



DEPARTMENT OF FOREIGN AFFAIRS

Subject:	RECRUITMENT AND SELECTION POLICY	
Compiled by:	Recruitment and Selection	Draft No: 4
Domain:	Human Resource Administration	



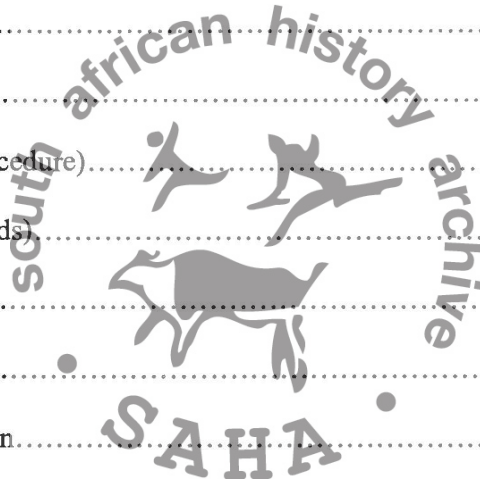
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Introduction

Background An organisation is likely to fail to meet its strategic objectives if it fails to recruit talented people. Recruitment and selection methods seek to ensure that capacity in terms of human resources is provided in order to achieve the strategic goals and objectives of the Department.

Policy Statement The Department is committed to ensure effective and efficient human resources practices in identifying, recruiting and selection of talent and thereby promoting fairness and equal opportunities for all.

Scope of Application This policy is applicable to all employees in the Department of Foreign Affairs and prospective employees in the job market excluding locally recruited personnel.

Purpose and Objectives

To attract and retain competent and suitably qualified candidates based on the inherent requirements of the position.

To promote the use of an integrated, systematic and fair approach to select the most suitable person for the position.

To create a representative and equitable staff complement by supporting the implementation of the Department's Employment Equity Plan.

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Introduction, Continued

Mandates and Legislative Framework

The purpose and objectives of this policy shall be pursued within the legislative framework as indicated below:

- Public Service Act, 103 of 1994 (as amended)
 - Public Service Regulations of 2001
 - Employment Equity Act, 55 of 1998
 - Skills Development Act, 97 of 1998
 - Constitution of South Africa, 1996
 - Labour Relations Act, 66 of 1995 (as amended)
 - Basic Conditions of Employment Act, of 1997 (as amended)
 - White Paper on Human Resources Management
 - White Paper on Affirmative Action
 - White Paper on the Transformation of the Public Service
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Principles

This policy is based on the following principles:

- Equity
 - Fairness
 - Representivity
 - Transparency
 - Accountability
 - Efficiency
 - Consistency
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Introduction, Continued

Definition of Terms

The following table contains an explanation of the various definitions of terms used:

Recruitment	Recruitment entails all the actions that are undertaken by the Department to attract job applicants with relevant and/ or required competencies to fill vacant funded posts
Selection	Selection is a process that entails all the steps of eliminating job applicants who do not meet the specific minimum inherent job requirements and appointing those applicants who are suitable
Department	The Department of Foreign Affairs
Employee	An employee of the Department of Foreign Affairs

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Recruitment Process

Recruitment Procedure

The following recruitment procedure is applicable. All requests for advertisement of vacant posts shall be forwarded directly to the Directorate: Human Resources Administration (Sub-directorate: Recruitment and Selection).

Step	Action
1	There must be a need to fill the post.
2	The line manager identifies the need, ensures the post exists and is funded and gets approval to advertise from the head of the Branch or Director- General in case of Senior Manager posts.
3	The line manager forwards the request to the Directorate: Human Resources Administration (Sub- directorate: Recruitment and Selection)
4	The Directorate: Human Resources Administration (Sub-directorate: Recruitment and Selection) will verify whether the post exists on the approved establishment and is funded.
5	If the post is not funded, the line manager concerned shall be informed and be advised.
6	In case of newly created posts and posts of level nine (9) and above, such a post shall be subjected to job evaluation to determine the exact level/weight unless the job was previously evaluated.
7	The Directorate: Human Resources Administration (Sub-directorate: Recruitment and Selection) shall assist the line manager with the drafting and placement of the advertisement, for both internal and external advertisements in order to maintain standards.

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Recruitment Process, Continued

Recruitment Methods

The following methods will apply:

1. Advertising

A post below level 9 may be advertised internally if the required competencies can be found in the Department or in Public Service at large. All posts at level nine (9) and above should be advertised both internally and externally.

Content of Advertisement

The advertisement will capture the following:

- The job title
- Location of the job (Branch, Chief Directorate, Directorate & Office of Minister/ Deputy Minister/ Director General)
- Remuneration package
- The minimum job requirements in terms of qualifications, training and relevant experience
- Competencies: Skills, Knowledge and Behavioural Attributes
- Job responsibilities/ duties
- The name of the person responsible for handling of enquiries and applications level
- The declaration by the Department of being an equal opportunity and affirmative action employer
- The subjection of successful candidates to record/ security clearance
- The subjection of candidates to a process of competency assessment
- Closing date of the advertisement
- Address where applications should be posted to
- Relevant documentation to be submitted such as Z 83, CV and certified copies of qualifications, ID and drivers licence

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Recruitment Methods, Continued

2. Head Hunting

This method involves the hand picking and recommendation of prospective employees who are experts in their respective fields of functioning. This method will be used in cases where vacant posts have been advertised externally and where suitable candidates could not be found.

The head hunted candidate will also be subjected to normal selection processes as applicable in the Department. All the applications will be submitted to the Directorate: Human Resources Administration (Sub-directorate: Recruitment and Selection) for scheduling and control purposes.

3. Redeployment and Transfer

Vacant posts may be filled by redeploying staff as the need arises. Transfers may be effected into vacant posts after such posts were advertised and contested for. Consultation regarding the redeployment to take place between the employee and supervisor, and approval to be granted by relevant heads of Branches.

Transfer within Public Service should be implemented after the approval has been granted by both Departments.

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Recruitment Process, Continued

Response Handling

The following procedure will apply:

Step	Action
1	The Directorate: Human Resources Administration (Sub- directorate: Recruitment and Selection) will receive and capture all applications electronically.
2	Acknowledge receipts of the applications within a week after the closing date.
3	Arrange and file all applications according to their descriptions (job/ posts titles), locations and reference numbers.



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Selection Process

Short listing

The following procedure will apply:

- The Directorate: Human Resources Administration (Sub- directorate: Recruitment and Selection) will do the pre-selection or screening through a selection matrix for each post using the advertisement in terms of minimum job requirements, competencies and experience required.
- The preliminary shortlist together with the CV's of the short listed candidates will be forwarded to the relevant line manager, who in collaboration with the approved selection panel will finalise the shortlist of candidates to be interviewed.

Constitution of the Selection Panel

The following principles shall apply in regard to the constitution of the selection panel:

- The recommendation for the selection of panel members shall be made by the Directorate: Human Resources Administration (Sub-directorate: Recruitment and Selection) in consultation with the relevant line Branch Manager.
- Officials of equal or higher grading to the post to be filled shall constitute selection panels. The chairperson must be of a higher grading than the post to be filled.
- Panel members must be knowledgeable on the functions related to the post being interviewed.
- Panels will be representative and have cross-functional representation.

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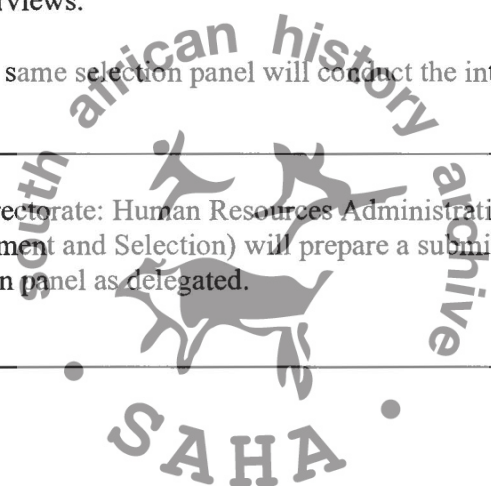
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Selection Process, Continued

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- Selection panel members shall be representative in terms of race, gender and specialty.
 - Persons from outside the Department or Public Service, who possess the necessary expertise of the post interviewed for, may be approached to form part of the selection panel.
 - A Human Resources representative shall be part of the selection panel to perform secretarial and advisory duties both for final paper selection and interviews.
 - The same selection panel will conduct the interviews.

Approval of the Selection Panel

The Directorate: Human Resources Administration (Sub- directorate: Recruitment and Selection) will prepare a submission for approval of the selection panel as delegated.



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Selection Process, Continued

Competency Based Assessment

Competency based assessment will be used for the following reasons:

- To predict successful performance on the job.
- To collect objective information about candidate's ability to perform thus providing additional data for selection decision-making.
- To objectively identify suitable candidates for the roles or positions.
- To supplement the interview process and provide candidates with more than one opportunity to demonstrate competence.

The management of these assessments will include regular reviews and monitoring to ensure that they are consistent with organisational aims and remain objective and fair as a means of collecting additional information.

Assessment Centres

- The Department will use the services of qualified administrators to conduct and manage assessments on its behalf.
- Only trained users who hold the relevant qualifications may use and interpret the results yielded by assessment tools.
- A battery of assessment tools and tests will be discussed and agreed with the Department prior to implementation.
- Only valid and reliable assessment tools and exercises will be used for selection and development purposes.
- Reports on assessment results shall be clear and in non-technical language.
- The assessment results obtained for one purpose shall not be used for other, in appropriate purposes and without context.
- The assessment reports shall only deal with those results that are relevant to the purpose of the assessment, and where relevant, the job specification.

The results of these assessments will be used in combination with the results of the interviews when a recommendation to appoint a candidate is made.

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Compliance with Legislative Framework

The use of assessment centres will be in compliance with the relevant legislations such as Labour Relations Act, 66 of 1995, Employment Equity Act, 55 of 1998, etc.

The use of psychological tools in assessment is governed by the Health Professions Council of South Africa (HPCSA)

The Human Resources Directorate with the Department oversees the effective application of assessments and selection of qualified service providers.



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Selection Process, Continued

Interview Process

The following interview process shall apply when interviewing the candidates:

- The Directorate: Human Resources Administration (Sub-directorate: Recruitment and Selection) and the Decentralised Units will handle the logistical arrangements of interviews in terms of dates, venues, transport and invitation of candidates to the interviews.
- Candidates will be informed and be invited to the interviews at least five (5) working days before the date of an interview.
- Should the Chairperson or any member of the panel become unavailable due to other commitments, the Chairperson/ the Business Unit Manager must nominate in consultation with the Directorate: Human Resources Administration (Sub-directorate: Recruitment and Selection) someone of an equal or equivalent rank as a replacement. Approval of this change will be made by the Chief Director: Human Resources.
- The selection panel will determine the competencies to be used for selecting suitable candidate based on the advertisement.
- The selection panel may legitimately discriminate against any candidate on grounds of inherent job requirements or equity.
- The selection panel shall maintain consistency in terms of questions posed to all candidates.
- The selection panel will interview at least three (3) candidates per post.
- The selection panel will take notes during the interview process to assist in assessing the candidates and make recommendations.
- The selection panel will assess/evaluate candidates based on their responses during the interview and recommend the most suitable candidate.
- As far as possible, only panel members who have been trained on interview skills technique should interview.

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Selection Process, Continued

- The recommendation of the selection panel shall be based on an objective criteria.
- The recommendation shall remain confidential until approval has been granted and the successful candidates informed accordingly.

Reference Check and Security Clearance

All prospective applicants shall be subjected to an appropriate security clearance according to the following guidelines:

- Prior to appointment, all officials shall be subjected to record clearance;
- Within one year of appointment (before probationary period lapses) all newly appointed officials shall be subjected to an appropriate level of security clearance; and
- All incumbents on salary level thirteen (13) and higher shall be subjected to full top secret clearance on request by the Director- General prior to appointment.

Appointment

- A written offer of appointment (with conditions of service) shall be made to the successful candidate and the formal acceptance thereof, obtained within fourteen days.
- Each line manager should ensure that all logistical arrangements regarding date, time and place of assumption of duty, office, furniture, stationary, etc have been made and are in place timeously.

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Probation All employees will be subjected to a probation period of twelve months. In order to enhance organisational performance and individual growth in a chosen post, officials are discouraged from job hopping in the Department, especially within a probationary period or the performance management cycle.

Induction of Employees

- Induction and Orientation**
- All new employees will undergo an induction programme, which is facilitated by the Chief Directorate: Human Resources Management.
 - There will be an HR (Administration) and line function induction during the first week of assumption of duty. All managers will be responsible for the induction of the new employee at their desks.
 - There will then be a longer orientation programme focusing on organisational understanding. This will take place within a month of assumption of duty.
 - The relevant manager should prepare, in consultation with the employee the Performance Agreement, outlining job responsibilities and expectations and to ensure that the performance agreement is signed during the first two months of assumption of duty.
 - The purpose of induction and orientation is to help the employee to settle into the new job and become a productive member of the team as soon as possible.
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Monitoring and Evaluation

Monitoring and Evaluation This policy shall be monitored, reviewed and revised at least annually. The Minister shall approve all amendments after consultation with all relevant stakeholders.

Grievance Procedure

Grievance Procedure Employees not satisfied with the implementation of this policy shall follow the Departmental grievance procedure.



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