



# international relations & cooperation

Department:  
International Relations and Cooperation  
REPUBLIC OF SOUTH AFRICA

Subject:	Recruitment and Selection Policy
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RECRUITMENT AND SELECTION  
POLICY

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Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 1 of 15

# DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

## TABLE OF CONTENT

<b>1. INTRODUCTION</b>	<b>3</b>
1.1 Background	3
1.2 Policy Statement	3
1.3 Scope of application	3
1.4 Objectives	4
1.5 Mandates and Legislative Framework	4
1.6 Principles	4
1.7 Definition of Terms	5
1.8 List of acronyms	6
<b>2. RECRUITMENT PROCESS</b>	<b>6</b>
2.1 Recruitment Methods	6
2.2 Pre-selection process	6
2.3 Constitution of Selection Panel	7
2.4 Approval of Selection Panel	7
<b>3. SELECTION PROCESS</b>	<b>7</b>
3.1 Interview Process	7
3.2 Competency based assessments	8
3.3 Assessment centers	8
3.4 Reference Check and Security Clearance	8
3.5 Appointment	8
3.6 Probation	9
3.7 On-boarding of Employees	9
<b>4. ROLES AND RESPONSIBILITIES</b>	<b>9</b>
<b>5. MONITORING AND EVALUATION</b>	<b>9</b>
<b>6. GRIEVANCE PROCEDURE</b>	<b>9</b>
<b>7. ANNEXURE A (Recruitment Process)</b>	<b>10 - 13</b>
<b>8. ANNEXURE B (Qualifying periods)</b>	<b>13</b>

Custodian:	Human Resources	
Date of approval by Director-General:		
Implementation date:		Page 1 of 15

*Au*

# DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

## 1. INTRODUCTION

**1.1 Background** An organisation must ensure that it recruits and selects competent individuals in order to deliver successfully on its mandate. Recruitment and Selection methods seek to ensure that the organisation's human resources are capacitated in order to achieve the strategic objectives of the Department.

**1.2 Policy Statement** The Department is committed to ensure effective and efficient human resources practices in identifying, recruiting and selecting competent candidates and thereby promoting fairness and equal opportunities for all.

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

**1.4 Objectives of Recruitment and Selection**

- To recruit and select competent and suitably qualified individuals based on the inherent requirements of the position.
- Ensure an integrated, systematic and fair approach to select the most suitable person for the position.
- Attain a representative staff complement in line with the Department's Employment Equity Plan.

**1.5 Purpose** The purpose of this Policy is to assist the Department to recruit suitably qualified individuals

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 2 of 15

## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

### 1.5 Mandates and Legislative Framework

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

- Constitution of the Republic of South Africa, 1996
- Public Service Act, 1994 (Act No 103 of 1994) (as amended)
- Public Service Regulations of 2001 (as amended)
- Labour Relations Act, (Act No 66 of 1995) (as amended)
- Basic Conditions of Employment 1997 (Act No 75 of 1997)(as amended)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- White Paper on Human Resources Management
- White Paper on Affirmative Action
- White Paper on the Transformation of the Public Service
- National Strategic Intelligence Act, 1994 (Act No. 39 of 1994)
- Promotion of Access to Information Act, 2000 (Act No.2 of 2000)
- JobACCESS Strategic Framework on the Recruitment, Employment and Retention of Persons with Disabilities in the Public Service

### 1.6 Principles

This policy is based on the following principles:

- **Fairness:** Actions and decisions must be objective, consistent, equitable and without prejudice.
- **Representivity:** All selection processes shall be aligned with the employment equity objectives of the department.
- **Transparency:** All human resource management practices shall be open and subject to public scrutiny within reasonable limits as guided by legal prescripts.
- **Accountability:** Responsibilities shall be clearly defined and individuals shall be held accountable for discharging their responsibilities conscientiously and with probity and integrity.
- **Efficiency:** All processes shall have desirable features/outcomes.
- **Consistency:** Processes/actions shall be non-contradictory.
- **Confidentiality:** Employee confidentiality shall be maintained during the placement processes

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 3 of 15





## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

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

<b>Assessment Centre</b>	Multiple assessments designed to identify inherent job requirements
<b>Department</b>	The Department of International Relations and Cooperation
<b>Delegated Authority</b>	A person who is entrusted with power to enforce or execute (perform) a particular task on behalf of a higher power
<b>Employee</b>	An employee of the Department, as defined in section 1 of the Public Service Act, 1994 (Act No. 103 of 1994) (as amended) as well as Chapter 5 of the Intelligence Services Act, 2002 (Act No 65 of 2002)
<b>Head Hunting</b>	An approach of finding and attracting the best experienced personnel with the required skill set; after the normal Recruitment and Selection process has failed to bring forth a suitable candidate.
<b>Induction/Orientation</b>	A first day session followed by a first week of activities that familiarize a new employee with the organisational structure, policies and procedures, as well as the completion of the necessary payroll and benefit forms.
<b>On-boarding</b>	Engagement of new employees, reaffirming their employment decision, acclimating them into the organisation's culture, and preparing them to contribute at a desired level as quickly as possible.
<b>Recruitment</b>	All the actions that are undertaken by the Department to attract job applicants with relevant and/ or required competencies to fill vacant funded posts
<b>Public Service Vacancy Circular</b>	PSVC – Advertising of vacancies within the Public Service for serving Public Servants, issued by the Department of Public Service and Administration
<b>Screening</b>	The initial process of eliminating applicants who do not meet minimum requirements from the application pool.
<b>Selection</b>	The 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
<b>Shortlisting</b>	The process of arriving to a list of preferable candidates that have been selected for final consideration
<b>Short term assignment</b>	A temporary assignment for a period less than a year

<b>Custodian:</b>	<b>Human Resources</b>
<b>Date of approval by Director-General:</b>	
<b>Implementation date:</b>	Page 4 of 15

## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

### 1.8 List of acronyms

CD: HR	Chief Director: Human Resources
DG	Director-General
DDG	Deputy Director-General
DIRCO	Department of International Relations and Cooperation
PSVC	Public Service Vacancy Circular
R & S	Recruitment and Selection
RSP	Recruitment, Selection and Placement



Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 5 of 15

*Am*

## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

### 2. RECRUITMENT PROCESSES (ALSO REFER TO ANNEXURE A)

#### 2.1 Recruitment Methods

The following methods shall apply:

##### 2.1.1 Advertising

All posts from level nine (9) and above shall be advertised both internally and externally. Positions below level 9 may be advertised internally in the Department based on operational requirements and subject to approval by the Director-General.

Applications for short-term employment contract below level nine (9) shall be sourced from the Department of Labour's work seekers database. Requests for short-term assignments above level 9 shall be handled in terms of Head Hunting.

##### 2.1.2 Head Hunting

This method shall be used in cases where the normal R & S process has been exhausted and shall be approved by the Director-General.

All head hunted candidates shall be subjected to the normal selection processes as applicable in the Department. All the applications shall be submitted to the Directorate: RSP.

#### 2.2 Pre-selection Process

The following procedure shall apply:

##### 2.2.1 Screening

The Directorate: RSP shall do the screening through a selection matrix for each post using the advertisement in terms of minimum job requirements, competencies and experience required.

##### 2.2.2 Shortlisting

Shortlisting shall be conducted by the approved selection panel taking into account job requirements and Employment Equity profile of the Department.

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 6 of 15



## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

### 2.3 Constitution of the Selection Panel

- 2.3.1 The recommendation for the selection of panel members shall be made in line with the Public Service Regulations. A minimum of 3 members, including the Chairperson, shall constitute a Selection Panel.
- 2.3.2 Selection Panels for Senior Management positions shall consist of Deputy Directors-General and may include technical experts.
- 2.3.3 Selection Panels shall constitute of members of equal or higher rank to the advertised post. The chairperson must be of a higher grading than the post to be filled.
- 2.3.4 Panels shall be cross functional in terms of technical expertise and diverse in terms of equity profile.
- 2.3.5 A Human Resources representative shall be part of the Selection Panel to perform secretarial and advisory duties both for shortlisting and interviews.

### 2.4 Approval of the Selection Panel

- 2.4.1 The Selection Panel shall be approved by the Delegated Authority.



Custodian:	Human Resources	
Date of approval by Director-General:		
Implementation date:		Page 7 of 15



## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

### 3 SELECTION PROCESS (Refer to Annexure A)

#### 3.1 Interview

All shortlisted candidates shall be subjected to an interview as part of the process of determining their suitability for the advertised posts.

#### 3.2 Competency Based Assessments

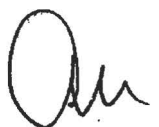
Competency assessments shall be utilized as part of the selection process and provide candidates with more than one opportunity to demonstrate competence, including identifying developmental gaps.

#### 3.3 Reference Check and Security Clearance

In compliance with the National Strategic Intelligence Act, 1994 (Act No. 39 of 1994), as amended, all prospective candidates shall be subjected to an appropriate security clearance as follows:

- 3.3.1 Prior to appointment, all recommended candidates shall be subjected to a criminal record clearance, citizenship check, qualification verification and reference check, conducted by the Directorate: RSP.
- 3.3.2 Appointment shall be subject to obtaining positive results of the above-mentioned.
- 3.3.3 Within one year of appointment (before probationary period lapses) all newly appointed officials shall be subjected to an appropriate level of security vetting.
- 3.3.4 All incumbents on salary level fifteen (15) (DDG's and higher) shall be subjected to full top secret clearance prior to appointment.
- 3.3.5 All previously employed candidates to be considered for re-employment into the Department shall be subjected to a full security clearance prior to appointment.

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 8 of 15



## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

### 3.4 Appointment

The appointment process is outlined under Annexure A.

### 3.5 Feedback

Candidates may request feedback on the selection process through the Directorate: R & S.

### 3.6 Probation

3.6.1 All newly appointed/promoted employees shall be subjected to a twelve months' probationary period.

3.6.2 In order for an employee to be eligible for consideration for promotion to a higher post within the Department, he or she must have completed the probation period by the closing date of the relevant advertisement.

### 3.7 On-boarding of Employees

All new employees shall participate in an On-boarding programme facilitated by Directorate: RSP to acclimatize themselves with the job, team and the Department's environment.



Custodian:	Human Resources	
Date of approval by Director-General:		
Implementation date:		Page 9 of 15

## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

### 4. ROLES AND RESPONSIBILITIES

- 4.1 HR shall:
- facilitate and provide guidance to the recruitment and selection processes and procedures.
  - facilitate feedback and the on-boarding process
  - perform secretarial and advisory services.
- 4.2 Decentralised Unit shall manage recruitment and selection processes in the respective branches of the Department.
- 4.3 Selection Panel shall make recommendations on the suitability of candidates and provide feedback.
- 4.4 Line Manager shall ensure successful integration of newly appointed candidates in respective business.
- 4.5 Delegated Authority shall be responsible for ensuring compliance and approval of panel recommendations. (CD, DDG, DG, Minister).

### 5 MONITORING AND EVALUATION

This policy shall be monitored, reviewed and revised biennially. The Director-General shall approve all amendments after consultation with all relevant stakeholders

### 6 GRIEVANCE PROCEDURE

- 6.1 Employees not satisfied with the implementation of this policy shall follow the grievance procedure.
- 6.2 Applications for advertised posts shall be kept for a maximum of 2 years from date of completion of the process.

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 10 of 15



# DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

## ANNEXURE A

### Recruitment and Selection Process

**Recruitment Procedure** The following recruitment procedure is applicable. All requests for advertisement of vacant posts shall be forwarded directly to the Directorate: RSP. Posts shall be advertised and filled in line with the Public Service Regulations.

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 obtains 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: RSP.
4	The Directorate: RSP/ Decentralised Units shall verify whether the post exists on the approved establishment and is funded prior to advertising.
5	If the post is not funded, the line manager concerned shall be informed and informed on how to proceed.
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: RSP shall assist the line manager with the drafting and placement of the advertisement, for both internal and external advertisements in order to maintain consistency. CD: HR shall approve all advertisements prior to placement.
8	The advertisement shall capture the following: <ul style="list-style-type: none"> <li>▪ The job title</li> <li>▪ Location of the post</li> <li>▪ Remuneration package</li> <li>▪ The minimum job requirements in terms of qualifications, training and relevant experience</li> <li>▪ Competencies: Skills, Knowledge and Behavioral Attributes</li> <li>▪ Job responsibilities/ duties</li> <li>▪ The name of the person responsible for handling of enquiries and applications level</li> <li>▪ The declaration by the Department of being an equal opportunity and affirmative action employer</li> <li>▪ The referral of candidates for record/ security clearance/verification of qualifications and reference checks</li> <li>▪ The referral of candidates to a process of competency assessment</li> <li>▪ Closing date of the advertisement</li> <li>▪ Address where applications should be directed to</li> <li>▪ Relevant documentation to be submitted such as Z 83, CV and certified copies of qualifications, Identity Document and drivers license</li> </ul>

#### Internal advertising – Response handling

- The Directorate: RSP shall receive and capture all applications electronically.
- Acknowledgement of receipt of the applications within a week after the closing date.
- Arrange and file all applications according to their descriptions (job/ posts titles), locations and reference numbers for post advertised internally.
- Pre-screened applications with lists to responsible Decentralised Unit

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	



## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

<b>External advertising - Response handling by Service Provider (Refer to terms of reference with Service Provider)</b>	
<ul style="list-style-type: none"> <li>• Receive and record applications in response to advertised posts.</li> <li>• Send out standardised acknowledgements to all applicants within 10 working days of closing date of advertisement;</li> <li>• Respond to enquiries received from applicants;</li> <li>• Maintain detailed records of applications received;</li> <li>• All recorded applications and summary lists to the Deputy Director: R&amp;S on the 6<sup>th</sup> working day after the closing date of the advertisement or as arranged.</li> </ul>	
<b>Shortlisting</b>	
<ul style="list-style-type: none"> <li>• The screened applications per category together with the CV's of all candidates shall be forwarded to the Deputy Director: R&amp;S, who in collaboration with the relevant Decentralised Unit and approved Selection Panel shall finalise the shortlist of candidates to be interviewed.</li> <li>• Shortlisting shall be done taking into account Employment Equity.</li> <li>• Selection Panels shall only consider internal candidates serving at missions for advertised posts six months prior to their original return date to the RSA also taking the extension from their return date into consideration. (Also refer to qualifying periods in Annexure B)</li> </ul>	
<b>Interview Process</b>	
<ul style="list-style-type: none"> <li>• The Directorate: RSP/Decentralised Unit shall handle the logistical arrangements of interviews in terms of dates, venues, transport and invitation of candidates to the interviews.</li> <li>• The same Selection Panel should conduct the shortlisting and interviews. If a panel member is not available a substitute may be considered. 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: RSP someone of an equal rank as a replacement. This change shall clearly be indicated in the minutes and submission.</li> <li>• Interviews shall be conducted on the agreed technique</li> <li>• The Selection Panel shall determine the competencies (based on the inherent requirements of the post as indicated in the advertisement) to be assessed for selecting a suitable candidate during the interview.</li> <li>• Candidates shall be informed and invited to the interviews at least a minimum of three (3) working days prior to the date of the interviews.</li> <li>• The Selection Panel may fairly discriminate against any candidate on the grounds of the inherent job requirements or equity</li> <li>• The Selection Panel shall assess/evaluate candidates based on their responses during the interview and recommend the most suitable candidates for competency assessment.</li> <li>• The Selection Panel members shall take notes during the interview process to assist in assessing the candidates and make final recommendations. The Selection Panel (Chairperson+1) shall also be required to give interview feedback to internal candidates on request only after the finalisation of the process.</li> <li>• The Selection Panel shall short list at least three (3) candidates to be interviewed per post. In instances where a large number of equal posts need to be filled simultaneously, consideration should be given to the practicability of three candidates per post.</li> <li>• Reasonable accommodation should be provided during the interview to persons with declared disabilities to ensure no unfair discrimination</li> <li>• Applicants on in-house training programmes may be granted an interview. In the event of being successful, the promotion shall only take effect from the 1<sup>st</sup> day following the month of completion of the training. Such promoted officials will then only qualify for placement abroad after successful completion of the twelve months period in the post. Refer to Annexure B</li> <li>• All short listed candidates shall be required to submit a pre-disclosure form on the day of the interview.</li> <li>• The responsible Manager shall ensure that all logistical arrangements regarding date, time and place of assumption of duty, office, furniture and stationery have been made and are in place timeously.</li> </ul>	

Custodian:	Human Resources	
Date of approval by Director-General:		
Implementation date:		Page 12 of 15

*Am*

## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

<ul style="list-style-type: none"> <li>• The Selection Panel shall maintain consistency in terms of competencies assessed of all candidates.</li> </ul>
<ul style="list-style-type: none"> <li>• The recommendation for appointment shall be based on the outcome of the combined interview and competency assessment results. The panel shall have the prerogative to recommend candidates other than the highest scored candidate/s with extensive valid motivation to mitigate reasons for the decision.</li> </ul>
<ul style="list-style-type: none"> <li>• Chairperson(s) should strive to reach consensus with Panel members when making final recommendation for the appointment of the best suitable candidate taking Employment Equity into consideration.</li> </ul>
<ul style="list-style-type: none"> <li>• The recommendation shall remain confidential until approval has been granted and the successful candidates informed accordingly by Directorate: RSP.</li> </ul>
<ul style="list-style-type: none"> <li>• Candidates on the same salary level as the advertised post within the Public Service shall be transferred with retention of their current salary notch.</li> </ul>
<ul style="list-style-type: none"> <li>• Second suitable candidates may be identified and recommended for positions should the first candidate decline. This arrangement shall be valid for 6 months subject to approval from the relevant Delegated Authority.</li> </ul>
<p><b>Assessment Centres</b></p>
<ul style="list-style-type: none"> <li>• The Department shall use the services of qualified administrators to conduct and manage assessments on its behalf.</li> </ul>
<ul style="list-style-type: none"> <li>• Only trained users who hold the relevant qualifications may use and interpret the results yielded by assessment tools.</li> </ul>
<ul style="list-style-type: none"> <li>• A battery of assessment tools and tests shall be discussed and agreed with the Department prior to implementation</li> </ul>
<ul style="list-style-type: none"> <li>• Only valid and reliable assessment tools and exercises shall be used for selection and development purposes</li> </ul>
<ul style="list-style-type: none"> <li>• Only candidates that have scored 50% and above on the Competency Assessment Test shall be considered for promotion and/or employment</li> </ul>
<ul style="list-style-type: none"> <li>• Reports on assessment results shall be provided to the Department as prescribed in the Competency Assessment policy.</li> </ul>
<ul style="list-style-type: none"> <li>• The assessment reports shall only deal with those areas that are relevant to the purpose of the assessment, and where relevant, the job specification.</li> </ul>
<ul style="list-style-type: none"> <li>• The competency assessment shall be applicable to all levels within the Department as deemed necessary.</li> </ul>
<p><b>Appointment</b></p>
<ul style="list-style-type: none"> <li>• A written offer of appointment (stating conditions of service) shall be made to the successful candidate. The candidate shall be required to accept the offer within five working days. Upon assumption of duty an employment contract shall be signed with the newly appointed employee</li> </ul>
<ul style="list-style-type: none"> <li>• Candidates on the same salary level as the advertised post within the Public Service shall be transferred with retention of their current salary notch.</li> </ul>
<ul style="list-style-type: none"> <li>• Internal candidates offered a promotion and a transfer to a Mission abroad simultaneously shall be required to exercise a choice between the promotion or the transfer.</li> </ul>
<ul style="list-style-type: none"> <li>• The Department shall strive to finalise the recruitment and selection process within six months.</li> </ul>
<ul style="list-style-type: none"> <li>• Applications for advertised posts shall be kept for a maximum of 2 years from date of completion of the process.</li> </ul>
<p><b>Onboarding of Employees</b></p>
<ul style="list-style-type: none"> <li>• All new employees shall undergo an on-boarding programme focusing on overall organisational understanding.</li> </ul>
<ul style="list-style-type: none"> <li>• An on-boarding programme shall take place quarterly, facilitated by the Chief Directorate: Human Resources.</li> </ul>
<ul style="list-style-type: none"> <li>• The Chief Directorate: Human Resources shall update, implement and train line managers regarding the on-boarding programme annually.</li> </ul>
<ul style="list-style-type: none"> <li>• All managers shall be responsible for the on-boarding of new employees at their respective desks.</li> </ul>

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	Page 13 of 15



## DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

- All managers shall carry out their roles and responsibilities as stipulated in the on-boarding framework. This may involve among others, activities such as preparing the new employee's workstation, participating in the set on-boarding activities, nominating a buddy for each new employee, etc.
- All managers shall familiarise themselves with the on-boarding programme.
- The relevant manager shall prepare, in consultation with the employee the Performance Agreement; outlining job responsibilities and expectations and to ensure that the performance agreement is signed within the 1<sup>st</sup> month of employment, for salary levels 1-12 and three (3) months from salary levels 13 and above, after assumption of duty

### ANNEXURE B

#### Qualifying periods

Explanation	Qualifying period
Eligibility for applying for an internally advertised higher post and lateral transfers after appointment/transfer.	Employees must complete the probation period of twelve (12) months, with a satisfactory competency assessment (PMDS), in the current appointed/promoted position.
Effective date of promotion for approved employees on an in-house training programme.	Promotion is effective on the 1 <sup>st</sup> day of the next month after the training has been finalised.
Newly appointed/promoted officials probation period.	Twelve (12) calendar months.
Eligibility to apply for advertised posts for employees in Missions abroad due back at Head Office on or before the end of June/December, as well as employees who's return date was extended	Six (6) Months prior to return within the four (4) year period. Employees with extended periods are eligible to apply at any time after the completion of the 4 year term abroad.
Cadets who after the 1 year training, have been successfully absorbed into the Department	One (1) Year at desk.
qualifying period for eligibility for applying for higher posts.	

Custodian:	Human Resources
Date of approval by Director-General:	
Implementation date:	

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