

RECRUITMENT AND SELECTION POLICY

2024/2026



public works & roads

Department:
Public Works and Roads
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

1. PREAMBLE

The Department of Public Works and Roads (“the Department”) recognises that identifying and recruiting suitably qualified individuals representing the diversity of the provincial and National population is essential for cost effective recruitment processes and responsive service delivery.

2. PURPOSE

2.1. The purpose of this Policy is to ensure:-

- 2.1.1 Attraction and appointment of suitably qualified applicants or employees to vacant posts within a reasonable timeframe;
- 2.1.2 To strive towards a well-balanced work force 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;
- 2.1.3 Consistency in the recruitment practice throughout the Department;
- 2.1.4 Compliance with employment equity law and other applicable laws and regulations;
- 2.1.5 Delivery on the mandate of the Department; and
- 2.1.6 Improved retention rates.

3. OBJECTIVES

3.1. The objectives of the Department with respect to Recruitment are to:-

- 3.1.1 Strive to comply with the vision, mission and strategic intent of the Department;
- 3.1.2 Attract, retain and develop quality employees;
- 3.1.3 Ensure a fair and transparent recruitment and selection practices;
- 3.1.4 Recruit the right people with the right competencies;
- 3.1.5 Establish a blend of skills that enhances the skills level of the Department;
- 3.1.6 Ensure that the Department at all times has sufficiently qualified personnel to fulfil its staffing requirements;
- 3.1.7 Comply with the principles and targets as set out in the Department’s Employment Equity Policy, as amended from time to time; and
- 3.1.8 Comply with any law or prescript/guidelines governing or impacting on recruitment and selection including the Constitution.



4. LEGISLATIVE FRAMEWORK

- 4.1. Employment Equity Act, 1998;
- 4.2. Public Service Act, 1994 as amended;
- 4.3. Public Service Regulations, 2016;
- 4.4. The Constitution of the Republic of South Africa, 1996;
- 4.5. Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and practices;
- 4.6. SMS Handbook;
- 4.7. Ministerial Directives; and
- 4.8. Code of Remuneration (CORE).

5. ABBREVIATIONS AND DEFINITIONS

HOD : Head of Department;

MMS : Middle Management Service;

MISS : Minimum Information Security Service;

SMS : Senior Management Service;

Department : Department of Public Works and Roads, North West;

Employee : 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, Candidates;

Internal Advertisement: When a job is advertised within the Department and Public Service wide;

External Advertisement : When the job is advertised in the newspaper or any other media platforms for the Public's response;

Recruitment Agency : Agency that is doing recruitment on behalf of the Department; and

Interviewing Panel : People who conduct interviews.

6. SCOPE OF APPLICATION

This Policy is applicable to all the employees of the Department and prospective job applicants.

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

- 8.1.1 The Department may, depending on the nature of the work to be performed, recruit and employ an employee on a permanent or temporary (contract) basis either full-time or part-time;
- 8.1.2 Permanent or fixed term contract, in a post on the fixed establishment;
- 8.1.3 Temporary (a period not exceeding 12 months) additional to the establishment;
- 8.1.4 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. They will work under the guidance and monitoring of the Accounting Officer;
- 8.1.5 The relevant line manager must inform the Human Resources Manager as soon as a vacancy arises in their Directorate or when a new position is created;
- 8.1.6 To expedite the filling of critical replacement positions the post must be incorporated in the submission requesting approval of termination or transfer;
- 8.1.7 The line manager must submit a written request together with the job description and specifications of the position to be filled to the Human Resource Manager;



- 8.1.8 The relevant line manager must ensure that sign language interpreter is available when interviewing PwD candidates;
- 8.1.9 A request to fill and advertise a post must specify the following information and be accompanied by:-
- i. Draft advertisement;
 - ii. Job description;
 - iii. 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;
 - iv. Confirmation on the funding status of the vacancy;
 - v. Reasons why the post is vacant and when the post was vacated;
 - vi. Where the post is to be advertised (internally or externally or both).
- 8.1.10 Recruitment of SMS Members must be compliant with the prescribed minimum entry Requirements for SMS members.
- 8.1.11 The submission must be approved in writing, by the executing authority or their duly authorised delegate.

8.2. Internal / External Recruitment

- 8.2.1 The information contained in the job description will be used to compile a job advertisement;
- 8.2.2 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 externally;
- 8.2.3 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;
- 8.2.4 All applications must be directed to the Human Resources Manager;



- 8.2.5 In line with Public Service Regulations, 2016 all Senior Management Services (SMS) posts shall be advertised nationwide externally;
- 8.2.6 The Department shall determine and record composite requirements for employment in any post on the basis of the main objectives, core functions and the inherent requirements of the job. Matric certificate as a pre-requisite for tertiary qualification is equally material for selection purpose for all advertised posts except for posts which matric is not stated as a requirement for appointment based on their respective appointment determinations;
- 8.2.7 The Department shall not employ a foreign national unless:-
- a) In case of a permanent appointment, he/she is a permanent resident or;
 - b) In case of a temporary appointment, he/she is a permanent resident or he/she has been issued with an appropriate permit in terms of the Immigration Act 2002.

8.3. Media Advertising

- 8.3.1 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;
- 8.3.2 The advertisement should not exclude any groups, on the basis set out in the Employment Equity Act, from making application for the position;
- 8.3.3 An advertisement for a post shall not unfairly discriminate against or prohibit any suitably qualified person or employee from applying.
- 8.3.4 The advertisements must explicitly target under represented groups (Fair Discrimination).
- 8.3.5 An advertisement may be utilised to create a pool of potential employees for a period of not more than six months from the date of advertisement to fill any other vacancy in the relevant directorate if:-



- a) The job title, core functions, inherent requirements of the job and the salary level of the other vacancy is the same as the post advertised and;
- b) The selection process as contemplated in 9 below has been complied with;
- c) The applications from these pools shall be utilised for shortlisting purposes;
- d) These applicants would not be required to apply again, but they would have to indicate (when invited for interview) if they are still in the job market;

8.3.6 The Department can fill the vacant post without advertising if:-

- a) The Department can fill the post from the ranks of employees who have been declared in excess and are on salary level linked to the grade of that post,
- b) The Department can appoint into the post an employee who was appointed under an affirmative action measures as contemplated in section 15 of the Employment Equity Act.
- c) The post is to be filled through a transfer of an employee in terms of Section 12(3) or 14 of the Act.

8.3.7 Employees that are on maternity leave should be informed of positions advertised in the workplace (excluding the ones advertised externally) by respective Line Managers;

8.3.8 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;

8.3.9 Advertisement for posts shall not be for more than a month;

8.3.10 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;

8.3.11 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/her application was unsuccessful;

8.3.12 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.

8.3.12 The advertisement for all SMS posts must specifically state that “all shortlisted candidates will be subjected to a technical exercise that intends to test relevant technical elements of the job. Following the interview, candidates would be recommended to attend a generic managerial competency assessment (in compliance with DPSA Directive)”.

8.3.13 Line managers must submit approved critical vacant posts to recruitment unit who will consolidate quarterly for advertisement purpose.

8.4. Recruitment/Selection Agencies

8.4.1 Advertisements of posts in the newspapers will be done through a recruitment agency contracted by the North West Provincial Government.

8.4.2 The Department will make the recruitment agency/ies aware of its Employment Equity Policy.

8.4.3 Recruitment agencies may be used to assist the Department to headhunt people for posts where scarce skills are demanded, provided that they comply with the prescribed recruitment procedures of the Department.

8.5. Head hunting

8.5.1 Headhunting will not be encouraged except in exceptional circumstances.

8.5.1.1 This individual based method of recruitment can be used to seek and identify suitably qualified candidates for positions where difficulty is experienced in finding suitably qualified candidates. It can only take place after the post(s) have been



advertised at least internally and externally without success (i.e. re-active headhunting);

8.5.1.2 In respect of technical posts where professional registration is a mandatory requirement. Headhunting may be used in conjunction with the normal advertising of vacancies (i.e pro-active headhunting);

8.5.1.3 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;

8.5.1.4 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 their delegate;

8.5.1.5 Should the above procedure prove not to be effective in case of recruiting scarce skills professionals affected by Occupational Specific Dispensation (OSD), alternative head hunting approach may be considered subject to approval by the Accounting Officer.

9. SHORT LISTING AND INTERVIEWS

9.1. Appointing a Selection (Shortlisting/Interview) Panel

9.1.1 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;

9.1.2 The Panel must be approved by the Executing or the Accounting Officer prior to shortlisting;

9.1.3 The panel members must remain unchanged throughout the interview processes, to ensure consistency during the interview process. If there are exceptional circumstances compelling the non-availability of a panel member, the panel must still constitute a quorum of at least 3 panel members and the relevant circumstances must be reflected in the minutes/report;



- 9.1.4 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 Department or public service;
- 9.1.5 Union members from the recognised Unions within the Department and Employment Equity Representatives, must be invited to shortlisting to monitor the process but shall not form part of the selection committee;
- 9.1.6 The composition of the Selection Committee should be balanced in terms of gender, race and to the extent possible, disability;
- 9.1.7 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;
- 9.1.8 Representative from the Human Resource Management (Recruitment unit) must provide secretarial and advisory service during selection process, but shall not form part of the selection committee;
- 9.1.9 Every interview/shortlisting selection panel member must sign a declaration of any conflict of interest before each short-listing and interview, stating that they have no vested interest in any of the short listed/interviewed applicants and will comply with the confidentiality pledge. Those who are conflicted must recuse themselves from the proceedings. Discussions and decisions must be treated as highly confidential;
- 9.1.10 Panel members are selected based on their knowledge and expertise. They are directly involved in the selection process to ensure that objectivity, fairness and consistency are applied throughout.

9.2. Shortlisting

- 9.2.1 The representative from the Human Resource Management (Recruitment Unit) shall guide Managers in the short listing process.



- 9.2.2 Deliberate non adherence with the recruitment and selection process and policies is prohibited;
- 9.2.3 At least six applicants per post, where possible, must be shortlisted;
- 9.2.4 During shortlisting candidates who do not meet the minimum requirements will be eliminated;
- 9.2.5 The Selection committee shall make recommendations on the suitability of a candidate after considering only:-
- a) Information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination;
 - b) Training, skills, competence and knowledge necessary to meet the inherent requirements of the post;
 - c) The need of the Department for developing human resources;
 - d) The representativeness of the component where the post is located; and
 - e) The Department's affirmative action programme.
- 9.2.6 In making the selection, preference will be given to suitably qualified persons from Designated Groups, as set out in the Employment Equity Act;
- 9.2.7 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;
- 9.2.8 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 their delegate) has been given;
- 9.2.9 The report of shortlisted candidates detailing the process followed must be forwarded to the Executing Authority or their delegates for approval.
- 9.2.10 Waiving of the advertised qualification requirements at this stage is not desirable since it compromises the accessibility to the post by



other potential candidates who did not apply on the basis of the specified qualification requirements.

9.3. Preparing for Interviews

- 9.3.1 The Department shall provide training and guidance to the Selection Committee on:-
- a) interviewing skills;
 - b) the measuring system;
 - c) employment equity and affirmative action; and
 - d) matters relating to diversity, including skills for recognising different dimensions of merit.
- 9.3.2 Short-listed applicants must be invited verbally and in writing to attend an interview within seven calendar 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;
- 9.3.3 All administrative arrangements for the interviews must be done simultaneously so as to avoid delays on the date of the interviews. The unit where the advertised position exists, is responsible for logistical arrangements with financial implications (inclusive of travelling costs and accommodation arrangements for candidates);
- 9.3.4 No applicant/s shall be appointed permanently unless they are:-
- a) South African Citizen/s or permanent resident/s; and
 - b) fit and proper person/s.
- 9.3.5 The Department shall not employ a foreign national/s unless:-
- a) In case of a permanent appointment, he or she is a permanent resident or
 - b) In case of a temporary appointment, he/she is a permanent resident or he/she has been issued with an appropriate permit in terms of the Immigration Act 2002.

9.4. Interviewing and recommendation

- 9.4.1 The Selection Committee must meet prior to the commencement of the interview to amongst other things:-
- a) 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;

- b) compile the model answers for the questions;
- c) decide on a standard point system for scoring each applicant's reply to each set of questions;
- d) The Panel must ensure that there is consistency in questions posed to all candidates;
- e) Each member of the Selection Committee should briefly indicate on their scoring sheet the reason for each score given regarding an applicant's response;
- f) The panel must reach consensus on the most suitable candidate(s) for the post(s) based on their performance during the interview;
- g) After discussing the scores of the candidates, the Selection Committee must recommend at least three appointable candidates.
- h) Where no candidate is found to be suitable the Selection Committee may recommend that the post be re-advertised;
- i) 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;
- j) In case of more than one candidate achieving equal first place scores preference must be given to applicant(s) who would promote representativeness, when making a recommendation where the Department has not met its EE targets. If the tie is not resolved, internal applicant(s) must be considered.
- k) The interview report with a recommendation on the suitability of the candidate(s) must be forwarded to the Executing Authority or their delegates for approval.



- l) When an Executing Authority or their delegate/s does not approve the recommendation of the Selection Committee they shall record the reasons for their decision in writing.
- m) The Department may exercise its discretion not to make any appointment at all.
- n) Candidate who has been shortlisted and invited for the interviews and subsequently withdraws their candidature shall do so in writing.
- o) Should a prospective appointee decline the employment offer, the next suitable appointable candidate might be considered subject to the approval by the delegated authority.
- p) Union members from the recognised Unions within the Department and Employment Equity Representatives, must be invited to interviews to monitor the process but shall not form part of the selection committee;

10. PERSONNEL SUITABILITY AND REFERENCE CHECKING(RECRUITMENT, TRANSFER AND PROMOTIONAL TRANSFER)

- 10.1. Prior to any offer of employment being made, Personal Suitability Check (pre -employment security screening) which includes criminal record, credit and citizenship verification as well as reference checking in respect of previous work history and educational qualifications (through Experian) must be carried out on the appointable candidates.
- 10.2. Personnel suitability checks must be done by MISS Unit prior to written offer of employment being issued.
- 10.3. Reference checks in respect of previous work history is not required for employees who have been in the Department's service for more than 12 months. The checks are done to confirm employment and duties performed by the preferred applicants from the references listed by the applicant on their CV. The prescribed form must be fully completed.

11. MEDICAL, PSYCHOLOGICAL AND PSYCHOMETRIC EVALUATION

- 11.1. 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.

11.2. 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

12. COMPETENCY BASED ASSESSMENT FOR SMS MEMBERS

12.1. All shortlisted candidates will be subjected to a technical exercise prior to the interview to test the relevant technical elements of the job.

12.2. The technical assessment must be determined by:-

12.2.1. the Programme Manager for recruitment of SMS at level 13 and 14;

12.2.2. the Executive Authority for the recruitment of Head of Department.

12.3. At least the top three candidates determined by using the combined scores that each candidate achieved from the interview and the technical exercise must be subjected to the generic managerial competency assessment conducted by an Agency accredited by the Department of Public Service and Administration;

12.4. The results of the competency assessment must not be used under any circumstance as a single decider on who to appoint to the post.

12.5. The Competency Assessment outcome must be used in conjunction with the interview outcome in determining the appointability of a suitable candidate.

13. UNSUCCESSFUL CANDIDATE

13.1. All unsuccessful interviewed candidates must be informed in writing that they have been unsuccessful, after assumption of duty of the successful candidate.

13.2. 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.



14. EMPLOYMENT OF PERSONS ADDITIONAL TO THE ESTABLISHMENT

- 14.1. The Executive authority or delegate may where a temporary increase in work occurs or it is necessary for any other reason to temporarily increase the staff of the Department employ person(s) additional to the establishment for a period not exceeding twelve (12) months;
- 14.2. Employment additional to the establishment does not need a filling of a vacant post;
- 14.3. Appointment may be done without following the normal recruitment process if a person who has proven potential and meets requirements for the recommended position can be identified;
- 14.4. Due to the nature of this appointment Personal Suitability Check may, where the normal recruitment process was not followed, be conducted immediately on assumption of duty;
- 14.5. Where 14.4. is applicable it must be stipulated on the employment offer letter upon approval that the continued employment is subject to the outcome of the Personal Suitability Checks.

15. RETENTION OF DOCUMENTATION

- 15.1. 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;
- 15.2. 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:-
 - 15.2.1 the demographic details of applicants who apply, those who are short listed, interviewed and those who are receive offers;
 - 15.2.2 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
 - 15.2.3 the names of the Selection Committee members.
- 15.3. This documentation is strictly confidential and will be kept by the Human Resources Units.



16. TRANSFERS

- 16.1. A funded vacant post may be filled (before being advertised), through the transfer of an employee to that vacant post on the same level;
- 16.2. A transfer can either be employee initiated or employer initiated. In both instances the request must be supported and motivated for in writing by the employee/employer and approval must be obtained from the Delegated Authority. If it is employer initiative, consent from the affected employee should be sought or it should be proven that the transfer is at the best interest of the Public Service (Ref. Sec 14.1 of the PSA).

17. SECONDMENT OF STAFF

- 17.1. An employee/SMS member may be seconded to another Department for a period of time at the request of that department in writing.
- 17.2. The relevant employee/SMS member and manager shall be consulted for their concurrence.
- 17.3. The relevant employee shall be issued with a letter to inform them of all the conditions of the secondment, i.e. period of secondment, performance agreement and performance assessment matters, as well as salary matters.
- 17.4. The post the employee/SMS member occupied in the Department cannot be filled on a permanent basis, while the incumbent is on secondment.

18. INTERNAL ASSIGNMENT (SECTION 32 OF PSA)

- 18.1. An employee/SMS member may be directed in terms of section 32 of the Public Service Act, to perform functions in another Component/unit within the Department;
- 18.2. The relevant employee/SMS member and supervisor shall be consulted for concurrence;
- 18.3. The employee/SMS member shall be informed in writing of the period and location of the assignment;
- 18.4. The employee/SMS member may or may not be held against a specific post when so directed and therefore the salary of the employee/SMS member will still be paid from the incumbents permanent post

19. RESPONSIBILITIES AND OBLIGATIONS

- 19.1. Chairperson of the Selection Committee shall:-



- 19.1.1 Chairs the interview process;
- 19.1.2 Ensures that all members of the Selection Committee are made aware and abide by the Public Service Code of Conduct, Departmental Recruitment Policy and other related Public Service and Departmental Policy and procedures;
- 19.1.3 Advise the members of the committee and other employees involved in the selection process of the confidentiality of the process;
- 19.1.4 Ensures that order is maintained throughout the process; and
- 19.1.5 Must ensure that the panel is given copies of and appropriately apprised of the Employment Equity Profile of the department/Component or District before the recommendation of appointable candidates is made.

19.2. The Selection Panel

- 19.2.1 Ensure that they adhere to the Code of Conduct for the Public Service and the departmental policies;
- 19.2.2 Ensure that the recruitment and selection process is procedurally fair and transparent and is free from discrimination and bias;
- 19.2.3 Ensure that all criteria utilised during the short-listing and interviewing process are in line with the advertisement and the inherent requirements of the post.

20. DISPUTE RESOLUTION

- 20.1. Each grievance will be attended in the shortest possible time and in accordance with the stipulated time frames of the current dispute resolution mechanisms;
- 20.2. Any dispute arising from the interpretation and implementation of this policy shall be dealt with by a mediator appointed by the Accounting Officer with the consent of the parties. Where mediation fails, other avenues will be explored by the Department; and
- 20.3. Should all attempts at mediation fail, an employee may seek recourse in external avenues.



21. IMPLEMENTATION, MONITORING AND REPORTING

The Directorate Human Resource Management is responsible for monitoring implementation of the provisions of this policy within the department and to report on specific cases when required to do so. All Managers and Supervisors are responsible for the implementation.

22. POLICY REVIEW

This Policy shall be reviewed every two years where and/or when a need arises.

RECOMMENDED



MS NE KGANG

CHAIPERSON POLICY REVIEW COMMITTEE

APPROVED



MR M KGANTSI

HEAD OF DEPARTMENT

20/05/2024

DATE

22/05/24

DATE