

POLICY ON RECRUITMENT AND SELECTION PROCESSES IN THE DEPARTMENT OF EDUCATION

A INTRODUCTION

To provide guidelines on the process of how to successfully recruit and select staff to be appointed in the Department of Education.

B RECRUITMENT

1. Job Evaluation

Prior to the request to place an advertisement, a work plan and job description for the specific post needs to be compiled. If the post is a public service post and on salary level 9 or higher, it must be evaluated prior to advertising.

The request for job evaluation to be done should be forwarded to the Director, Staffing Services.

2. Advertising

Prior to placement in the newspaper, the drafted advertisement should be forwarded to the relevant Deputy Director-General for approval.

Once the draft advertisement for posts on the staff establishment of the Directorate is received, the Directorate: Staffing Services will arrange for the placement of the advertisement in the relevant newspapers. Posts on a middle management level (Assistant Director and Deputy Chief Education Specialist) and upwards are placed in the Sunday newspapers: Sunday Times, City Press and Rapport.

Posts on the level of senior officers (salary level 8 and below), are placed in the daily newspapers: Pretoria News, Beeld and the Sowetan or newspapers of your choice as long as the advertising process is transparent.

All Public Service posts are also placed in the Public Service Vacancy Circular of the Department of Public Service and Administration, issued on Mondays. The circulars are placed on the intranet on a weekly basis.

Deadlines for the placement of advertisement:

Sunday newspapers: 12 noon on Tuesdays

Weekly newspapers: 12 noon on Wednesdays

Once the market has been tested and no suitable candidate by way of advertising has been found, in exceptional cases advertisements can be placed in professional bulletins such as: The Bulletin of Chartered Accountants or newspapers such as The Teacher, or on the Internet.

In exceptional cases and if advertising was not successful, a candidate may be recruited by way of head hunting.

The Directorate: Staffing Services budgets for the placement of advertisements in the newspapers. However, the costs involved for the placement of the advertisements for posts which are not filled after advertising will be recovered from the relevant components' budgets.

3. Placement of an advertisement

Advertisements are placed in the newspapers for a running period of one month. In exceptional cases and with the approval of the relevant Deputy Director-General, an advertisement can have a shorter running period, but not shorter than 2 weeks.

The request for the placement of an advertisement should include a contact person and telephone number. This person must be senior to the post being advertised but not lower than deputy director/chief education specialist and is also the person applicants may contact should they need more information about the post advertised. Included in the advertisement should be a clear job description and an indication whether or not candidates have to undergo any testing (eg typing test for secretaries and typists, written composition for professional staff, etc.). Applicants will be requested to provide at least three (3) referees. The request will then be e-mailed by the Directorate: Staffing Services to the recruitment agency, who in return will send a proof advertisement back. Should the contact person want to see the proof advertisement prior to placement, this should be indicated when the request for the advertisement is forwarded to the Directorate: Staffing Services. Kindly take note that approval of the proof advertisement should be made within the hour of receiving it.

A copy of the placed advertisement may be obtained from the Directorate: Staffing Services.

All applications for advertised posts should be forwarded to the Directorate: Staffing Services, who acknowledges receipt thereof. One week after the closing date of an advertisement the applications will be forwarded to the contact person whose name is given on the advertisement. The period of grace of one week is granted, should applications be sent via the post. Applications handed in by hand will not be accepted after the closing date.

C SELECTION

1. Short-listing

The short-list should be compiled by the official who requested the post to be advertised. The short-listing of candidates should be compiled, in the case of posts on the level of assistant director/deputy chief education specialist and higher, by an official on a higher level than the advertised post, but on a level not lower than director. Short-lists for entry level posts up to the level of senior administrative officer, equivalent ranks and first education specialist should be compiled by officials on a level not lower than deputy director/chief education specialist.

A short-list should consist of a maximum of five candidates per post. In exceptional cases more candidates can be added to the list.

It is suggested that all qualifying/deserving internal applications be considered for placement on the short-list. In such cases the short-lists may be extended.

2. Approval of the short-list

Short-lists for posts on the level of assistant director/deputy chief education specialist and higher are approved by the relevant deputy director-general. Short-lists for posts on a lower level are approved by the chief director concerned. The short-list should be accompanied by an explanation of how it was arrived at as well as reasons for short-listing/not short-listing candidates. It is proposed that a schedule be compiled indicating inter alia the name, qualification, experience, reason for short-listing/not short-listing,

etc for each candidate. The relevant authority should consider the criteria for short-listing and the unsuccessful applications thoroughly before approving the short-list. Short-lists should be provided to the Directorate: Staffing Services in writing with the necessary signatures.

The Deputy Director: Special Programmes will peruse all short-lists of posts on a level below chief director, the criteria for short-listing and the unsuccessful applications, in order to ensure that process of short-listing was done correctly and that it is transparent.

The short-listing process should however as far as possible, be done within a reasonable period after the closing date. Managers are requested to ensure that the compilation of the short-list is finalised within one month of the closing date.

3. Interview panel

An interview panel will consist of five trained members and members will be at least one level above the post to be filled. The chairpersons of all panels should not be lower than the level of director.

Panel for interviews:

POST TO BE FILLED	CHAIRPERSON	PANEL CONSISTING OF
Clerk/Chief Clerk/Senior Officer/FES	Chief Director	Directors/Deputy Directors/Assistant Directors
Assistant Director/Deputy Director/CES/DCES	Chief Director	Chief Directors and Directors
Director/Chief Director	Deputy Director-General	Deputy Directors-General
Deputy Director-General	Minister	Director-General and Deputy Directors-General

The Director-General may be included in any panel at his/her own request.

To ensure a fair process, a panel should as far as possible be transparent and representative of all branches in the Department. Each panel will be constituted and approved by the relevant Deputy Director-General.

Unions may be included as observers.

When the short-list is forwarded to the Directorate: Staffing Services, it should be accompanied by a list of preferred panel members, as well as at least three possible dates for the interviews. The Directorate: Staffing Services should receive the short-list at least eight (8) working days prior to the date of the interviews.

The panel responsible for the compilation of the short-list, will be responsible for the checking of references provided by candidates on the short-list prior to the interviews. The checking of references should preferably be done in writing and should accompany the short-list. This applies to candidates outside the Department. The director of the internal candidate should be contacted for a reference.

4. Interview process

On the first floor, a waiting room and interview room (rooms 122 and 124) have been furnished for interviews.

All interviews conducted in the Department, are taped for record purposes.

When providing the Directorate: Staffing Services with the dates for interviews, it should be taken into account that interview candidates are informed at least one week before the interviews are to be conducted and that sufficient time for the reproduction of the application forms and distribution thereof to the panel members should be provided.

Interview candidates are informed of the time and date of their interview via telephone. Candidates who do not provide a telephone number are informed via telegram or through referees, if provided. Flights for interview candidates are arranged, once the candidate has confirmed his/her attendance of the interview. Candidates are flown to the Department and back again on the day of the interview.

Interviews are preceded by a 30 minute pre-interview meeting, during which panel members are briefed on duties of the posts as well as the legends according to which candidates will be assessed. The panel members will be requested to sign a form on which they will undertake to keep the proceedings of the interviews secret. The length of the interviews may vary from 30 – 45 minutes per candidate for posts on management level and; 20 – 30 minutes for entry level to senior officer level posts. After all interviews have been concluded, the performance of all candidates will be discussed and the most suitable candidate will then be recommended. Any deviation from this procedure should be mentioned to the Directorate: Staffing Services before the process of organising for the interviews begins.

Candidates, who do not attend interviews and do not provide a valid reason for not attending, will disqualify themselves from the interview. When a second round of interviews have to be organised, owing to a candidate not available for the first interview, the same panel will have to attend the second round of interviews.

5. Testing of candidates

Short-listed candidates for posts of Typist and Secretary, will prior to the interview, undergo a typing test.

Candidates for administrative posts may be tested by applying the in-basket method. Professional staff may be requested to provide a written composition, on a topic relevant to the work of the post interviewed for. The chairperson may determine the topic and structure of the composition. This is used to test a candidate's writing and thinking skills. A candidate should be informed of the evaluation either with the invitation to the interview, during the interview itself, or it should be stated in the advertisement. The evaluation should be done on the same day of the interview or as soon as possible thereafter.

The minutes of the interviews will be drafted and submitted for approval within 10 working days after the interviews.

6. Appointment

The appointment of the successful candidate for posts on the level of assistant director and higher, rests with the Minister. Approval for posts on the level below assistant director as well as educator posts (from chief education specialist and below) has been delegated to the Director-General.

Signed at Cape Town on this 18 day of September 2001.


DIRECTOR-GENERAL: EDUCATION



AND SELECTION PROCESSES IN THE
DEPARTMENT OF EDUCATION

A INTRODUCTION

To provide guidelines on the process of recruitment and selection of staff to be appointed in the Department of Education.

The policy shall be read in conjunction with the Public Service Act, 1994, as amended, the Public Service Regulations, 2001, the Employment of Educators Act, 1998 and all other Public Service directives applicable to recruitment.

B RECRUITMENT

1. Job Evaluation

Prior to the request to place an advertisement, a work plan and job description for the specific post needs to be compiled. If the post is a public service post, on salary level 9 or higher and has never been advertised, the post needs to be job evaluated prior to advertising.

2. Advertising

The Directorate: Staffing Services will provide guidelines and advise on the compilation of advertisements. The Directorate will assist with the drafting of an advertisement prior to it being forwarded to the relevant branch head for approval. All vacant posts on the staff establishment need to be advertised prior to the filling of the posts.

It is to be noted that all advertisements for Senior Management Services (SMS) posts need to include management skills and basic skills in human resources, finance, procurement and tender procedures as a requirement. Furthermore, the advertisements must state that applicants for SMS posts will be expected to make a presentation on a topic decided by the interview panel prior to the formal interview.

Advertisements for posts below the level of SMS will need to specify if applicants will be expected to write an essay on a relevant topic or also make a presentation prior to the interview.

All posts of officer and higher will need to be advertised with a three year post Matric qualification as a minimum appointment requirement.

Once the draft advertisement for posts on the staff establishment of a directorate is received, the Directorate: Staffing Services will arrange for the placement of the advertisement in the relevant newspapers. Posts on a middle management level (Assistant Director and First Education Specialist) and higher are placed in the Sunday newspapers: Sunday Times, City Press and Rapport.

Posts on the level of senior officers (salary level 8 and below), are placed in the daily newspapers: Pretoria News, Beeld and the Sowetan.

Advertisements for posts will also be placed on the intranet and the website of the Department in order for candidates to apply for advertised positions, electronically. Candidates will be able to access the application form (Z83) on the intranet and the website and be able to submit their candidature electronically. Since posts advertised on the intranet and website will not reach the entire labour market of the country, the Department will continue to advertise vacant posts in the newspapers and the Public Service Vacancy Circular.

Advertisements are placed in the above newspapers on a quarterly basis (February, May, August and November).

All Public Service posts are also placed in the Public Service Vacancy Circular of the Department of Public Service and Administration, issued on Mondays. The circulars are placed on the intranet on a weekly basis.

Once the market has been tested and no suitable candidate by way of advertising has been found, in exceptional cases advertisements can be placed in professional bulletins such as: The Bulletin of Chartered Accountants or newspapers such as The Teacher, or on the Internet.

In exceptional cases and if advertising was not successful, a candidate may be recruited by way of head hunting or with the assistance of a recruitment agency.

The Directorate: Staffing Services manages the placement of advertisements in the newspapers. However, the costs involved for the placement of the advertisements for posts, for which no short lists are received within two months of the closing date, will be recovered from the relevant components' budget.

3. Placement of an advertisement

The Directorate: Staffing Services is responsible for the placement of advertisements and payment thereof, of vacant posts, which are on the approved staff establishment of the Department. The placement for advertisements of for example contract and temporary appointments or posts, which are not on the staff establishment of the Department; and the payment of the advertisement, remains the responsibility of the Directorate requesting the advertisement.

Advertisements are placed in the newspapers for a running period of one month. In exceptional cases and with the approval of the relevant branch head, an advertisement can have a shorter running period, but not shorter than 3 weeks.

The request for the placement of an advertisement should include a clear job description and an indication whether or not candidates have to undergo any other form of selection except that of the formal interview (eg typing test for secretaries and typists, written essay for professional staff, etc.). Applicants will be requested to provide at least three (3) referees. The Directorate: Staffing Services will provide a contact person whom applicants may contact.

The request will then be e-mailed by the Directorate: Staffing Services to the advertising agency, who in return will send a proof advertisement back. The proof advertisement will be forwarded to the relevant manager requesting the advertisement, for approval. Kindly take note that approval of the proof advertisement should be dealt with urgently as newspapers have strict deadlines.

It will be stated in all advertisements that correspondence will only be sent to short listed candidates. Should an applicant hear nothing from the Department within three months after the closing date, it should be accepted that the application was unsuccessful.

SELECTION**1. Sifting and Short-listing**

The first round of sifting will be done by the Directorate: Staffing Services and will entail the sorting of applications into categories such as those which do not meet the requirements, exceptional cases such as applicants who have the relevant qualification but no experience, etc. The sifting of applications will be done one week after the closing date of the advertisement in order to accommodate applications, which were posted. Applications, which are delivered or faxed after the closing date, will not be accepted.

The categorised applications will thereafter be discussed with the relevant manager of the advertised post, who will then be responsible for compiling the short-list.

Short-listing of candidates should be done, in the case of posts on the level of assistant director/first education specialist and higher, by an official on a higher level than the advertised post, but on a level not lower than director. Short-lists for entry level posts up to the level of senior administrative officer, equivalent ranks and senior education specialist should be compiled by officials on a level not lower than deputy director/chief education specialist.

A short-list should consist of a maximum of five candidates per post. In exceptional cases more candidates can be added to the list.

It is suggested that all qualifying/deserving internal applications be considered for placement on the short-list. In such cases the short-lists may be extended.

2. Approval of the short-list

Short-lists for posts on the levels of assistant director/first education specialist and higher are approved by the relevant deputy director-general. The chief director concerned approves short-lists for posts on a lower level. The short-list should be accompanied by an explanation of how it was arrived at as well as reasons for short-listing/not short-listing candidates. It is proposed that a schedule be compiled indicating inter alia the name, qualifications, experience, reason for short-listing/not short-listing, etc for each candidate.

The relevant authority should carefully consider the criteria for short-listing and the selection process before approving the short-list. Short-lists should be provided to the Directorate: Staffing Services in writing with the necessary approval.

The short-listing process should as far as possible, be done within a reasonable period after the closing date. Managers are requested to ensure that the compilation of the short-list is finalised within one month of the closing date.

Prior to forwarding the short-list to the Directorate: Staffing Services, the Chairperson should inform the preferred panel members of the interviews and ensure their availability. Three possible dates for the interviews should also be provided. The Directorate: Staffing Services should receive the short-list at least eight (8) working days prior to the date of the interviews.

The Chairperson of the interviewing panel, will in conjunction with the Directorate: Staffing Services, be responsible for the checking of references provided by candidates on the short-list prior to the interviews. The checking of references should preferably be done in writing and should accompany the short-list. This applies to candidates outside the Department. The director of the internal candidate should be contacted for a reference.

D INTERVIEW PROCEDURES

1. Interview process

On the first floor, a waiting room and interview room (rooms 122 and 124) have been furnished for interviews.

The scheduling of interviews will be dealt with once the short-list is received and on the FIFO basis.

All interviews conducted in the Department, are taped for record purposes.

When providing the Directorate: Staffing Services with the dates

informed at least one week before the interviews are to be conducted and that sufficient time for the reproduction of the application forms and distribution thereof to the panel members should be provided. Candidates will also at this stage be informed if they will be expected to make a presentation, to allow them sufficient time to prepare for it.

Interview candidates are informed of the time and date of their interview via telephone. Candidates who do not provide a telephone number are informed via telegram or through referees, if provided. Flights for interview candidates are arranged, once the candidate has confirmed his/her attendance of the interview. Candidates are flown to the Department and back again on the day of the interview.

Interviews will be scheduled to start at 08:30 with a 30 minute pre-interview meeting, during which panel members are briefed on duties of the posts as well as the legends according to which candidates will be assessed. The panel members will be requested to sign a form on which they will undertake to keep the proceedings of the interviews secret. After all interviews have been concluded, the performance of all candidates will be discussed and the most suitable candidate will then be recommended. Any deviation from this procedure should be mentioned to the Directorate: Staffing Services before the process of organising for the interviews begins.

The Directorate: Staffing Services arranges for tea/coffee, biscuits and sweets. Lunch will only be provided on request, however in such cases the office of the relevant component will be responsible for ordering and payment of the food.

Candidates who do not attend interviews and do not provide a valid reason for not attending, will disqualify themselves from the interview. When a second round of interviews has to be organised, owing to a candidate not being available for the first interview, the same panel will have to attend the second round of interviews.

The minutes of the interviews will be drafted and submitted for approval within 5 working days of the interviews. The minutes will be forwarded to the chairperson of the interview panel, prior to them being referred to the Minister/Director-General for approval.

(a) **SMS members**

At least eight days prior to the interview the manager of the advertised post will meet with the panel to discuss the topic of the presentation to be done by the candidates. The topic should be forwarded to the Directorate: Staffing Services in order for the Directorate to inform candidates of the topic, when they are invited to the interview. The presentation may be supported by a written essay on a topic, which falls within the job description of the vacant post.

The short-list should as far as possible be comprised of at least five candidates, who will be requested to each prepare a presentation. All five candidates will make their presentations after the pre-interview meeting. Formal interviews will then be held with the three candidates who made the best/strongest presentations. The interviews will be scheduled for 45 minutes each.

It will be the responsibility of the Chairperson of each panel to ensure that nominated panel members avail themselves for the relevant interviews.

PANEL

Posts of Deputy Director-General to be filled:

Chairperson: Minister

Panel members: Deputy Minister, Director-General and other members indicated by the Minister.

Posts of Chief Director to be filled:

Chairperson: Director-General

Panel members: Deputy Directors-General

Posts of **Director** to be filled:

Chairperson: Deputy Director-General

Panel members: Deputy Directors-General/Chief Directors

(b) Middle management

During the pre-interview meeting panel members will discuss the topic of the essay to be written by applicants. The short-list should as far as possible be comprised of four to five candidates, who will do the written presentation prior to the 30 to 45-minute interviews.

PANEL

Posts of **Deputy Director/Assistant Director/CES/DCES/FES** to be filled:

Chairperson: Chief Director

Panel members: Chief Directors/Directors

(c) Posts below middle management

During the pre-interview meeting panel members will discuss the topic of the presentation to be made by applicants. The short-list should as far as possible be comprised of four to five candidates, who will do the written presentation prior to the 30-minute interviews

Applicants for typing and secretarial posts will be required to undergo a typing test prior to their interviews.

PANEL

Posts of **Clerk/Chief Clerks/Senior Officers** to be filled:

Chairperson: Director

Panel members: Directors/Deputy Directors/Assistant Directors

3. Interview panels

An interview panel will consist of five trained members and members will be at least one level above the post to be filled. The chairpersons of all panels should not be lower than the level of director.

The Director-General or a Deputy Director-General may be included in any panel at his/her own request.

To ensure a fair process, a panel should as far as possible be transparent and representative of all branches in the Department. Each panel will be constituted and approved by the relevant branch head.

Unions may on request send **one** representative to be present at the interviews. It is to be noted that they will have observer status only and will not participate in the asking of questions or during the discussions. Their only purpose will be to ensure that the process is conducted fairly. The union representative will need to sign a declaration of confidentiality.

E ORIENTATION SESSION

All new appointees will attend an orientation session.

The Directorate: Staffing Services is currently developing a tailor made orientation session for SMS members which will include the following:

Personnel management (grievance and misconduct)

Financial management (budget and cash flow)

Logistical management (logistical procedures and contract administration)

Asset management (normal asset management and security matters)

APPOINTMENT

The approval of the appointment of successful candidates on the various levels has been delegated as follows:

Posts on the level of:

SMS : Minister

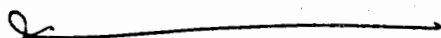
Deputy Director/Assistant Director/
Chief Education Specialist/Deputy
Chief Education Specialist/First Education
Education Specialist (and equivalent ranks
on salary levels 9 – 12) : Director-General

Senior Administrative Officer/Administrative
Officer/Chief Clerk/Senior Clerk/Senior
Education Specialist (and equivalent ranks
on salary levels 4 – 8) : Director-General

Cleaner/Messengers/Secretary/Administration
Clerk (and equivalent ranks on salary levels 1-3) : Director-General

After approval for appointment/promotion of the nominated candidate is received, the candidate will be provided with an appointment/promotion offer. He/she will have to indicate in writing whether or not the offer is accepted. If a candidate does not respond in writing within 30 days, the Department will assume that he/she is not accepting the offer.

Signed at Durban on this 1st day of April 2005.



Mr DB Hindle
ACTING DIRECTOR-GENERAL: EDUCATION