



Province of the

EASTERN CAPE

SOCIAL DEVELOPMENT
& SPECIAL PROGRAMMES

RECRUITMENT AND SELECTION POLICY

Policy Registration No: 2012-306

CONTENTS

- i. Definition of Terms
 - ii. Legislative Framework
 - iii. Preamble
 - iv. Purpose
 - v. Objective
 - vi. Scope of Applicability
 - vii. Principles and Values
 - viii. Policy Statement
 - ix. Appointment to Higher Level Posts
 - x. Head Hunting
 - xi. Utilization of Recruitment Agencies and Labour Brokers
 - xii. Disabled applicants
 - xiii. Authority to Approve
 - xiv. Administration of the policy
 - xv. Accountabilities & Responsibilities
 - xvi. Effective date of the policy
 - xvii. Procedures for implementation
 - xviii. Dispute Resolution
 - xix. Monitoring Arrangements:
 - xx. Risk Management of the policy
 - xxi. Review of the policy
 - xxii. Policy Recommendation and Approval
- Annexure A: Annual Recruitment Plan Template (ARP)
- Annexure B: Masterlist Template
- Annexure C: Appointment Letter Template

DEFINITIONS AND TERMS:

For purposes of this policy, unless otherwise stated, the following definitions shall apply:

- i. **Approved Structure:** these are posts that the Executive Authority approved to shape up the Departmental Personnel to carry out the mandate of the Department.
- ii. **Affirmative Action:** measure to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories & levels in the workplace of the designated employer.
- iii. **Executive Authority:** member of the executive council (MEC).
- iv. **External Advertisement:** takes place when the advertisement is open to all candidates within and outside the Public Service. This is in line with the objective of ensuring that Public Service is in the hands of highly skilled individuals who are capable to deliver service excellence.
- v. **Internal Advertisement:** takes place when a department is targeting individuals within the Public Sector as well as those that are on contract & internship. In this case advertising can be narrowed to cater only for the employees of the Province as an effort to encourage upward mobility and to allow the transfer of skills and expertise within the provincial departments.
- vi. **Employee:** any person who holds a temporary or permanent post on an approved establishment of a department including those held additional to the establishment.
- vii. **Candidate:** Any person who is not yet employed in an advertised vacant post but has shown interest in the post by applying for it.
- viii. **Recruitment:** this is a process of identifying and attracting a pool of candidates for changes in employment status, for which some will later be selected to receive an offer of employment.
- ix. **Designated Group:** People who were previously disadvantaged on the basis of race, gender and disability which are Africans, Coloureds, Asians, White Females and Chinese who became citizen before 1994.
- x. **Competence:** is a blend of knowledge, skills, behavior and aptitude that a person can apply in the work environment which indicates a person's ability to meet the requirements of a certain post.
- xi. **HIV:** this refers to Human Immuno-Deficiency Virus.
- xii. **Intern:** An intern is one who works in a temporary position with an emphasis on on-the-job training rather than merely employment. Interns are usually college or university students seeking skills for a new career.
- xiii. **DPSA:** this refers to the Department of Public Service and Administration.
- xiv. **HoD:** this refers to the Head of Department.
- xv. **MEC:** this refers to the Member of the Executive Council.
- xvi. **SMS:** this refers to Senior Management Services.
- xvii. **ARP:** Annual Recruitment Plan.

LEGISLATIVE FRAMEWORK

The following are pieces of legislation underpinning this policy:

- i. Constitution of the Republic of South Africa, Act No. 108 of 1996.
- ii. Labour Relations Act 66 of 1996, Section 186 (2).
- iii. Employment Equity Act 55 of 1998.
- iv. Department of Social Development and Special Programmes Employment Equity and Affirmative Action Policy and Plan.
- v. Department of Social Development and Special Programmes Attraction and Retention Policy.
- vi. Basic Conditions of Employment Act 75 of 1997, section 29.
- vii. Promotion of Access to information Act 2 of 2000.
- viii. Promotion of Administrative Justice Act 3 of 2000.
- ix. Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000.
- x. Public Services Act, Proclamation 103 of 1994 as amended.
- xi. Public Service Regulations, of 1999.

1. PREAMBLE:

- 1.1. In 2007, the Province of the Eastern Cape adopted a recruitment strategy to strengthen effective recruitment and selection processes as part of the Provincial endeavor to attract and retain requisite skills so as to reduce high vacancy rates and address skills shortages. Furthermore, this strategy aimed at introducing an effective recruitment processes in order to compare favorably with the best practices in the private sector as well as achieving effectiveness and efficiency in this regard. It therefore introduced principles and policy directives to ensure effective and efficient recruitment and selection practices and processes that are to be practiced in the entire Provincial Administration.
- 1.2. During the same year the Province of Eastern Cape, also adopted a Provincial Attraction & Retention Strategic Framework which is aimed at identifying practical measures for effective human capital and talent management and strategies that will improve the ability of the province to attract and retain the right talent to meet the province's delivery goals and objectives. The strategy purports that staff turnover, more often than not is caused by among other things, bad selection decisions due to lack of clear identification of the core competencies required for successful performance prior to the recruitment and selection process, lack of assessment of job and cultural fit, as well as delays and inefficiencies in the recruitment processes.
- 1.3. The Department of Social Development and Special Programmes, is struggling to properly implement the Annual recruitment Plans that are aligned to the Human Resource Plan and Employment Equity Plans that should inform their recruitment strategies and processes. There is no strict adherence to the required recruitment turnaround times and as such the filling of post in the Department is taking exceptionally long leading to the Department losing the best candidates. In some instances the selection panels embark on this process without being prepared or trained. This result to the criticism of the final selection phase because the selection criteria is not properly followed and the interviews are poorly structured leaving room for malpractices in the process and bad selection decisions.
- 1.4. Therefore, the review of this policy, takes into consideration the principles and policy positions of the above mentioned strategies and challenges. Furthermore, it seeks to close the gaps as identified in the previous policy as well as the alignment to the Departmental Policy Guidelines that were adopted in 2010 and approved in 2011.

2. PURPOSE:

- 2.1. To provide a guide on the management and execution of all recruitment and selection processes in order to ensure effectiveness, efficiency, consistency and fairness,
- 2.2. To regulate the timeous recruitment and selection of staff to fill vacant funded posts,
- 2.3. To further guide the process of attracting the necessary skills and promote upward mobility through the recognition of prior learning (RPL) and placing of unemployed graduates in the employment mainstream as interns.

3. OBJECTIVES:

The following are the primary objectives of this policy:

- 3.1 To promote effective and focused recruitment planning through combination of all the facets of recruitment and selection into the Annual Recruitment Plan,
- 3.2 To promote consistency and equal opportunity oriented recruitment process in the Department,
- 3.3 To give effect to the Skills Development Act pertaining to the recognition of Prior Learning, Accelerated Development, Learnership and Internships,
- 3.4 To ensure compliance to the legal framework regulating recruitment and selection processes,
- 3.5 To track the placement of suitably qualified employees in vacant funded posts,
- 3.6 To restore the integrity of the Department and facilitate fair and trustworthy recruitment and selection process,
- 3.7 To avert pitfalls and promote structured recruitment and selection process.

4. SCOPE OF APPLICABILITY

- 4.1. This policy applies to all the recruitment and selection processes of posts created and additional to the approved establishment of the Department of Social Development and Special Programmes. This also includes recruitment for all permanent, contracts as well as internship posts.

5. PRINCIPLES AND VALUES

- 5.1. **Principle of non discrimination and equal opportunities:** The department offers equal opportunities in employment to all employees and applicants. No person shall be discriminated against in employment because of disability, sexual orientation, political opinions, socio-economic background, and trade union membership and activities and any other physical or social condition. Through this principle the department will guarantee the capacity to incorporate, motivate while respecting and promoting the non discrimination treatment of individuals or groups based on arbitrary or acquired criteria. In doing so, the department aims to retain the best talent, to fulfil legal and ethics principles, and to maintain the brand image consistent with its clients, employees and community values
- 5.2. **Confidentiality:** The department understands privacy concerns and confidentiality obligations. Trust is a cornerstone of the department's mission. The department does not sell, rent or trade personal information to third parties. Confidentiality relates to the duty to maintain confidence and thereby respect privacy. Privacy relates to information that the department, for the mutual benefit of both parties, would not wish others to know without prior authorization.
- 5.3. **Fairness:** the department aim to ensure that all applicants are treated fairly and are appointed solely on their suitability for the post irrespective of gender, race, disability, religion, sexuality, age, unrelated criminal conviction or whether they wish to work full or part time. All stages of the recruitment process will be monitored and recorded to check that unfair discrimination is not taking place.
- 5.4. **Transparency** by application of the principle of openness.

6. POLICY STATEMENT:

6.1. The Management and steps of Recruitment & Selection Processes:

- 6.1.1. Human Resource Plan, Employment Equity Plans, Job Grade and Job Descriptions are the critical pillars for effective recruitment and selection processes. A Departmental Annual Recruitment Plan (ARP) which outlines all posts to be filled, costs, dates for short listing and interviews, panel members must be developed and signed of by 31 March each year for the next financial year. This is done to ensure that recruitment is properly planned for and takes place in a structured way rather than on an ad-hoc basis.
- 6.1.2. The Head of Department (HoD) must satisfy him/herself that the ARP reflects all the vacant posts which are funded and evaluated. It is mandatory that all posts from salary level 9 and above must be evaluated before they are advertised. This includes all newly created jobs irrespective of their levels. Active existing jobs should also be evaluated before they are filled in instances where such jobs have existed for a period of three (3) years or more. In cases where jobs have not been evaluated, the ARP must reflect dates in which evaluation would take place prior advertising. Job Evaluation plans should be aligned to the ARP and all jobs identified in the ARP should be prioritized for job evaluation.
- 6.1.3. Having met the requirements stated above, the Head of Department (HoD) can then approve the ARP for the recruitment and selection process to commence smoothly throughout the year. No other posts outside the ARP should be filled unless prior approval of by the HoD is obtained and adequate funding for such post is secured.
- 6.1.4. Detailed and concise job descriptions or competency standards which contain, among the other, post designation, competencies and skills required, key performance areas, salary package and other special requirements must be developed before posts are filled. An employment Equity Plan which reflects numerical goals and targets must also be attached for easy reference of the panel.
- 6.1.5. The Department must establish a recruitment and selection committee with clear terms of reference that will oversee the implementation, monitoring and evaluation of all recruitment and selection processes including the implementation and application of this policy in the Department. This committee must also be trained on recruitment and selection processes. The following should guide the development of the above mentioned terms of reference for the committee:
 - a) Appointment of committee members and chairperson of the committee (Who should appoint the committee members?),
 - b) Composition of the committee (At which level must these members be and how many members should make up the committee?),
 - c) Which stakeholders should be represented in the committee?
 - d) Roles and Responsibilities of the committee and of those of representatives should be clearly articulated,

- e) How often should the committee meet, and what should be the quorum for the meeting to continue?
 - f) How should invitations to meetings, meeting resolutions and minutes be communicated and time frames must be attached to these and
 - g) Lifespan of the committee (how long should the committee last and what happens if a member resigns in the committee or in the department.
- 6.1.6. To ensure effective and efficient recruitment process in the department, all employees starting from level nine (9) to sixteen (16) must be trained on all recruitment processes and thereafter there must be sent to a refresher course each year first quarter of the financial year.

6.2. Identification of the vacant post:

- 6.2.1. It is the responsibility of the HoD, Programme Manager and the manager responsible for the relevant programme or sub-programmes to identify a vacant funded post, to draft and submit a specification of a vacant funded post of his or her programme or sub-programme. The draft specification must be submitted to Human Resources, recruitment section. This should be done on the day an employee resigns.
- 6.2.2. The specification of the post should be in line with the needs of the branch, directorate or sub-directorate and the department,
- 6.2.3. Once the specification is submitted, a formal advert must be written; this must be done within 5 working days, after the submission of specification by relevant program manager and be forwarded to the recruitment committee to verify whether it is in appropriate standard to be publicized.
- 6.2.4. Before any recruitment actively takes place the following issues should be considered.
- a) Does the vacancy need filling or could the work be reorganised and performed in another, more cost-effective way.
 - b) Is the still post appropriate, relevant and does it meet the demands of our ever-changing organisation. This should always provide a good opportunity to re-evaluate the post, and to review both the Job Description and the Person Specification to ensure that the department is recruiting the right people for the right posts.

6.3. Advertisement:

- 6.3.1. As mentioned above a detailed and accurate job specification as contained in the job description must be considered and forwarded to Human Resources and to the recruitment committee before any post can be advertised,
- 6.3.2. An advert must state clearly whether the employer has identified the post for an equity or affirmative action candidate, and all the necessary requirements of the advert must be clearly stated in the advert to ensure that it attracts and orientate the applicant regarding the kind of the department he /she will be working for if successful,
- 6.3.3. All advertisements for Senior Management Services (SMS) posts must state that the appointed person will sign a performance based contract, and that all recommended candidates will have to undertake a competency assessment,
- 6.3.4. All posts from level one (1) to five (5) must be advertised externally as it is difficult to find candidates interested in these entry level posts. These external advertisements also seek to ease the rate of unemployment so as to accommodate youth who have just graduated and as such they do not have working experience,
- 6.3.5. Post at level six (6) to ten (10) must first be advertised internally to encourage upward mobility and subsequently externally if a department cannot find a suitable candidate,
- 6.3.6. All post from level eleven (11) to sixteen (16) must be advertised externally,
- 6.3.7. For internal advertisement, emails and departmental intranet and circulars must be used,
- 6.3.8. Local print media like Daily Dispatch must be used to advertised all post at level 6 – 8 as well as internship, post , level 9 – 16 must be advertised both in both local (Daily Dispatch/Herald) and national print media (Sunday Times/City Press),
- 6.3.9. All posts, irrespective where and how they are advertised must be advertised for a maximum period of ten (10) working days before the closing date, both local and national,
- 6.3.10. Department must sign and conclude a service level agreement indicating clear terms and conditions between the Department and the Service Provider before the service is utilized.

6.4. Receiving of Applications:

- 6.4.1. The essence of effective recruiting is that applications are handled promptly and efficiently. The benefits of this are first that the candidates are given a positive impression of the department and secondly that there are no undue delays in the process. Good candidates do not remain long on the labour market and the department need to move speedily if it is to recruit the best, whilst at the same time not rushing the process unduly and making a hasty or ill-considered decisions.
- 6.4.2. All application in Department must be accompanied by a general application form used in the Public Service which is Z83 Application form, this form is obtainable from any government department and Department of Public Service and Administration (DPSA) website, if this form is not attached the candidates must be automatically be disqualified,
- 6.4.3. The Senior Manager Human Resource, responsible for recruitment section together with the recruitment committee of the department must ensure immediately an advertisement is issued or released, the process of receiving the application is planned and executed properly to ensure effectiveness and efficiency of the whole recruitment and selection process,
- 6.4.4. For each application received, a letter of acknowledgement must be issued immediately for hand delivered applications and for posted application, this letter must posted to the applicant, within 10 working days after the closure of the advert.
- 6.4.5. The receiving of applications must be done in a safe and secured place and thereafter the applications must be stored in a lockable place within Human Resources.

6.5. Screening of Applications & Master Listing:

- 6.5.1. This stage follows immediately after the closing date of the application, at this stage all totally unqualified applicants (those with incomplete applications, no Z83 attached, no certificates attached) are discarded or eliminated, this is also called preliminary sifting.
- 6.5.2. The senior manager responsible for recruitment in Human Resources together with the recruitment committee must ensure that all received applications are captured before short listing in a standard departmental master listing template as per Annexure B. This will minimize the taken for short listing and proper keeping of records.
- 6.5.3. Screening and master listing of applications must be done within three (3) days after the closing of the advert for each post advertised.

6.6. Selection and Appointment:

6.6.1. Selection Panels and Criteria:

- a) The Public Service Regulations, 2001, as well as the SMS handbook cover the appointment of the selection panels adequately in order to guide this process effectively.
- b) The senior manager, responsible for recruitment in Human Resources must ensure that the selection panel is appointed and approved by the Head of Department or by whoever has a delegated authority. This must be done before the closing date of the advertised post if it is not the Annual Recruitment Plan (ARP) of the department.
- c) All appointed selection panel members must be coached on all recruitment steps and processes.
- d) Once the panel is approved, the appointment letters must be issued to all the members of the selection panel before they sit for selection.
- e) The selection panel must be gender and race representative, the Service Commission Recruitment Tool Kit may be used as a guide.
- f) A specialist may be appointed in cases where a post requires some specialization such as accountants, social workers etc. Private Sector or institutions of higher learning (Universities and Technikons) may be utilised to provide this service.
- g) The minimum of three (3) and the maximum of five (5) people must be appointed to make a selection panel. Out of this three (3) or five (5) there must be a chairperson who must be the recruiting manager (the direct report which the successful candidate will report to who has a vast knowledge about the job or vacancy and must be responsible for ensuring fairness and objectivity during the selection process). The other remaining members of the panel must be at least be of equivalent rank or a higher rank and amongst these selection panel members, there must be a representative from Human Resources, recruitment unit who is going to provide guidance and expertise throughout the recruitment process, excluding the scribe.
- h) Trade union representative from all recognized trade union as well as a member of a departmental Employment Equity (EE) Committee or forum must be invited as an observer to ensure fairness

and adherence to set Employment Equity (EE) targets during the selection process. In the event that the union representative and the EE Committee member absents him/herself or does not send another representative, the selection process even in his/her absence will proceed if it can be proved that the invitation was tendered in advance.

- i) The selection panel has an obligation to uphold the principles of fairness and integrity while performing their duties of influencing selection decisions. Signing of Oath of Secrecy by all members of the selection panel including labour and secretariat should be enforced.
- j) Job competencies will facilitate the development of the selection criteria to be used during the recruitment and selection process. Utilisation of an appropriate grid and described methods is paramount during the selection process.

6.6.2. Short listing:

- a) It is recommended that Short listing be done with five (5) days after the screening of applications to avoid delays in inviting candidates for interview and potentially losing good candidates to other employers.
- b) Shortlisting involves systematically reviewing the details provided by candidates in relation to the selection criteria established in the person specification. It is vital, therefore, that these documents are adequate for this purpose.
- c) Person specifications that consist of vaguely-worded requirements – good interpersonal skills, good communication skills, working knowledge etc – will generally not provide adequate yardsticks against which to assess candidates. Ideally, they should be framed in precise terms of what a competent applicant should be able to do, so that specific questions can be asked at interview about their experience of doing these things.
- d) For shortlisting purposes, a simple scoring system should be used which rates candidates according to whether they clearly meet, nearly meet or fail to meet both essential and desirable requirements.
- e) It is important to emphasise that shortlisting must be carried out against carefully defined criteria, not only to ensure a consistent and equitable approach to recruitment but also to ensure that accurate and justifiable feedback can be given to candidates who are not shortlisted. These principles also apply to notes taken during selection interview.
- f) The following documents must be made available to all the selection panel during shortlisting:
 - i. Copy of the advert for the post,
 - ii. Copy of an approved Employment Equity Plan,
 - iii. Copy of an approved Recruitment & Selection Policy, Attraction and Retention Policy,
 - iv. Signed Oath of Secrecy forms
 - v. Score Sheets
 - vi. All application forms and master list
- g) The panel must agree from the beginning before short listing on the evaluation tool or criteria which is fair, justifiable and in line with the prescribed policies to be used or followed during short listing. For the purposes of addressing issues of equity in the workplace or purposes of appointing a person from the designated group in line with an approved Employment Equity (EE) Plan, Section 20 (3) of the Employment Equity Act (EEA) states that “For purposes of this Act, a person may be suitably qualified for a job as a result of any one of, or any combination of that person’s:
 - i. formal qualifications,
 - ii. prior learning,
 - iii. relevant experience, or
 - iv. capacity to acquire, within a reasonable time, the ability to do the job.
- h) Section 20 (4) of the EEA also states that “ when determining whether a person is suitably qualified for a job, an employer must:
 - i. review all the factors listed in subsection (3), and
 - ii. determine whether that person has the ability to do the job in terms of any one of, or any combination of those factors.”
- i) Section 20 (5) of the EEA further states that, “In making a determination under subsection (4),an employer may not unfairly discriminate against a person solely on the grounds of that person’s lack of relevant experience.

- j) Within one (1) day after final short listing and reference checking, a recommendation must be written to the HoD or a delegated authority to approve the final short listed candidates, this recommendation must provide a full report of the process followed during short listing. Immediately (not later than the following day after the approval of the recommendation) the recommendation gets approved, all shortlisted candidates must be informed of the date of the interview. Candidates must be at least be granted five (5) working days to prepare for the interviews.

6.7. Recognition of Prior Learning:

- 6.7.1. The selection panel should consider the recognition of prior learning as a pre determined requirement that can demonstrate equivalence to academic qualification.
- 6.7.2. Where an applicant can demonstrate that he/she satisfies the required years of experience for the required post and demonstrate performance in the key performance areas, such candidates can be considered subject to the candidate producing a portfolio of evidence that has been considered by a registered assessor.
- 6.7.3. In case of applicants who have acquired experience through the internship programme, the years of internship should be taken into consideration and account for the years of experience required.

6.8. Reference Checking:

- 6.8.1. Reference checking must be done and be concluded before interview to all short listed candidates, this is done to avoid interviewing a candidate who will be disqualified latter on by a reference checking report. It must be compulsory to conduct reference checking in order to verify information gathered during screening of the curriculum vitae (CV) and the interview of the applicant.
- 6.8.2. Reference checking must be concluded within two (2) days after short listing, and this must be done by the members of the selection panel.
- 6.8.3. At least two (2) referees as provided by the applicant must be approached to give a reference about the applicant and these must have worked and or supervised the applicant.
- 6.8.4. Informal reference checking outside the provided referees as provided by the applicant may be done, if there is anything that needs to be further clarified regarding the applicant but it should not be aimed at jeopardizing an applicant's existing job prospects.
- 6.8.5. On completion, of reference checking, a final short listing must be conducted based on the report as provided by the referees.

6.9. Interview:

- 6.9.1. The purpose of an interview for the applicant should be twofold. The applicant wants to find out whether the job and the organisation will suit their requirements or fit in with their future plans. Therefore, the applicant is seeking as much information about the position as they can, and is doing their own assessment of the organisation. The panel must ensure this information is provided. If the applicant is not interested in the position, taking the application further is a waste of time for both parties. The importance of the interview as a public relations exercise should also be remembered. Like advertising, it is an opportunity to present the Department in a favourable light.
- 6.9.2. From the panel's viewpoint, the interview is an opportunity to obtain and assess information about a job applicant which hopefully will enable a valid assessment to be made of his/her likely future success and performance in the position, compared to other applicants. It should enable them to make an assessment of the experience, knowledge, personality and manners of the applicant, and to confirm, discuss and expand upon the details already provided on the application form. Training on how to conduct an effective interview should be given to all relevant staff wherever possible.
- 6.9.3. For candidates that leave far away from the venue of the interview, transport and accommodation arrangements should be done if necessary or should be reimbursed for the costs incurred on provision of proof. Appropriate and private interview rooms must be booked in advance.
- 6.9.5. Interview question must be prepared on the day of the interview and must be agreed upon by all panelists. Only question which will determine the suitability of the candidate to perform the job effectively and efficiently as outlined in the advertisement of the post should be asked from the candidates, meaning that these questions must be in line with the job the interviewee is being interviewed for. Questions must be based on the candidate's experience, skills and qualifications relevant to the post concerned.
- 6.9.6. The same set of questions for the same post must be asked or used for all candidates concerned, to ensure uniformity, eliminate biasness and unfair tendencies in process of interview.

- 6.9.7. Interview notes should be written as soon as possible after the interview is over, and while it is still fresh in the memory. If notes are not written, gaps in the memory will be subconsciously filled in, resulting in less reliable information. This is particularly important if several applicants are being interviewed on the same day.
- 9.6.8. Panelists must be careful to distinguish between factual information and opinions; for instance it may be fact that a person has changed jobs three times in 12 months, but it is opinion only (unless there is evidence) that this is because the person is lazy, difficult or argumentative.
- 6.9.9. Candidates may be asked to prepare presentation on an agreed upon topic by members of the selection panel to present on the day of the interview, in this case the selection panel must provide a computer and a projector for the candidate. Members of the selection panel may ask questions around the presentation over and above the prepared questions to get clarity and to ensure that the candidate really knows the subject or the topic.
- 6.9.10. On completion of the interview, the panelists must give a candidate an opportunity to ask questions.
- 6.9.11. After the interviews, all the recommended candidates should undergo through security vetting. For all post at sms, the first 3 candidates in terms of the recommendation must be recommended to write undergo through a competency assessment. Based on the outcomes of these, a recommendation for appointment may be done by panelists with all the documents stipulated in paragraph 6.6.2 (a) i to vi, score sheets, security vetting and competency assessment results attached to the HoD or his/her delegated authority (is were available during interview) for approval. The recommendation must be signed by all members of the panel, including labour and EE committee representatives for it to be approved.
- 6.9.12. All mobile phones are to be switched off during the period of the interview.
- 6.10. Psychology/Competency Assessment:**
- 6.10.1. As mentioned in paragraph 6.9.11. above, it is mandatory that all Senior Managers SMS, General Managers, Deputy Director Generals and the HoD undergo competency assessments. Department of Public Service and Administration (DPSA) guidelines pertaining to competency assessments should be applied and only the preferred service providers (psychologists) that have been identified to provide services in various provinces should be used and only the public service assessment tool can be utilized to assess the competencies of the applicants.
- 6.11. Pre-Selection Medical Testing:**
- 6.11.1. Section 7, 9 and 51 of the Employment Equity Act 55 of 1998 stipulates that medical testing of an employee is prohibited, unless legislation permits or requires the testing or is justifiable in the light of medical facts or employment conditions.
- 6.11.2. Testing of an employee to determine the employees Human Immuno-Deficiency Virus (HIV) status is prohibited unless such testing is determined to be justifiable by the Labour Court in terms of section 50(4) of Labour Relations Act.
- 6.12. Job Offer and Contract of Employment:**
- 6.12.1. Once, the recommendation of the panelists as per paragraph 6.9.11 above has been approved, a successful candidate may be informed and a letter of appointment must be prepared to offer a successful candidate the job. This letter should make reference to Departments standard policies and procedures related to appointment of employees such as probation period that must be served. An appointment letter must:
- a) be in the department official letter head with full name and address of the department,
 - b) have a name of the candidate that is offered a job,
 - c) have a job and the salary level of the offer,
 - d) have a date of appointment,
 - e) have rate of overtime paid, if overtime is paid for,
 - f) have other cash payments available,
 - g) have hours of work,
 - h) have conditions of employment such as leave, medical aid, Provident/ pension fund
 - i) have a job Description,
 - j) have any deductions that can be made from the employee's salary,

- k) have information around Performance Reviews and Probation periods, and termination of employment.
- 6.12.2. All new employees must receive and sign contracts of employment within two (2) weeks from the date of appointment. Within the first month, this should be followed by signing of workplans or performance agreements and in case of SMS within two (2) months of being appointed in a new job.
- 6.12.3. The successful applicant must acknowledge the acceptance of the offer in writing within seven (seven) days of receipt of the letter of appointment failing which the offer shall not stand. A candidate becomes the employee of the department once an appointment letter is given to him/her and in turn he/she accepts the post in writing.
- 6.12.4. All those candidates who have not been successful during the interview should be informed after the appointed candidate has accepted his/her appointment in writing.
- 6.12.5. It is compulsory that all new employees are exposed to induction programme within one (1) month of the appointment to acquaint an employee with the Department's policies and procedures.
- 6.12.6. It is mandatory that all new officials in the Department declare their business interests and particularly if they are trading with government. A newly appointed employee must declare his/her private interest within one (1) month of being appointed. In addition, all employees falling under SMS, in terms of the SMS handbook, are to disclose their financial interest by April each year. Newly appointed SMS members must disclose their financial interests within one (1) month of being appointed.

7. APPOINTMENT TO HIGHER LEVEL POSTS

- 7.1. An employee must complete at least one (1) year in the current position before he/she can be considered for appointment to a post of higher level and his /her probation period must have been completed and confirmed in writing.

8. HEAD HUNTING:

- 8.1. Head hunting must be done solely to attract applicants with a proven track record in the same or similar institution and is best utilized to attract an employee in order to place the department at an advantage in the market place.
- 8.2. This process is cost effective, as there are no advertising costs involved, however head hunting can only be an option where a suitable candidate could not be found for an advertised vacant post. Department and institutions must therefore first undergo the normal process of recruitment and selection and only when this process has not yielded positive results that head hunting can be considered.
- 8.3. A full motivation for undertaking the head hunting process is essential and should be endorsed by the Accounting Officer of his/her delegate.

9. PEOPLE FROM DESIGNATED GROUPS

- 9.1. The Department welcomes applications from people from designated groups and this includes disabled people. The department guarantee an interview to all shortlisted applicants with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities. It is therefore important to check all application forms thoroughly so that the appropriate action can be taken. Disability companies to be forwarded copies of the advertisements, by the recruitment directorate.

10. AUTHORITY TO APPROVE

- 10.1. All Recruitment and Selection and related matters in the Department of Social Development and Special Programmes must be approved as follows unless delegated otherwise:
 - 1.1.1 Level 1 - 8 - General Manager: Corporate Services
 - 1.1.2 Level 9 - 13 - Head of Department
 - 1.1.3 Level 14 -16 - Member of the Executive Council (MEC)

11. ADMINISTRATION OF THE POLIC

- 11.1. The Head of Department (HoD) shall be a responsible person for administering and enforcing this policy.

12. ACCOUNTABILITIES AND RESPONSIBILITIES

The following are the roles and responsibilities of the stakeholders as listed below:

- 12.1. **Candidate:**
- To ensure that he/she has satisfied all the requirements of the posts,
 - To ensure that he/she submits his/her application on or before the closing date,
 - To follow up on the developments of recruitment and selection for the post applied for,
 - To avail him/her for interviews and assessment tests if shortlisted.
- 12.2. **Senior Manager, Responsible for Recruitment:**
- To assist in drafting of specification and advertise vacant funded posts,
 - To ensure that the receiving of application is done in an effective and efficient manner,
 - To ensure transparency, accountability and fairness in all recruitment and selection matters
 - To appoint successful candidates'
 - Ensure safe keeping of application before and after the filling of the vacancy
- 12.3. **Programme Manager:**
- To ensure that all posts in their respective programmes are filled on time
 - To report all the vacancies in their programmes, directorates and sub-directorates,
 - To draft specification for their vacant posts.
- 12.4. **Head of Department:**
- To ensure that all vacant funded posts are filled as soon as they become vacant,
 - To ensure effective and efficient recruitment and selection processes in the department
- 12.5. **Labour Unions:**
- To observe the whole process of recruitment and selection to ensure fairness and transparency of the whole process.
- NB: Organized Labour do not actively participate in the actual recruitment process but are entitled to note all anomalies/unfairness observed during the process and raise them with the Panel Chairperson.*
- 12.6. **Employment Equity Committee Representative:**
- To ensure that Employment Equity Targets are in line with an approved Employment Equity Plan are adhered to during shorting and appointment, in order ensure proper implementation of the Employment Equity Plan of the Department,
 - To guard against unfair discrimination.
- 12.7. **Recruitment Committee:**
- To monitor and evaluate all the recruitment and selection matters and processes in the department,
 - To ensure effective implementation of the recruitment and selection policy,
 - To ensure that all vacant funded posts are filled in the department to ensure effective service delivery.

13. EFFECTIVE DATE OF THE POLICY

- 13.1. This policy will be effective from the date of its approval.

14. PROCEDURES FOR IMPLEMENTATION :

- 14.1. All recruitment and selection matters must be pre-approved by the relevant person as mentioned in policy before they get implemented. For the purpose of implementing this policy the policy measures as presented in paragraph six (6) to ten (10) and its sub paragraphs above shall be adhered to.

15. DISPUTE RESOLUTION:

- 15.1. Disputes that concern allegations of unfair discrimination must be resolved in terms of section 10 of the Employment Equity Act. This section requires disputes to be referred, within six (6) months, to the Commission for Conciliation Mediation and Arbitration (CCMA).
- 15.2. The CCMA must attempt to resolve the dispute through conciliation. If the dispute remains unresolved, any party may refer the dispute to Labour Court for adjudication or all the parties to the dispute may consent to arbitrate the dispute.

16. MONITORING ARRANGEMENTS:

- 16.1. The Head of Department (HoD) shall be responsible for the continuous administration and monitoring of this policy and any inputs or amendments to this policy document can be directed to him/her (HoD) in writing.

17. RISK MANAGEMENT OF THE POLICY :

17.1. All the relevant stakeholders in the Department will be consulted so as to market the policy as well as to get buy in and inputs. This will be done to ensure that policy is known, understood and implemented correctly and consistently through ought the department by its users so as to minimize risk.

18. REVIEW OF THE POLICY

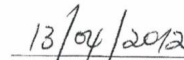
18.1. This policy will be reviewed whenever a need arises e.g. a change in legislation or national mandate has been given or otherwise after three (3) years from the date of its approval.

19. POLICY RECOMMENDATION AND APPROVAL

Recommended/ ~~Not Recommended~~



**Head of Department: Dept. of Social
Development & Special Programmes**

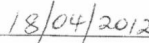


Date

Approved/ ~~Not Approved~~



**MEC: Dept. of Social Development &
Special Programmes**



Date