WORKS, ROADS AND TRANSPORT**

## PREAMBLE

The Department of Public Works, Roads and Transport ("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 department;
- (d) Compliance with employment equity law and other applicable laws and regulations;
- (e) Delivery on the mandate of the department; and
- (f) 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. LEGISLATIVE FRAMEWORK

2.1 Employment Equity Act, 1998;

2.2 Public Service Act, 1994 as amended;

2.3 Public Service Regulations, 2001

2.4 The Constitution of the Republic of South Africa; and

2.5 Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices.

## 3. ABBREVIATIONS AND DEFINITIONS

<b>HOD:</b>	Head of Department.
<b>MMS:</b>	Middle Management Service.
<b>MISS:</b>	Minimum Information Security Service.
<b>SMS:</b>	Senior Management Service.

<b>Department:</b>	Department of Public Works, Roads and Transport, North West.
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<b>Employee:</b>	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, volunteers and prospective employees.
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<b>Internal Advertisement:</b>	When a job is advertised within the Department and Public Service wide
<b>External Advertisement:</b>	When the job is advertised in the newspaper for the Public's response.
<b>Recruitment Agency:</b>	Agency that is doing recruitment on behalf of the Department.
<b>Interviewing Panel:</b>	People who conduct interviews

#### **4. SCOPE OF APPLICATION**

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

#### **5 POLICY STATEMENT**

5.1 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.

5.2 The recruitment process should reflect the department's employment equity values and goals.

5.3 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.

5.4 Considerations of affirmative action will inform the entire recruitment process.

#### **6. RECRUITMENT AND SELECTION PRACTICES**

##### **6.1 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 or when a new position is created.
- (c) 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.
- (d) A request to fill and advertise a post must specify the following information and be accompanied by:
  - Draft advertisement;
  - Job description;
  - The details of the post including the job title, the component in which the post is located, and the number of the post(s) required;
  - Confirmation on the funding status of the vacancy;
  - Reasons why the post vacant, when the post was vacated;
  - Where the post is to be advertised;
- (e) The submission must be approved in writing, by the executing authority or his/her duly authorised delegate.

##### **6.2 Internal / External Recruitment**

- (a) The information contained in the job description will be used to compile a job advertisement.
- (b) Vacancies or newly created positions on salary levels 1-12 must first be advertised internally, depending on the inherent requirements of the post and/or provided there is a reasonable expectation that a pool of internal candidates with potential exists, or else it must be done concurrently, internally and externally, for a period of at least four (4) weeks.
- (c) The provisions of 6.2 (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.
- (d) All applications must be directed to the Human Resources Manager.
- (e) In line with Public Service Regulations, 2001 as amended, all Senior Management Services (SMS) posts shall be advertised nationwide externally.

### **6.3 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 a month;
- (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 advertisement must specifically state that applications will not be acknowledged and should an applicant not receive an invitation to attend an interview within three (3) months from closing date, such applicant is to assume that his or her application was unsuccessful;
- (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.

### **6.4 Recruitment/Selection Agencies**

- (a) The Head of Department may decide whether the response on either screening and/or shortlisting process could be done through a Recruitment Agency.
- (b) The use of any recruitment agencies must be approved in writing by the Head of the Department and the terms of the appointment of such agencies shall be set out in writing, including the recruitment fee and related terms;
- (c) The department reserves its rights to use more than one recruitment agency or to change recruitment agencies from time to time;
- (d) The department should make the recruitment agency/ies aware of its employment equity policy.

### **6.5 Head hunting**

- (a) Headhunting will not be encouraged except in exceptional circumstances.
- (b) This individual based method of recruitment can be used to seek and identify suitably qualified candidates for positions where difficulty is experienced to recruit suitably qualified candidates as well as candidates from historically disadvantaged groups.

- (c) **This method shall be used only in conjunction with the normal advertising of vacancies**, i.e., an identified suitable candidate shall be requested to apply for the advertised position, where after the normal processes will apply.
- (d) Candidates identified must be interviewed by the same panel and against the same criteria used during the initial interviews. A different interview panel may be used, with the approval of the Executing Authority or her/his delegate.

## **7. SHORT LISTING AND INTERVIEWS**

### **7.1 Shortlisting**

- (a) The Human Resource Management should guide Chief Directorates in short listing.
- (b) At least six applicants per post, where possible, must be shortlisted.
- (c) During shortlisting candidates who do not meet the minimum requirements will be eliminated.
- (d) The Selection Panel will however, in shortlisting for posts within the scarce skills category take into consideration the candidates' ability and **potential** to meet the inherent requirements of the post. Should a candidate, who doesn't meet all the job requirements for shortlist be identified as the potential successful one, full motivation for relaxation of requirements shall be submitted to the Head of Department/Executing Authority for approval.
- (e) The shortlisting team should be at least one level higher than be advertised post.
- (f) A serving employee of the department in the same occupational class as that in which the advertised post falls and in respect of whom the non-compliance with a prescribed educational qualification has already been condoned, may be regarded as having complied with such prescribed qualification; Provided that where compliance with formal qualifications has been prescribed for further career progression to certain higher post levels, serving employees who were exempted from such requirements must first obtain the relevant qualifying requirement in order to be considered for such post.
- (g) The report of shortlisted candidates detailing the process followed must be forwarded to the Executing Authority or hi/her delegate for approval.

### **7.2 Appointing a Selection Committee**

- (a) The appropriate delegated authority shall appoint a Selection Committee, recommended by the respective line manager where the post is being filled , to consider applications and make recommendations on appointment to posts;
- (b) The Selection Committee must consist of a minimum of four (4) members who are departmental employees of a grading equal to or higher than the grading of the post to be filled. The Selection Committee may in certain circumstances include suitable persons from outside the public service;
- (c) Union members must be invited to interviews to monitor the process but shall not form part of the selection committee;
- (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 technical aspects of the job and must include at least one member who has knowledge of the key performance areas of the post;
- (f) The Chairperson must be the Head of the Directorate or the Head of Section of the component in which the post is located and must be at least one grading higher than the post to be filled;
- (g) Employees of a grading which is lower than the grading of the post to be filled may provide secretarial or advisory services during selection process, but shall not form part of the selection committee;
- (h) The selection committee shall make recommendations on the suitability of a candidate after considering only:

- Information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination;
  - Training, skills, competence and knowledge necessary to meet the inherent requirements of the post;
  - The need of the department for developing human resources;
  - The representativeness of the component where the post is located; and
  - The department's affirmative action programme.
- (i) In making the selection, preference will be given to suitably qualified persons from Designated Groups, as set out in the Employment Equity Act;
  - (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.
  - (m) No telephonic interview will be allowed.

### **7.3 Preparing for Selection Interviews**

- (a) The Department should provide training and guidance to the Selection Committee on:
  - interviewing skills;
  - the measuring system;
  - employment equity and affirmative action; and
  - 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 within seven 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 must be done simultaneously so as to avoid delays on the date of the interviews.
- (d) No applicant shall be appointed permanently unless he or she:
  - i. is a South African Citizen or permanent resident; and
  - ii. is a fit and proper person.

### **7.4 Interviewing and recommendation**

- (a) The Selection Committee must meet prior to 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 of 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 panel must reach consensus on the most suitable candidate(s) for the post(s).
- (d) After discussing the scores of the candidates, the Selection Committee must recommend at least three appointable candidates for appointment to the post.
- (e) Where no candidate is found to be suitable the Selection Committee may recommend that the post be re-advertised.

- (e) The Selection Committee must provide written reasons as to why the recommended candidates were found to be suitable for the post and why other applicants were found to be unsuitable. These must be recorded in the minutes of the Selection Committee.
- (f) The interview report with a recommendation on the suitability of the candidate(s) must be forwarded to the Executing Authority or hi/her delegate for approval.

## **8. BACKGROUND AND REFERENCE CHECKS**

- 8.1 Prior to any offer of employment being made, whether written or verbal, reference checks in respect of previous work history and educational qualifications must be carried out on the appointable candidates.
- 8.2 Reference checks should not be conducted in a manner that unfairly discriminates. The same type of reference checks must be conducted on all appointable candidates.
- 8.3 Preliminary vetting, which include criminal record, credit and citizenship checks should be done by MISS prior to an offer of employment being made, depending on the nature of the post to be filled..

## **9. MEDICAL, PSYCHOLOGICAL AND PSYCHOMETRIX EVALUATION**

- 9.1 Should medical testing and/or psychological evaluation (including psychometric testing) be necessary, they must comply with the requirements of the Employment Equity Act or any other legislation regulating medical and psychological evaluation.
- 9.2 Where necessary competency 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

## **10. COMPETENCY ASSESSMENTS**

- 10.1 All appointments at SMS levels should, in addition to an interview, must be supported by a competency assessment, conducted by an agency accredited by the Department of Public Service and Administration.

## **11. UNSUCCESSFUL CANDIDATE**

- 11.1 All unsuccessful interviewed candidates must be informed in writing that they have been unsuccessful, after assumption of duty of the successful candidate.
- 11.2 In respect of unsolicited applications for employment with the Department, all documentation submitted may be returned to the applicant on request, with a letter advising that applications should only be made in response to advertised positions.

## **12. RETENTION OF DOCUMENTATION**

- 12.1 All documentation submitted by an applicant for employment, must be kept for all unsuccessful candidates for at least 1 (one) year following the completion of the recruitment process;



12.2 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.

12.3 This documentation is strictly confidential and will be kept by the Human Resources Directorate.

### **13. RESPONSIBILITIES AND OBLIGATIONS**

#### **13.1 Chairperson of the Selection Committee**

- i. Chairs the interview process;
- ii. 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;
- iii. Advise the members of the committee and other employees involved in the selection process of the confidentiality of the process;
- iv. Ensures that order is maintained throughout the process; and
- v. Must ensure that the panel is given copies of and appropriately apprised of the Employment Equity Profile of the district or department before the recommendation of appointable candidates is made.

#### **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.

### **14. DISPUTE RESOLUTION**

14.1 Each grievance will be attended in the shortest possible time and in accordance with the stipulated time frames of the current dispute resolution mechanisms;

14.2 Any dispute arising from the interpretation and implementation of this policy shall be dealt with by a mediator appointed by the HOD with the consent of the parties. If the mediation fails, then the HOD shall further attempt to mediate in his or her capacity; and

14.3 Should all attempts at mediation fail, an employee may seek recourse in external avenues.

## **15. IMPLEMENTATION MONITORING AND REPORTING**

The Head of Department or his/her delegate shall monitor the implementation process and ensure adherence to these policy provisions. He/she shall report on specific cases when required to do so.

If and when any provision of this policy is amended, the amended provision will supersede the previous one.



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**P J N VAN STADEN**  
**HEAD OF DEPARTMENT**

**Date: 1 September 2009**