

# DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION



## RECRUITMENT AND SELECTION POLICY

**March 2012**



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### DEFINITION OF TERMS

Competency test	A set of exercises in a controlled environment to establish the competence of a candidate to solve problems and situations of a strategic and operational nature.
Contract worker	An employee employed for a specific period, with a pre-determined start and end date to the period of employment
Designated groups/historically disadvantaged groups	Means Blacks (African, Coloured and Indian), Women and People with Disabilities
Development	To purposefully engage in the increase of an employee's competence
Disabled person	A person suffering from a physical intellectual and or sensory impairment, medical condition or mental illness, which may be permanent or transitory in nature
Employee	An applicant who applies for a vacant position.
Empowerment	Increased autonomy within the scope of work, decision-making and broader scope of responsibility.
CPSI	Centre for Public Service and Innovation
PALAMA	Public Administration Leadership and Management Academy
DPSA	Department of Public Service and Administration
Horizontal transfer	A Lateral transfer as defined in Section 14A of the PSA
Secondment	It's a process of placing an employee at the disposal of another department or organisation for a stipulated period of time
Redeployment	The objective of this process is to move an employee to another department or position due to operational reasons/requirements, pending a disciplinary hearing or ill health requirement
Rotation	It is a process of developing employees by exposing them to another scope of work for a specific period in the same department

- A. Any term used in this policy and not defined in A above, has the meaning assigned thereto in any applicable legislation, unless the content otherwise indicates.



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## PART 1

### 1. INTRODUCTION

The Constitutional and legal mandate for the DPSA necessitates that employees with appropriate sets of professional, general and specialised competencies are recruited from the widest pool of talent, reflecting the South African society at large to ensure excellent service delivery and to spearhead the reality of a better life for all.

As the DPSA's spectrum of strategic priorities broadens into initiatives of mutual professional co-operation between and across departments, partnerships, deployments, secondments and/or project assignments of support nationally, regionally and internationally, the demand for specific and sometimes critical and scarce skills is dynamic.

Given this context of dynamic vibrancy that needs to be maintained, the Human Capital available to the DPSA must be managed in a strategic manner to allow for rapid responses to change and exchange engagements. The staff establishment will in the main be managed and organised with employees in a permanent capacity, however, the nature of the department's emerging priorities may demand that employees be employed on fixed term contracts (contract appointment) for defined short-term assignments.

The turnover rate especially among people from designated groups (women, blacks (African, Coloured and Indian)) and people with disabilities propels the DPSA to recruit in a targeted manner to ensure that not only targets agreed upon are met and maintained but diversity is harnessed to reflect a culture of appreciation, understanding and sensitivity towards and among ourselves as employees and professionals. As previous rates of attrition reflected a higher proportion of people leaving on salary levels 9 to 14, in the operational and management categories, the Department's recruitment strategy should target those areas more aggressively for succession planning.

**The DPSA is therefore committed to a demand and needs driven and administratively sound recruitment practice and process and/or retention of employees where diversity in all its elements is used as a strength in order to derive maximum benefit from employees' personal commitment, to meet the Department's strategic and operational business imperatives.**



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## 2. PURPOSE OF POLICY

To provide a strategic departmental policy to ensure that the DPSA has the leadership and technical human resource capital to achieve the Department's operational objectives

## 3. OBJECTIVES

This policy provides measures and processes:

- 3.1. To recruit and select the human capital necessary to achieve the Department's mandate.
- 3.2. To retain current human capacity to ensure excellent organisational performance and continued service delivery.
- 3.3. To ensure that all role players implement the policy consistently, as outlined and.
- 3.4. For a flexible integrated approach to source the required human resource capital.

## 4. PRINCIPLES

The following principles underpin the policy:

- 4.1. **Fairness:** May not discriminate on the basis of race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth. **N.B.** Discrimination on the basis of race and gender is not unfair if aimed at enhancing Employment Equity targets.
- 4.2. **Equity:** All candidates shall be measured against the same objective criteria with due regard to the need for diversity and representativeness.
- 4.3. **Transparency:** The following confidential written records shall be easily accessible: selection criteria used in short-listing applicants for the position, assessment scores of individual applicants, the basis of the decision taken by a selection panel.
- 4.4. **Merit:** Selection on merit is fundamental in ensuring the recruitment and the appointment of the highest calibre applicants in the Department. Ensure that the person selected among applicants is best suited for the post on the basis of skills, knowledge, experience, competencies, abilities and personal attributes and the need to achieve a representative and diverse workforce.



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- 4.5. **Inherent requirements of the post:** The following information shall be used in determining the suitability for short-listing of applicants: Competencies acquired through past experience; training received; and learning potential.

## 5. SOURCES OF AUTHORITY

This policy is informed by the following legislative and policy frameworks that include amongst others:

- 5.1.1 The Constitution of the Republic of South Africa, 1996
- 5.1.2 Public Service Act 103 of 1994;
- 5.1.3 Public Service Regulations, 2001, as amended;
- 5.1.4 Labour Relations Act 66 of 1995;
- 5.1.5 Employment Equity Act 55 of 1998;
- 5.1.6 Basic Conditions of Employment Act 75 of 1997;
- 5.1.7 Skills Development Act 97 of 1998;
- 5.1.8 Occupational Health and Safety Act 85 of 1993;
- 5.1.9 Promotion of Access to Information Act 2 of 2000;
- 5.1.10 Promotion of Administrative Justice Act 3 of 2000;
- 5.1.11 National Archives and Record Service of South Africa Act 43 of 1996;
- 5.1.12 Handbook on Senior Management Services;
- 5.1.13 White Paper on Human Resource Management in the Public Service, 1997;
- 5.1.14 White Paper on Affirmative Action, 1998;
- 5.1.15 White Paper on Transformation in the Public Service, 1995;
- 5.1.16 Financial Manual (issued by DPSA); and



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5.1.17 Relevant Circulars issued by DPSA.

5.1.18 Ministerial Directives

5.1.19 CORE

## **6. SCOPE OF APPLICATION**

This Policy applies to:

- 6.1. The selection and appointed in or transfer to the DPSA of candidates for employment, and
- 6.2. the recruitment of candidates for possible employment in the DPSA; and
- 6.3. those who have the responsibility to implement this policy

## **7. POLICY MEASURES**

- 7.1. PSR 1/III/ B.2 states that an executive authority shall determine the department's organisational structure in terms of its core and support functions, and engage in HR Planning with a view to meeting the resulting human resource needs.
- 7.2. 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.
  - 7.2.1. Permanent or fixed term contract, in a post on the fixed establishment;
  - 7.2.2. Temporary (a period not exceeding 12 months) additional to the establishment.
    - 7.2.2.1.1. Medium term contract (12 months up to three years) additional to the establishment: an extension of up to 3 months is permissible for the same person to continue the work. For any period longer than 3 months, a new contract must be entered into.
    - 7.2.2.1.2. Short term contract, (less than 12 months) additional to the establishment: an extension of up to 3 months is permissible for the same person to continue the work. For any period longer than 3 months, a new contract must be entered into.;
- 7.3. If a vacant post is to be filled by means of an appointment or transfer, the recruitment and selection process expressed in this Policy must be



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followed. If the employment is on a temporary short term contract basis, headhunting may be used as an alternative to advertising and interviews must be conducted to determine the suitability of an applicant.

#### 7.4. **Internal Mobility (Rotating employees on the same level).**

The Department may rotate an employee to a vacant post on the same level in order to enhance organisational effectiveness and/or multi-skilling of employees (In consultation with the Employee).

#### 7.5. **TRANSFER**

7.5.1 A funded vacant post in a branch may be filled (before being advertised), through the transfer of an employee to that vacant post on the same level within the same branch or from one branch to another in order to enhance organisational effectiveness, multi-skilling and/or career enhancement of employees (In consultation with the employee and relevant supervisor and Branch Head).

7.5.2 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, if it's employee initiated approval must be obtained from the Delegated Authority and if it's employer initiated, 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).

#### 7.6. **Recruiting Candidates (Salary Levels 2-12)**

7.6.1. All vacant funded posts on salary levels 2 to 12 may be advertised in the DPSA, PALAMA and CPSI and/or in the Public Service Vacancy Circular (PSVC)

7.6.2. Simultaneously the relevant Manager could also request advertising in ONE local/national media. Cross ref SCM –to prevent delays in advertising.

Budget of HR is for ONE advert only. If a 2<sup>nd</sup> newspaper is required source budget of line manager. CD:CRM will approve/disapprove quote based on availability of funds and motivation of the relevant Manager..

7.6.3. As advertising in the media is very expensive, it is preferred that only one newspaper is targeted for advertising externally.



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## 7.7. Recruiting Candidates (SMS Members)

*7.7.1. All vacant posts on salary level 13 and higher must simultaneously be advertised internally (on the e-mail system of the Department and the PSVC), as well as in one national media.).*

## 7.8. Head-Hunting (Critical/Scarce Talent/Skills Search)

A) *This method of recruitment may be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as recruiting candidates from historically disadvantaged groups.*

## 7.9. Pro-active headhunting

Headhunting used in conjunction with the normal advertising of vacancies, (i.e. candidates could be requested to apply for the advertised position so that no expectations are created), where after the normal interview process will apply.

## 7.10. Re-active headhunting

A manager may only resort to re-active headhunting if an attempt has been made to fill a vacant post by advertising it in the national media. This implies that the post would have been advertised to reach the broadest target market. The budget for costs incurred in this process will be from the line manager and not CD: CRM.

## 7.11. Recruitment Agencies (Talent/Skills Databases)

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

## 7.12. DEPLOYMENT OF STAFF/ RE-ASSIGNMENT

7.12.1 An employee/SMS Member may be deployed (directed in terms of section 32 of the Public Service Act) to perform specific functions in another country. This deployment shall be in writing and approved.

7.12.2 The department shall engage DIRCO in writing to ensure inter-country/institution protocol issues and relevant allowances,



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accommodation, etc, are dealt with correctly professionally and timeously.

7.12.3 The relevant employee/SMS member, manager and Branch Manager shall be consulted for their concurrence.

7.12.4 A letter shall inform the relevant employee/SMS of the deployment period and of all relevant performance, protocol and allowance issues.

### 7.13. **SECONDMENT OF STAFF**

7.13.1 An employee/SMS member may be seconded to another department for a period of time at the request of that department in writing.

7.13.1 The relevant employee/SMS member, manager and branch manager shall be consulted for their concurrence.

7.13.2 The relevant employee shall be issued with a letter to inform of all the conditions of the secondment, i.e. period of secondment, performance agreement and performance assessment matters, as well as leave and salary matters.

7.13.3 The post the employee/SMS member occupied in the department cannot be filled on a permanent basis, while the incumbent is on secondment.

### 7.14. **INTERNAL ASSIGNMENT (DIRECTED: SECTION 32 OF PSA)**

7.14.1 An employee/SMS member may be directed in terms of section 32 of the Public Service Act, to perform function in another branch/unit within the department.

7.14.2 The relevant employee/SMS member and supervisor shall be consulted for concurrence.

7.14.3 The employee/SMS member shall be informed in writing of the period and location of the assignment.

7.14.4 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



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## 7.15. Recruiting People from Designated Groups (People with Disabilities, Women and Blacks- African, Coloured and Indian/Asians)

### 7.15.1. The Human Resource Plan and Employment Equity Plan shall inform the filing of vacant posts to meet the set targets

The Sub directorate: Employee Health and Wellness will liaise with organisations working with people with disabilities aimed at their recruitment.

### 7.15.2. The relevant job advert(s) placed, shall clearly indicate which post(s) are earmarked for people from designated groups.

### 7.11.3 All advertisements in the media shall be placed with the disability sign.

7.11.4. Candidates with a disability will, as a general rule be shortlisted if they comply with the advertised requirements

7.11.5. As an individual from a designated group may find the working environment hostile, orientation and induction as well as a supportive working environment will assist greatly.

7.11.6. It **may** also be necessary to place individuals from designated groups in a mentorship relationship for the first six months with a more seasoned employee to facilitate their ease of placement

## 7.12. Application Pool for Similar Posts

7.12.1. As the Department normally receives many applications for advertised posts, especially for example administrative and security posts on salary levels 1 - 6, the Curriculum Vitae (CVs) of unsuccessful applicants for the specific advertised post shall be kept for a **maximum period of six months** and shall be made available to a manager on request when a similar vacancy on the establishment must be filled. This practice is put in place to assist in filling vacant funded posts quicker.

7.12.2. As an efficient (cost and time saving) measure, the applications from these pools shall be utilised for shortlisting purposes.

7.12.3. These applicants would not be required to apply again, but they would have to indicate (when invited for an interview) if they are still in the job-market



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7.12.4. In instances where the Department has various similar posts that become vacant on a continuous basis (i.e. Administrators) the department would advertise a post titled "Administrator- Various" and make use of the applications for a maximum period of six months, to rotate the applications received to different managers who have the need to recruit for such similar post.

## 8. ROLE PLAYERS AND THEIR RESPONSIBILITIES

### 8.1 SECTION: HUMAN RESOURCE PRACTICE & ADMINISTRATION (HRPA) shall:

- 8.1.1. Provide line managers with advice concerning the prescribed measures: on shortlisting; the use of selection instrument; the composition of selection panel to; amongst other thing ensure the inclusion of appropriate expertise and to ensure objectivity during the interview.
- 8.1.2. Ensure that the post has been job evaluated before advertising and is advertised in the appropriate media.
- 8.1.3. Facilitate that applications for a post are received from the service provider assigned application to an employee (HR representative) from the section: HRPA and are delivered to the relevant manager.
- 8.1.4. Inform the relevant manager of approval of nomination electronically.
- 8.1.5. Assist relevant manager and selection panel members to shortlist, draft scoring grid and set up the interviews.
- 8.1.6. Invite short listed applicants for interviews and request them to bring original certificates of qualifications to the interview.
- 8.1.7. Provide panel members with relevant documentation (i.e. agenda, copies of CV's and scoring grid).
- 8.1.8. Attend the interviews in an **advisory capacity and act as scribe**.
- 8.1.9. Ensure the verification of qualification(s) of nominated applicants.
- 8.1.10. Ensure the NIA vetting of nominated candidates are conducted.



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- 8.1.11. Arrange an appointment with the service provider for SMS nominee to undergo a competency test.
- 8.1.12. Draft submission to obtain approval of the recommendation for the nominated applicant(s) appointment / transfer and attach the selection panel's motivation and scoring grid to the submission.
- 8.1.13. Do at least two reference checks with regard to the nominated applicant(s).
- 8.1.14. Send regret letters to short listed applicants who were not successful, after the successful applicant has assumed duty.

8.2. **RELEVANT RECRUITING MANAGER shall:**

- 8.2.1. Draft the advertisement and send to HR to advertise.
- 8.2.2. Conduct interviews within 6 months of the closing date of the advertisement. Failing which, the said vacant post must be re-advertised and a written explanation should accompany the request for re-advertisement.
- 8.2.3. Shortlist applicants together with approved interview and selection panel members and the assigned HR Rep. within one month of the closing date of the advert.
- 8.2.4. Complete selection Form (Annexure A & B).
- 8.2.5. Shall ensure that the panel is post appropriate. For example a DG shall not sit on the panel for a level 5 post.
- 8.2.6. Design score grid and draft questions for interview.
- 8.2.7. **Request the Directorate: Supply Chain Management (SCM)** to allocate and prepare adequate office accommodation for the appointed candidate (including desk, chair, stationery, and telephone).
- 8.2.8. **Request the Directorate: Information Technology (IT)** for an appropriate PC (desktop or "desktop-replacement" notebook) and peripherals (special case: disabled employees), eventual procurement or re-allocation of hardware and software licenses; standard and optional software (special case: disabled employees); and request SITA for setting up of a new network account and mailbox, and if necessary also access to EDMS, BAS, PERSAL, LOGIS etc. (Annexure E).



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### **8.3. Selection of Panel Members: Salary levels 1 – 12**

- 8.3.1 The DDG shall approve the interview panel in their branch.
- 8.3.2 The relevant Chief Director where the structure is not part of a Branch) shall approve the panel.
- 8.3.3 In Programme 1: the DG will approve the panel for ODG.
- 8.3.4 In the Directorate: Internal Audit the Director will approve the panel.
- 8.3.5 The CFO will approve the panel in the OCFO.
- 8.3.6 The COS will approve the panel in the Ministry.

### **8.4. Selection of Panel Members: Salary levels 13 – 14**

- 8.4.1 The DG shall approve the interview panel.

### **8.5. Selection of Panel Members: Salary levels 15 - 16**

The Minister shall approve the interview panel.

## **9. GRIEVANCES AND DISPUTES**

The procedures for resolving grievances and disputes, which may arise as a result of decisions taken during the filling of a post, shall be dealt with in terms of the prescripts applicable in the public service.

## **10. MONITORING AND EVALUATION**

- 10.1. The HR representative, as well as any other person who becomes aware of any irregularities (i.e. nepotism, favouritism etc.) in terms of the implementation of this policy **must** report such irregularities to the Chairperson of the selection panel and to Deputy Director: HRPA or to the Director: HRA , as soon as it occurs.
- 10.2 The CD: CRM and D: HRA, to whom such an incident is reported, must immediately investigate the occurrence of such an irregularity and report the findings in writing to the CD: CRM.
- 10.3. All applications, schedules and submissions regarding the filling of advertised posts must be kept in a safe place in the CRM Registry for record keeping and audit purposes.



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## **11. REPORTING**

### **11.1.1 Vacancy Management Report to EXCO and Budget Committee.**

Annual report (in the prescribed format in June). Staff profile in relation to race, gender and disability with every submission regarding the nomination for the filling of a vacant post. The Gender, level and race of staff profile across the Department to EXCO

## **12. POLICY REVIEW**

This policy will be reviewed every 2 years or when required, due to legislative requirements, from the date of approval.



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## PART 2

### IMPLEMENTATION OF POLICY (PROCESSES AND PROCEDURES)

#### 1. Establishment Matters

- 1.1. The Department's human resource capacity needs shall be reviewed at least annually before or after the strategic planning session in November or March, or as needed, in order to ensure that a fully functional staff structure and establishment are able to deliver on its mandate. The outcome of this Human Resource Planning exercises shall further inform the annual review of the Human Resource Plan and Employment Equity Plan.
- 1.2. The Section: HRP must prepare a submission to obtain approval prior to a post being created on or additional to the establishment of the Department.
- 1.3. All posts appearing on or additional to the fixed establishment must be funded posts.
- 1.4. All newly created posts on the fixed establishment must be subjected to job evaluation to confirm the level of the post prior to filling the post.
- 1.5. The CD: CRM could recommend to the DG/Minister that a **post vacant for 9 months and more (without good reason) must be utilised elsewhere in the Department, where there is a need or be abolished from the fixed establishment of the Department.**

#### 2. Advertisement Content

An advertisement for a post shall as a minimum requirement specify:

- 2.1. The job title;
- 2.2. The basic salary, with an indication of the possible all-inclusive remuneration package starting and end notch.
- 2.3. The inherent requirements of the job;
- 2.4. Core functions;
- 2.5. The person in the department who would handle enquiries;



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- 2.6. The person handling applications / receiving the applications;
- 2.7. If the post is earmarked for persons from designated group(s);
- 2.8. Relevant qualifications defined in terms of the NQF classification system;
- 2.9. Z83 form must be completed and signed; candidates must attach certified copies of their qualifications and other relevant documents (i.e. ID) to their applications. The certified copies must not be older than 12 months prior to the post being advertised; and
- 2.10. Candidates must list a minimum of three references on their applications, with an indication of the references' names, capacity in which they are known to the candidate and their contact details.
- 2.11. All advertisements must indicate that shortlisted candidates may be subjected to Pre-employment security vetting.
- 2.12. The language and style of the advertisement must be clear to applicants from all sectors of the population, especially people from the designated groups, without regard for marital status, creed, sexual orientation, HIV and AIDS status, religion, culture etc.
- 2.13. Requirements for health or security clearance, where justified by the inherent nature of the work, must be clearly stated.
- 2.14. In addition, all advertisements for Senior Management Service (SMS) posts must indicate that the candidates to the post shall be subject to a Competency Assessment and that the successful applicant must, within one month of appointment, sign:
  - 2.14.1. A performance agreement;
  - 2.14.2. An employment contract; and
  - 2.14.3. A financial disclosure declaration.
- 2.15. The minimum running period for the advert (closing date):



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- 2.15.1. Seven (7) working days from the date of advertisement, when only advertised within the DPSA, PALAMA and CPSI; and
- 2.15.2. Ten (10) working days from the date of the advertisement, when advertised in the PSVC and/or the media.
- 2.16. Advertising in the media is centrally budgeted for by the DD: HRP
- 2.17. The closing date of internal and external advertisement must not differ.

### **3. Recruitment and Response Handling**

This is done by the section Personnel Provisioning and Utilization. The department will contract an external Service Provider from time to time that specialises in recruitment of human capital to receive application forms from applicants on behalf of the department. No application forms will be received by the department

### **4. Process and Procedures: Selection**

- Scheduling and Screening
- 4.1. The contracted service provider/HR will be required to: Compile a schedule (list) to reflect the following details of all applications received:
    - 4.1.1. Surname and initials
    - 4.1.2. Gender
    - 4.1.3. Race
    - 4.1.4. Current job title
    - 4.1.5. Current employer, if any
    - 4.1.6. Compliance with specific requirements as advertised (qualifications, experience).
  - 4.2. The service provider/PPO will submit the schedule as well as the sorted and filed applications to the Department/relevant managers within a mutually agreed time frame. The Section: PM will hand the schedule and files of applicants to the relevant line managers to do the shortlisting.



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#### 4.3. Shortlisting

- 4.3.1. Candidates who do not comply with the minimum advertised requirements must be eliminated during the shortlisting phase with noting of reasons, resulting in a preliminary selection pool.
- 4.3.2. Reasons must be aligned with the inherent requirements of the advertised post, when screening applications. Elimination of candidates must be done in a justifiable manner.
- 4.3.3. All applications, CV's, qualification certificates (and annexure to the CV) must be carefully scrutinised when shortlisting. Any information from other sources should be discounted as it may unfairly benefit or disadvantage an applicant in relation to the others.
- 4.3.4. The screening process conducted by the service provider/HR does not absolve the selection panel from scrutinising all applications for final shortlisting.
- 4.3.5. Various in-house competency tests such as a test on computer literacy, typing, written communication, case study problem solving linked practically to the advertised job, role plays are permissible. The test results could be used for purposes of screening applicants from a bigger pool of short-listed candidates or as part of a more comprehensive interview process.
- 4.3.6. When shortlisting, the intention is to work towards a shortlist with between 4 and 6 applicants per advertised post.

#### 5. Interview and Selection Panel

- 5.1. The relevant manager must constitute the interview and Selection panel.

The selection panel shall consist of at least three members who are:

- 5.1.1. Employees on the same level or higher than the grading of the advertised post; or suitable persons from outside the public service or in which both such an employee(s) and such a person(s) are represented. However, the chairperson of the interview selection panel shall be an employee of a grading higher than the post to be filled.



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- 5.1.2. Where the manager of the component within which the vacant post is located, is graded lower than the vacant post, such manager may be a member of the selection panel.
- 5.1.3. The panel members referred to above must be familiar with and understand the contents of the post.
- 5.2. The interview selection panel for the appointment of the Director-General of the Department must consist of at least three (3) Ministers and for the appointment of a Deputy Director-General (salary level 15) at least two Ministers or Deputy Ministers, one of whom is not in the portfolio in which the vacancy exists and a national HoD.
- 5.3. An interview selection panel shall, where possible, include adequate representation of historically disadvantaged persons. If all the members of the selection panel are of the same gender and/or race the relevant manager must indicate in writing the reasons for this deviation (Annexure C).
- 5.4. 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 3 panel members and the relevant circumstances must be reflected in the minutes.
- 5.5. Every interview/shortlisting selection panel member must sign a declaration/pledge of vested interest before each short-listing and interview, stating that he/she has no vested interest in any of the short listed/interviewed applicants and will comply with the confidentiality pledge. Discussions and decisions must be treated as highly confidential. If any member of the selection panel makes himself or herself guilty of breaching such confidentiality, the Department will apply measures as set out in the disciplinary code.
- 5.6. The relevant manager must ensure that the shortlisting is done and the interviews are held within four weeks after receiving the applications to shortlist. If this cannot be achieved, the relevant manager must inform the Director: People Management and Development, in writing of the reasons for the delay in filling the post.
- 5.7. Travelling expenses incurred by an applicant during the interview process must be funded from the budget of the relevant responsibili-



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ty manager of the component in question. In this regard, the department will accommodate the candidate as far as possible to

schedule the interview in the middle of the day so that the candidate can travel to and from the interview on the same day.

#### **5.8. Chairperson of Interview and Selection Panel**

The Chairperson of the selection panel must:

- 5.8.1. Be an employee on a higher grading than the vacant post and he/she must be on salary level 11 or higher.
- 5.8.2. Compile a scoring grid. Draft questions to facilitate the interview process prior to the commencement of the interviews.
- 5.8.3. Ensure that there is consistency in questions posed to all candidates.
- 5.8.4. Support the HR Representative who will advise the panel on matters pertaining to recruitment process.

#### **5.9. The HR Representative/Scribe**

The DD: HRP will allocate a post to be filled to an HR Representative who must:

- 5.9.1. Submit the applications and schedule to the relevant manager and assist the selection panel with shortlisting and to compile a score grid.
- 5.9.2. Invite shortlisted candidates for the interviews;
- 5.9.3. Inform an applicant invited for an interview that if he/she withdraw his/her candidacy prior to the interview, it must be done in writing. If an applicant does not withdraw in writing, it must be noted in the relevant minutes that the applicant was requested to confirm withdrawal in writing, but did not respond;
- 5.9.4. Submit copies of the applications and CV's of short listed application to the members of the Selection panel (prior to the date of the interviews);
- 5.9.5. Act as scribe and must record the reasons for selecting/not selecting each applicant with reference to the criteria mentioned above for:



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5.9.5.1 Future reference on decision(s) taken;

5.9.5.2 Justifying decisions taken, and to provide written reasons on request in terms of any law; and

5.9.5.3 Record keeping and audit purposes.

## **6. Recommendation of Suitability of Applicant**

6.1. The selection panel must recommend the suitability of an applicant for the post only after considering:

6.1.1. Information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination;

6.1.2. The training and competency (skills, knowledge and attributes) necessary to meet the inherent requirements of the post;

6.1.3. Relevant experience

6.1.4. The needs of the Department for developing human resources;

6.1.5. The representativeness of the component; and

6.1.6. The Department's Affirmative Action programme.

6.1.7. The Competency Test Report recommendations (only for SMS members)

**6.2. A scoring grid will be used to evaluate/compare candidates' suitability during the interview process. The highest score will determine the appointment of the most suitable candidate followed by the second highest score to determine the second most suitable candidate and so forth. The scoring grid must be used in sequential order.**

6.3. The reasons for the recommendations with reference to the criteria mentioned above must be minuted.

## **7. Approval/Disapproval of Panel Recommendations**



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- 7.1. When the Minister (his/her delegated authority) does not approve a recommendation of a selection panel, she/he shall record the reasons in writing.
- 7.2. The Minister (his/her delegated authority) shall, before taking a decision on the filling of a post:
  - 7.2.1. Satisfy her/himself that the candidate qualifies in all respects for the post and that claims made by the applicant for the post have been verified;
  - 7.2.2. Record his/her decision in writing.

## 8. Interview

- 8.1. **Preparation for Interviews:** Structured/semi-structured questions, scoring grid and rating criteria must be developed prior to the interviews. Areas for questioning during interviews need to be thoroughly planned.
- 8.2. **Facilitating the interview process:** The Chairperson must prepare the interview environment by:
  - 8.2.1. Introducing the panel member to the candidate, to create a friendly and relaxed atmosphere and to put the candidate at ease.
  - 8.2.2. Managing the interview process, to stay on schedule and also to assist in managing assigned areas for questioning.
- 8.3. **Interview and Selection Techniques:**
  - 8.3.1. **Interviews:** The panel must restrict themselves to questions that are directly related to the advertised requirements. Discriminatory questions must be avoided at all costs. All applicants for a specific post must be assessed by the same selection panel, against the same selection criteria (Equity). The typical interviewing techniques are listed below:
    - 8.3.1.1 **Structured questions:** Pre-determined questionnaire. Questions asked in specific order by specific member of the panel.



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8.3.1.2 **Semi-structured questions:** The most important guiding questions are pre-determined by the panel members to ensure that consistency is applied.

#### 8.4. **Testing (to be included in advert when required)**

8.4.1. Skills Evaluation - The use of tests such as a test on computer literacy, typing, written communication, case study problem solving linked practically to the advertised job, role playing, and presentations is allowed. The test results shall be used in addition to an interview and the selection panel should decide on the tests' weight in relation to the interview prior to the test. These tests, scores should be factored into the scoring grid to weight the relative importance in respect of the overall assessment.

8.4.2. Competency Testing – All employees appointed in the SMS for one year or more, shall be subjected to competency testing prior to appointment. The outcome of the competency test **will be one** of the assessment factors used to recommend a candidate and not the deciding factor.

8.4.3. Tests should preferably only be conducted if the intention to test applicants was mentioned in the advertisement. (Testing will be indicated in advert)

#### 9. **Evaluation of applicants on a scoring grid:**

9.1. The selection panel must evaluate each applicant. The panel must reach consensus on the scoring of each applicant or may use the average of all the individual scores of the panel members.

9.2. The selection panel must use a 5 or 10 point scoring grid (example at Annexure B) that explains different KPA's/KRA's and CMS/GAFS, starting from poor to excellent and measuring numerical numbers.

9.3. At the end of the interview sessions the panel must discuss the order of preference of the suitable candidate(s). The rating criteria must be used to assist the selection panel in nominating a suitable applicant.



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- 9.4. In case of more than one candidate achieving equal first place scores preference must be given to applicants who would promote representativeness, and secondly to internal applicants, when making a recommendation where the Department has not met its EE targets.

## 10. Qualification Verification

- 10.1. Applicants must be requested to attach copies of their qualification certificates (certified in the past 12 months) to their applications.
- 10.2. When invited to attend an interview, the candidate must be requested to submit his/her original qualification certificate(s) to the HR representative at the interview. This will without exception also apply to internal candidates. The HR representative must verify in writing that the certificate of the qualification required in the advertisement (and listed in the candidate's CV) was presented to him/her at the interview (**Annexure D**).
- 10.3. The nominated candidate's qualification(s), required in the advertisement of the post, must be verified in writing through an accredited Service Provider.
- 10.4. The burden of proof of qualification lies with the applicant for a post. Applicants must submit proof of qualifications obtained through Recognition of Prior Learning (RPL), under the NQF, for consideration that their prior learning and experience is equivalent to a NQF level required for a post advertised.

## 11. Reference Checking

- 11.1. The HR representative must do reference checks on the preferred first and second candidates. This 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 whom the applicant listed on his/her CV.
- 11.2. The reference checks must be submitted on the format form (**Annexure D**) together with the submission for the approval of the nominated applicant(s).



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## **12. NIA Vetting**

The HR representative must facilitate the pre-employment screening by requesting NIA to do:

- 12.1. Citizenship verification
- 12.2. Criminal record check
- 12.3. Credit check

## **13. General**

Up to the date of the final approval of the nominated applicant, no applicant may be informed of the outcome of the process

## **14. Placement**

- 14.1. The offer of employment letter informs the nominated candidate to:
  - 14.1.1. Inform the section: PM in writing within 5 days of accepting the offer or not.
  - 14.1.2. Assume duty at the office of the relevant manager.
- 14.2. On the date of assumption of duty (any date of the month) the relevant manager must inform the DD: PM in writing (via e-mail) that the nominated candidate started.
- 14.3. The orientation and induction of an employee in the new post is key to the person in order that they belong, can care for others and want to serve. (Refer to the Departmental Induction Programme.)

An employee must sign a Performance Agreement with his/her manager within one month of assumption of duty. The manager must ensure that the new incumbent is assessed in terms of the PMDS to give written feedback to him/her in respect of his adjustment to the post, training needs identified and outcomes achieved (Refer to departmental PMDS policy).



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ANNEXURE

**SELECTION PANEL DECLARATION/PLEDGE**  
**DENOUNCING OF VESTED INTEREST**

ADVERTISED POST:

DIRECTORATE:

DATE OF SHORT-LISTING:

I hereby declare that I do not have any vested interest in any candidate(s) shortlisted for this post, and therefore agree that should it be verified that I misinformed the committee, be penalized as per measures contained in the disciplinary code.

I as a panel member, declare that I shall not disclose any information regarding the proceedings of the short-listing. If such disclosure is made, I shall be guilty of unauthorized disclosure of privileged information and may face disciplinary action in terms of the Public Service Act and Regulations.

I declare that: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Members: \_\_\_\_\_

Name

\_\_\_\_\_

Signed



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**MEMO**

**ANNEXURE B**

To: DD: HRP
From: (initials and surname of manager)
Subject: Interviews and Selection Panel

Post (job title) :

Salary Level

1. After scrutinising the applications received for the above mentioned post, I have shortlisted the following applicants, as they are regarded as meeting the advertised requirements best:

- |          |          |
|----------|----------|
| 1. ----- | 2. ----- |
| 3. ----- | 4. ----- |
| 5. ----- | 6. ----- |

2. Preferred date for interviews -----from ----- (time)

(Alternative date: -----from ----- (time)

Proposed duration of each interview: -----(minutes)

**SHORT LIST CANDIDATES**

POST: _____ (SALARY LEVEL __)								
Name	Knowl- edge of office admin	Project Manage- ment skills	Organisational skills	Liaison and communication skills/abilities	Interper- sonal relations	Computer Literacy (test)	Total	General re- marks

- RATING SCALE:**
- 1. Not satisfactorily/poor
  - 2. Below average/reasonable
  - 3. Average/acceptable
  - 4. Above average/good
  - 5. Exceptional

\_\_\_\_\_  
**CHAIRPERSON**  
**DATE**

**SCORING GRID**

POST: (SALARY LEVEL )

Name	Knowledge: HR related	Organisational skills	Computer skills	Liaison and communication skills/abilities	Interpersonal relations	Total	General remarks
1							
2							
3							
4							

**RATING SCALE:** 1-2 Not satisfactorily/poor  
 3-4 Below average/reasonable  
 5-6 Average/acceptable  
 7-8 Above average/good  
 9-10 Exceptional

DIRECTOR-GENERAL  
 DATE:



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ANNEXURE C

1. Selection panel

Note: in terms of PSR/VII/D.3 the selection panel shall, where possible include adequate representation in terms of race and gender.

Chairperson: -----

Members: 1) ----- 2) -----

3) ----- 4) -----

If all panel members are of the same Race/gender, motivate reasons

-----  
 -----

2. The HR representative allocated to assist me with the selection process can contact my Administrator (name), for purposes of preparing refreshments for the selection panel.

Signed ----- Date -----

**For official use:**

Received by ----- name -----date

HR Representative ----- (name)



ANNEXURE D

**CHECKLIST (QUALIFICATIONS/EXPERIENCE)**

Candidates interviewed for the advertised post: \_\_\_\_\_

3. DOCUMENTATION SUBMITTED AT INTERVIEW

NAME OF CANDIDATE	REMARK (original qualification(s) submitted <b>or</b> reason it was not submitted)	MINIMUM OF THREE REFERENCES SUBMITTED	CHECKED BY

4. REFERENCE CHECKS REGARDING EXPERIENCE OF NOMINEE MR/MS

\_\_\_\_\_

Name and telephone number of reference contacted	In what capacity is the nominee known to the reference person (supervisor/manager/co-worker/friend/family)	Remarks (ask the reference person to summarise the nominee's main performance areas/duties)	Period (months/years)
1.			
2.			
3.			

The reference checks were done by \_\_\_\_\_ (Name)  
 \_\_\_\_\_ (rank) \_\_\_\_\_ (signature).  
 \_\_\_\_\_ (date).

DIRECTOR-GENERAL  
 DATE:



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**MEMO**

Annexure E

t

From: DD: HRP
To: -----
Subject: Nomination for Filling of post

1. You are hereby informed that approval was granted for the following nomination:  
  
Post (job title): -----  
Nominee: -----  
Alternative nominee: -----
2. The Section: PM will issue an offer letter to the nominee and submit a copy of the relevant letter to you.
3. You will be informed in writing as soon as the nominee accepts the offer of employment.
4. Please finalise arrangements for office accommodation (including desk, chair, stationary, telephone etc.) as soon as possible with the Directorate: SCM, if you have not done so yet.
5. Please finalise arrangements for PC (desktop, notebook, hardware & software licences, etc) as soon as possible with the Directorate: IT, if you have not done so yet.
6. Request the SITA helpdesk (x5555) to set a new network account & mailbox and other access (EDMS, BAS, PERSAL, Logis etc) where necessary.

DD: HRP  
Date:

DIRECTOR-GENERAL  
DATE:



FOR ATTENTION:

**MR NMA NKOSI / MS ROUX**

NATIONAL INTELLEGENGE AGENCY

Fax no: 012 673 8066

**VETTING: VERIFICATION – PRE EMPLOYMENT**

In accordance with Public Service Regulations 1/VII/D.8(a), verification of a candidate's information prior to appointment/filling of a post is required with effect from 1 January 2008.

**DPSA requires NIA to conduct a (i) criminal record check and (ii) credit check** for the following person(s) being considered for the advertised post of **DIRECTOR:**

<b>Surname:</b> <b>Names:</b> <b>ID no:</b> <b>Race:</b> <b>Gender:</b>	<b>Surname:</b> <b>Names:</b> <b>ID no:</b> <b>Race:</b> <b>Gender:</b>
---	---

Should you need additional information, do not hesitate to contact Mr..... at (012) 336

Your urgent response would be highly appreciated to conclude our recruitment process, before obtaining formal approval of the nominated candidate(s).

Kind regards

DIRECTOR-GENERAL  
DATE:



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## VETTING

### 3.1 CHECKS REQUIRED

- 3.1.1 Criminal record
- 3.1.2 Citizenship verification
- 3.1.3 Financial/Asset record

### 3.2 INDEMNITY DECLARATION

I hereby authorize Department of Public Service and Administration to verify the above-mentioned checks for the purpose of any information that I have provided in support of my application.

I agree that this indemnity declaration remains valid for all current and future personal credential verification requests by Department of Public Service and Administration.

Candidate Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Mr ..... (signature)  
Tel: (012) 336 .....

DIRECTOR-GENERAL  
DATE: