



arts & culture

Department:  
Arts and Culture  
REPUBLIC OF SOUTH AFRICA

**POLICY ON RECRUITMENT AND  
SELECTION**


2013

**COMPILED BY THE CHIEF DIRECTORATE:  
HUMAN RESOURCE MANAGEMENT**

**POLICY ON RECRUITMENT AND SELECTION****A. AUTHORISATION AND EFFECTIVE DATE**

This done and signed in Pretoria on the 15 day of  
October 2012

**THE EMPLOYER**

DEPARTMENT AS EMPLOYER	NAME OF REPRESENTATIVE	SIGNATURE
DAC	Sibusiso Xaba	

EFFECTIVE DATE: 15 October 2012

**POLICY ON RECRUITMENT AND SELECTION**

**B. TABLE OF CONTENTS**

<b>Item number</b>	<b>Item</b>	<b>Page number</b>
<b>A.</b>	<b>AUTHORISATION AND EFFECTIVE DATE</b>	<b>2</b>
<b>B.</b>	<b>TABLE OF CONTENTS</b>	<b>3-4</b>
<b>C.</b>	<b>DEFINITION OF TERMS</b>	<b>5-6</b>
<b>1.</b>	<b>INTRODUCTION</b>	<b>7</b>
<b>2.</b>	<b>REGULATORY FRAMEWORK</b>	<b>7</b>
<b>3.</b>	<b>OBJECTIVES</b>	<b>8</b>
<b>4.</b>	<b>PRINCIPLES</b>	<b>8-9</b>
<b>5.</b>	<b>SCOPE OF APPLICATION</b>	<b>9</b>
<b>6.</b>	<b>POLICY PROVISIONS/PROCEDURES</b>	<b>9</b>
<b>6.1</b>	<b>RECRUITMENT: VACANT POSTS</b>	<b>9-10</b>
<b>6.2</b>	<b>RECRUITMENT: ADVERTISING</b>	<b>10-12</b>
<b>6.3</b>	<b>RECRUITMENT: APPLICATIONS</b>	<b>12-13</b>
<b>6.4</b>	<b>RECRUITMENT: HEADHUNTING</b>	<b>13</b>
<b>6.5</b>	<b>SELECTION PROCESS</b>	<b>13-19</b>
<b>6.6</b>	<b>VERIFICATION PROCESS</b>	<b>19-20</b>
<b>6.7</b>	<b>COMPETENCY ASSESSMENT</b>	<b>21</b>
<b>6.8</b>	<b>RECOMMENDATION AND APPROVAL</b>	<b>21-22</b>
<b>6.9</b>	<b>BUY OFFER</b>	<b>22-23</b>
<b>6.10</b>	<b>TEMPORARY APPOINTMENTS</b>	<b>23</b>
<b>6.11</b>	<b>CONTRACT EMPLOYMENT</b>	<b>23</b>
<b>6.12</b>	<b>CASUAL EMPLOYMENT</b>	<b>23-24</b>

**TABLE OF CONTENTS (cont.)**

<b>Item number</b>	<b>Item</b>	<b>Page number</b>
<b>7.</b>	<b>ROLES AND RESPONSIBILITIES</b>	<b>24</b>
7.1	SELECTION PANEL	24
7.2	LABOUR ORGANISATION REPRESENTATION	25
<b>8.</b>	<b>RESOURCE IMPLICATIONS</b>	<b>25-26</b>
<b>9.</b>	<b>MONITORING AND EVALUATION</b>	<b>26</b>
<b>10.</b>	<b>REVIEW</b>	<b>26</b>
	<b>Annexures</b>	
	Vacancy and workforce control form	A
	Job description	B
	Interview arrangement	C
	Interview evaluation form	D
	Shortlisting: Declaration	E
	Interviews: Declaration	F
	Applications received for advertised post	G.
	Acceptance of appointment	H.
	Declaration by labour organisation regarding fairness and transparency of selection process	I.

**C. DEFINITION OF TERMS**

**"Buy-offer"** refers to an approved salary offer given to a prospective employee who has been found suitable for an advertised post to match the salary offered by his/her current employer;

**"casual appointment"** refers to a person employed on a day-to-day basis who is paid a daily wage and does not work more than 24 hours a month;

**"contract appointment"** refers to a person employed on a fixed-term basis, excluding casual workers or employees to whom a retirement age applies;

**"delegated authority"** refers to a senior manager with powers to approve the filling of positions;

**"designated groups"** refers to black people, women and people with disabilities as defined in the Employment Equity Act, 1998 (Black people is a generic term which means Africans, Coloureds and Indians, as defined in the Employment Equity Act, 1998);

**"employee"** means a person contemplated in section 8 of the Public Service Act, 1994, as amended, but excluding a person appointed in terms of section 12A of the Act;

**"executive authority"** refers to the Minister of Arts and Culture;

**"external advertising"** refers to advertising in the Public Service's vacancy circulars and in newspapers;

**"headhunting"** refers to sourcing applications through recruitment agencies for scarce skills after failed attempts to appoint through the traditional recruitment and selection process;

**"human capital"** the abilities and skills of any individual, especially those acquired through investment in education and training, that enhance their value to the Department in terms of delivering services

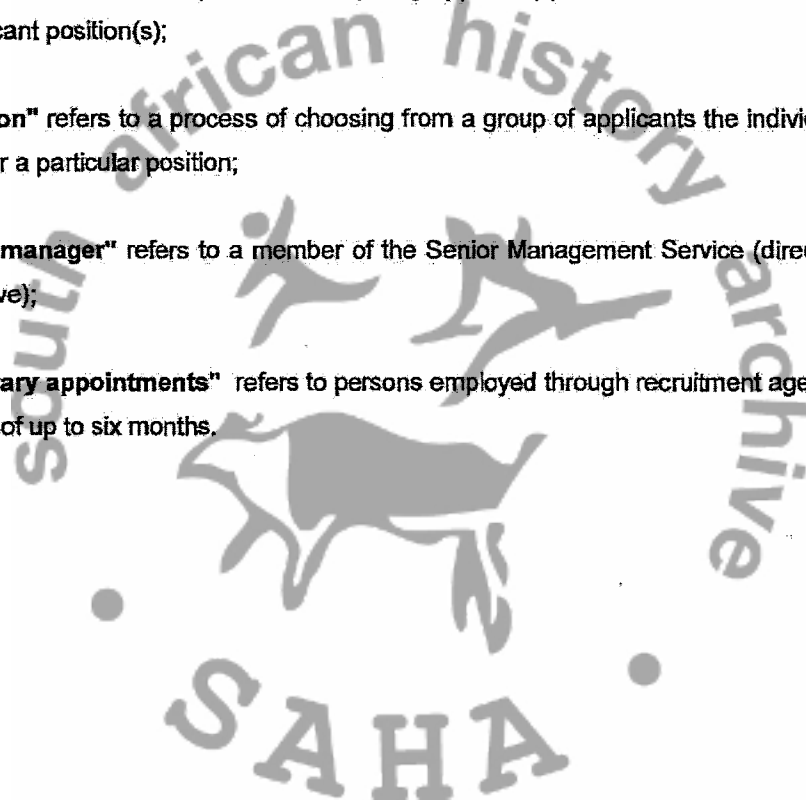
**"internal advertising"** refers to advertising within the Department on notice boards and through the Intranet and/or email

**"recruitment"** refers to a process of acquiring applicant(s) who are available and suitable to fill vacant position(s);

**"selection"** refers to a process of choosing from a group of applicants the individual best suited for a particular position;

**"senior manager"** refers to a member of the Senior Management Service (director level and above);

**"temporary appointments"** refers to persons employed through recruitment agencies for a period of up to six months.



## POLICY ON RECRUITMENT AND SELECTION

### 1. INTRODUCTION

The quality of the services rendered by the Department is directly dependent on the quality and performance of its employees. Seen from this perspective, recruitment and selection collectively represent one of the most important human resource practices.

While the Public Service Regulations, 2001, provide a broad framework for recruitment and selection, they do not provide sufficient details to ensure effectiveness of the Department's employment practices, making a Department-specific policy on these matters essential.

### 2. REGULATORY FRAMEWORK

This policy has been formulated using all relevant legislation, but the following has specific relevance:

- Basic Conditions of Employment Act, 1997 (Act 75 of 1997)
- Constitution of the Republic of South Africa, 1996
- Departmental and DPSA circulars
- DPSA Circular 14/1/1/P dated 23 November 2007 on the Implementation of the National Vetting Strategy in the Public Service
- Employment Equity Act, 1998 (Act 55 of 1998)
- Labour Relations Act, 1995 (Act 66 of 1995)
- Public Service Act, 1994 (Proclamation 103 of 1994)
- Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 1 of 2007
- Public Service Regulations, 2001
- Senior Management Service (SMS) Handbook, Chapter 2
- Skills Development Act, 1998 (Act 97 of 1998)
- Toolkit on Recruitment and Selection, Public Service Commission (PSC)
- White Paper on Human Resource Management in the Public Service
- Applicable DAC policies

### **3. OBJECTIVES**

- 3.1 To provide guidelines to the Department on a fair, consistent, transparent and efficient way of attracting, selecting, and appointing employees to ensure effective service delivery.
- 3.2 To ensure a consistent, fair and merit-based approach in accordance with relevant employment legislation.
- 3.3 To ensure that a continuous supply of high-quality human capital is available to meet the Department's immediate and future human capital needs.
- 3.4 To meet the business planning needs and strategic objectives of the Department.
- 3.5 To maximise the effectiveness of the Department's recruitment and selection practices.
- 3.6 To improve representativity in the Department through its recruitment and selection practices.

### **4. PRINCIPLES**

- 4.1 In a highly competitive climate, organisational growth are dependent upon attracting, recruiting and retaining competent employees.
- 4.2 Recruitment and selection decisions are of strategic importance, therefore needs shall be assessed carefully.
- 4.3 Employment practices shall ensure employment equity, fairness, transparency, efficiency, and the achievement of a representative workforce.



- 4.4 Selection criteria shall be objective, related to the inherent requirements of the job, and consistently applied.

## 5. SCOPE OF APPLICATION

This policy applies to the recruitment and selection of all employees of the Department, excluding the Head of Department, Deputy Directors-General, Special Advisors to the Minister and Interns. (The recruitment and selection of the Director-General and Deputy Directors-General are addressed in the *Protocol Document on the Principles and Procedures to be Followed for the Recruitment and Filling of Posts of Head of Department (HoD) and Deputy Director-General (DDG) at National Level* (as amended). The appointment and remuneration of Special Advisors are addressed in the *Dispensation for the Appointment and Remuneration of Persons (Special Advisers) Appointed to Executive Authorities on Ground of Policy Considerations in Terms of Section 12A of the Public Service Act* (as amended) The recruitment and selection of Interns are catered for in the relevant Departmental policy.)

## 6. POLICY PROVISIONS/PROCEDURES

### 6.1 RECRUITMENT: VACANT POSTS

- 6.1.1 The maximum period for the filling of vacant posts as from the date when the vacancy occurs, will be 6 months.
- 6.1.2 Deviations from the above timeframe may only be granted by the DG upon receipt of a motivated written request from the relevant/responsible senior manager. Such a request should be routed through the Chief Directorate Human Resource Management and a copy of the approval should be submitted to the Chief Director: Human Resource Management.

6.1.3 The need for the continuation of the post shall be determined by the Deputy Director-General (DDG) of the Branch in consultation with the HRM component. In so doing the following will be considered:

6.1.3.1 When an employee resigns, the turnover of the post and the reasons for the resignation should be addressed. An exit interview will be conducted to ascertain the factors that influenced the decision in order to take the necessary steps in case of problematic situations such as others leaving for the same reasons.

6.1.3.2 If recruitment is difficult in certain jobs or skill sets, consideration should be given to redesigning the job and introducing more flexible working arrangements, for example job sharing, part-time options and flexitime.

6.1.4 If it is determined that the post should continue, a request to fill the vacant funded post, accompanied by a Vacancy and Workforce Control Form (Annexure A) and the Job Description (copy at Annexure B), shall be submitted to the HRM component.

6.1.5 Job evaluation shall be done to grade all new posts and all vacant posts on level 9 and above before they are advertised. If significant changes are proposed to existing posts, such posts shall be formally regraded by the job evaluation process.

## 6.2 RECRUITMENT: ADVERTISING

6.2.1 Vacant posts (permanent or contract) shall be advertised to reach the entire pool of potential applicants as efficiently and effectively as possible, especially the targeted groups in line with the Department's Employment Equity Plan.

6.2.2 Posts from entry level to level eight shall first be advertised within the Department. Only after attempts to find suitable applicants from within the Department through this process have been proven unsuccessful, will the positions at the said levels be advertised externally. A post may not be advertised externally if the Department can fill the post from excess staff of equal grading or plans to fill the post as part of

a programme of laterally rotating or transferring employees to enhance organisational effectiveness and skills.

6.2.3 Posts from the level of assistant director and above shall be advertised in the DPSA vacancy circulars and in at least one of the national newspapers.

6.2.4 Advertisements shall specify the competencies required and the key performance areas of the post and the core functions to be performed by the incumbent. If formal qualifications are essential, these shall be set in such a way that there is a balance between the need for competence and the goal of accessibility. The following should also be specified in job advertisements:

- (a) Job title
- (b) Place to be stationed.
- (c) Salary/all-inclusive package payable.
- (d) Contact person to whom enquiries can be addressed.
- (e) Closing date.
- (f) If the appointment is for a specific term.
- (g) If the successful candidate will be required to enter into an employment contract and a performance agreement.
- (h) That candidates will be subject to security vetting (see 6.2.7).
- (i) That candidates will have to disclose her/his financial interests (where applicable).
- (j) Any tests/assessments that will be conducted as part of the selection process.

6.2.5 In respect of vacancies that have been identified to promote representativeness, the measures contained in Chapter 1; Part III.D2 of the Public Service Regulations, 2001 must be complied with. The advertisements of such vacancies should state that it is intended to promote representativeness through the filling of the vacancy and that the candidature of persons whose transfer/promotion/appointment will promote representativeness, will receive preference.

6.2.6 The advertisement shall be free of discriminatory phrases. The language and style of the advertisement shall be clear, simple and professional so as to attract candidates from all sections of the South African population. It should present the

Department as the 'preferred employer' in order to attract the best skills available from the relevant target groups.

6.2.7 Additional requirements, e.g. security clearance or professional membership, where they are justified by the inherent nature of the job, shall be clearly stated in the advertisement. It should also be indicated in the advertisement that verification by the Department will include the following:

- (a) Criminal record check
- (b) Citizenship verification
- (c) Financial/asset record checks
- (d) Qualifications/study verifications
- (e) Previous employment verification (reference checks).

6.2.8 External advertisement(s) will run a minimum of 10 working days and a maximum of 15 working days. The closing date for the posts advertised internally will run a minimum of five and a maximum of seven working days.

6.2.9 Only the Chief Directorate: Human Resource Management shall handle temporary appointments through placement agencies contracted with the Department.

### 6.3 RECRUITMENT: APPLICATIONS

6.3.1 Applications will be made through the submission of a completed Z83 form, curriculum vitae, certified copies of qualifications and the applicant's identity document to the Department. Failure to submit the mentioned documents will automatically disqualify applicants.

6.3.2 Applicants with foreign qualifications should arrange for the evaluation of their qualifications and submit the relevant evaluation certificate with the copy of the evaluated qualification. Failure to submit the mentioned documents will automatically disqualify applicants.

6.3.3 All applications together with the required documentation should be received by the Chief Directorate: HRM before or on the closing date. Late applications will not be considered.

6.3.4 Hand-delivered applications will be captured in a register by both the applicant and the security officer on duty and both will sign before the candidate places the application in the relevant container.

#### 6.4 RECRUITMENT: HEADHUNTING

6.4.1 The practice is strictly applicable in cases where the selection panel cannot find a suitable candidate through regular recruitment methods.

6.4.2 If it is determined during the shortlisting process that an insufficient number of suitable candidates applied for an advertised position and it will not be fruitful to conduct the interviews, or during the interviews that candidates are not appointable, the selection panel may request CD: HRM to embark on headhunting to recruit suitable candidates. Full motivation shall be provided to CD: HRM in support of the request.

6.4.3 Once the candidates have forwarded their applications to CD: HRM, the normal selection processes will be followed and the merit principle shall apply.

6.4.4 The Chief Directorate HRM shall indicate to the delegated authority in writing, when requesting approval for the appointment of the selected candidate(s), which candidates were recruited via headhunting and why headhunting was deemed necessary.

#### 6.5 SELECTION PROCESS

6.5.1 Rigorous shortlisting shall be applied. Only those applications assessed as having the minimum required competencies of the post shall be included.

6.5.2 Selection will increasingly be competency-based so as to enhance the quality of appointments.

6.5.3 The selection process will take place in four stages: paper-based selection, shortlisting, preparation for interviews, and the interviews.

6.5.3.1 Paper-based selection

- (a) The HRM component shall screen all applications received in response to advertised posts and capture them in a Source Document (Annexure H).
- (b) Applications will be grouped into three categories:  
Category A: those that meet all the minimum requirements;  
Category B: those that meet some of the requirements; and  
Category C: those that do not meet the requirements stipulated in the advertisement.
- (c) Applications that meet all (category A) and some (category B) of the requirements for the advertised vacant post shall be forwarded to the line manager for shortlisting in line with the service level agreement.
- (d) Applications that do not meet the minimum requirements stipulated in the advertisement, such as educational qualifications and other supporting documents (category C), shall be disqualified and not forwarded to the line managers for further selection. However, a list of names will be provided for information purposes.
- (e) In cases where applicants have indicated that they have been convicted of a criminal offence or dismissed from employment, HRM will scrutinise the nature of the offence or reasons for dismissal and make an appropriate recommendation. (Also refer to paragraph 6.6).

### 6.5.3.2 Shortlisting

- (a) The Branch Manager or his or her delegate shall nominate a selection panel with the assistance of HRM which shall be responsible for shortlisting and interviews. (Also refer to paragraph 7.1).
- (b) The members of the selection panel and a representative of HRM will meet on the date provided by the Chairperson to do the provisional shortlisting independently. After completing the provisional shortlisting, the HRM representative will combine the lists and indicate to the Selection Panel which candidates' names appear on all the lists to determine which candidates should be shortlisted and invited to be interviewed. The panel should reach consensus on a minimum of three and a maximum of six candidates for the shortlist per vacancy.
- (c) Applications shall be assessed against selection criteria. The shortlisted candidates shall be restricted to the candidates whose applications clearly meet essential criteria of the post.
- (d) The reasons for not shortlisting a candidate should be communicated to the HR representative by the Chairperson during the shortlisting process.
- (e) The final form of the shortlisted candidates will be signed by the Chairperson and an indication given of possible dates for the interviews to be conducted. This information will be forwarded by the HRM Practitioner to the CD: HRM for approval.
- (f) In order to promote transparency and eliminate corruption, every member of the selection panel and labour union representatives (see par 7.2) must sign the Shortlisting Declaration Form (Annexure E) to give an indication regarding their acquaintance with candidates and that they undertake not to disclose any information regarding the selection process. The Chairperson should facilitate a discussion in the Panel on the information provided by

Members and the Panel should decide whether a Panel Member needs to be recused or replaced.

#### 6.5.3.3. Preparation for the interviews

- (a) Interviews will be arranged by the HRM component. A minimum of five working days shall be given to shortlisted candidates to prepare for the interview.
- (b) When necessary, the HRM component shall arrange for travel and accommodation for the shortlisted applicants, utilising the applicable processes and procedures. Branch managers must authorise all transport and accommodation applications because costs are defrayed from their budgets.
- (c) Reasonable accommodation must be provided for persons living with disabilities during interviews and related situations.

#### 6.5.3.4 Interviews

- (a) The size of the selection panel shall be a minimum of three and a maximum of five members.
- (b) The selection panel shall maintain a high standard of fairness and consistency throughout the process. All candidates will be treated equally.
- (c) The selection panel must agree at the onset of the interviews on how the key requirements contained in the advertisement will be assessed and evaluated.
- (d) The Chairperson should lead the process to set the questions in order to assess the critical competencies and must be relevant to the requirements of the post. *No questions containing traces of direct or indirect discrimination shall be asked.*



- (e) In order to improve validity, the selection panel members shall evaluate the merits of every candidate individually by completing the standard evaluation form after each candidate has been interviewed and discuss candidates collectively only after everybody has been interviewed. (The standard evaluation form to be completed is attached as Annexure D).
- (f) After interviewing all shortlisted candidates, the selection panel shall rank the candidates in terms of the evaluation to ensure uniformity. Undue credit shall not be given for qualifications not required for the position, nor shall applicants with higher qualifications be arbitrarily excluded.
- (g) Where possible, the validity of selection processes shall be improved by incorporating additional selection techniques such as work sample tasks, for example presentations related to the job to test competencies not easily assessed in an interview. An indication that such techniques will be utilised will be included in the advertisement.
- (h) When making a final decision, the selection panel shall take into account any additional information gathered from supplementary selection techniques that might have been used, for example, language, typing and other competency assessment tests relevant to the post.
- (i) The selection panel shall make a recommendation on the suitability of a candidate after considering the following:
- (i) Information based on valid methods, criteria, and/or instruments for selection that are free from any bias or discrimination;
  - (ii) the training, skills, competence and knowledge based on the inherent requirements of the job;
  - (iii) the needs of the Department for developing human resources in the long run; (Skills gaps identified in candidates recommended for appointment that have the potential and whose appointment will

promote representativity shall be addressed in line with the departmental Performance Management and Development Policy.)

- (iv) the representativity of the component where the post is located; and
  - (v) the Department's affirmative action programme (as contained in the Department's Employment Equity Plan).
- 
- (j) Verification of qualifications and work experience, vetting of criminal records, credit records and citizenship verification of all the candidates recommended for appointment will be done by the HRM component through the service provider contracted by the Department. (Also see par 6.6 for more details regarding the verification process.)
  - (k) Decisions shall be based on facts rather than impressions.
  - (l) If more than one candidate is found suitable for appointment, the selection panel shall rank them in order of their suitability. If two candidates scored the same marks and the selection panel cannot reach consensus on the most suitable candidate, a second round of interviews will be conducted to further test competencies that are relevant to the post.
  - (m) Preference will be given to candidates from designated groups in line with the Department's Employment Equity Plan.
  - (n) All the records used during the interviews, and the approved submission will be kept by the HRM component for a period of one year. The submission shall capture the criteria used during the selection process and include the reasons for suitability or non-suitability of all interviewed candidates. This will assist in dealing with any subsequent allegations of discrimination or unfair/unequal treatment.
  - (o) If a candidate is unable to attend the interviews on the date agreed upon, it will be brought to the attention of the Chairperson who will decide whether the reason is valid and if the circumstances is unavoidable and whether the

interviews should be postponed in its entirety or whether the individual may be interviewed at a later stage or not at all.

## 6.6 VERIFICATION PROCESS

6.6.1 In terms of DPSA circular 14/1/1/P dated 23 November 2007, the following should be done by the Department before the appointment of a candidate:

- Criminal record check
  - Citizenship verification
  - Financial/asset record checks
  - Qualifications/study verifications
  - Previous employment verification (reference checks).
- (a) Verifications and checks will be conducted through a suitable verification agency contracted by the Department.
- (b) Should it be found that a person has misrepresented him/herself, he/she will not be appointed in the Department and if appointed, he/she will be dealt with in terms of PSCBC Resolution 1 of 2003 and Chapter 7 of the SMS Handbook.

6.6.2 For levels 1 to 14, the records of the candidates recommended for appointment shall be verified and checked. All the shortlisted candidates will be subject to preliminary security vetting by the National Intelligence Agency (NIA).

### 6.6.2.1 Criminal record check

If a candidate has indicated in his/her application that he/she has a criminal record, the following factors shall be taken into consideration when deciding whether or not to shortlist/appoint a candidate:

- (a) The nature/severity of the offence;
- (b) the time period that has elapsed since the offence;

- (c) how the offence relates to the nature of the post the candidate applied for, and
- (d) any other relevant information.

#### 6.6.2.2 Citizenship verification

A candidate may not be considered for a permanent position if he/she is not a South African citizen or a permanent resident. If he/she possesses a scarce skill required by the Department and a suitable South African citizen/permanent resident is not available after testing the labour market thoroughly, the Director-General/Minister can be approached to consider appointing the candidate on a contract basis. Sound motivation should be provided.

#### 6.6.2.3 Financial/asset record checks

The credit record of a candidate should give an indication of the candidate's ability to manage his/her finances without becoming susceptible to blackmail or bribery. The level of the post as well as the nature of the job shall be taken into consideration before deciding on the appointment of a candidate with a bad financial record.

#### 6.6.2.4 Qualifications/study verification

It is the responsibility of the candidate to provide copies of his/her qualifications to the Department. No appointment will be made if the educational qualifications of the candidate(s) found suitable for appointment cannot be verified as authentic.

#### 6.6.2.5 Previous employment verification

It is the responsibility of the candidate to provide correct and verifiable details about his/her previous employment for verification purpose. This includes information about the way an applicant exited previous employment. Also refer to par. 6.6.1(b).

## 6.7 COMPETENCY ASSESSMENT

6.7.1 The Directive on the Implementation of Competency Based Assessments for Members of the Senior Management Service (SMS) shall be applicable to the filling of positions on the level of senior management (levels 13 and above).

6.7.2 Post-specific assessments, for example language proficiency, computer, and typing tests for different posts, shall be applied consistently with the assistance of the HRM component.

6.7.3 The job advertisement should specify that testing is required.

6.7.4 Any testing conducted should be in line with the requirements regarding psychometric or medical testing contained in section 7 and 8 of the Employment Equity Act, no 55 of 1998.

## 6.8 RECOMMENDATION AND APPROVAL

6.8.1 The first-choice and, where necessary, second-choice and/or third choice candidates shall be identified and recommended for appointment by the delegated authority.

6.8.2 No candidate is regarded as appointed/an employee until the delegated authority has approved such recommendation and the successful candidate has received a signed employment offer. Therefore, only the HRM component is allowed to communicate with the successful candidate on his/her appointment. Selection panel members and labour union representatives must sign a copy of the form (Annexure F) regarding non-disclosure of information.

6.8.3 A profile of the component concerned reflecting race, gender and disability shall be attached to the recommendations for the filling of the advertised post to address issues of equity.

6.8.4 The delegated authority may approve or disapprove the recommendations of the selection panel and the reasons for disapproving shall be recorded in writing

6.8.5 The first-choice candidate shall be given five working days to accept or decline the employment offer. Acceptance or non-acceptance of the offer of employment and the terms and conditions of employment shall be made in writing (Annexure H). Where a candidate has indicated that he/she intends to enter into negotiations with the Department regarding the employment offer, such negotiations shall be done with HRM and finalised within a month of such indication. The Department will not enter into negotiations if there are other suitable candidates available.

#### 6.9 BUY-OFFER

6.9.1 It shall be clearly stated in the advertisement for a vacant position in the Department whether the salary will be negotiable and up to which notch/package. If the salary is not negotiable, the advertisement should indicate that a person should not apply if he/she is not interested in the salary.

6.9.2 The selection panel should request candidates to indicate what they are currently earning and whether they are satisfied with the salary as advertised or whether they have other expectations. Candidates' responses should be accurately recorded in writing by the HR Secretariat.

6.9.3 If a buy-offer is considered, the CD: HRM will ensure that adequate documentary proof of the recommended candidate's salary package is obtained and verified with his/her current employer.

6.9.4 The position of other serving employees should be taken into account when motivating for the awarding of a buy-offer to a candidate.

6.9.5 Buy-offers will only be considered in exceptional cases where a second-choice, third-choice etc. candidate has been recommended by the Selection Panel.

6.9.6 The CD: HRM shall seek approval from the delegated authority before concluding a buy-offer.

6.9.7 The Department will not be obliged to review an employee's salary once he/she has accepted the Department's offer in writing.

#### 6.10 TEMPORARY APPOINTMENTS

6.10.1 Services of temporary employees may be used when permanent employees are on leave for one to six months, for example employees on maternity leave, and when a temporary need arises before the permanent post can be filled or the need for such position has been identified.

6.10.2 The manager must request the CD/HRM for approval and the CD/HRM will source CV's from Recruitment Agencies. Such a request should be in writing and should be channelled through the relevant Branch Manager.

6.10.3 Requests will only be considered if sufficient funds are available to cover the salary of the contract employee.

#### 6.11 CONTRACT EMPLOYMENT

6.11.1 Contract employment for a period of between 6 months and five years will be considered when the need arises to employ people on a short term basis, for example for a specific project which has a limited timeframe.

6.11.2 The normal recruitment and selection processes shall be undertaken and approval obtained from the delegated authority before such appointments shall be made.

6.11.3 A contract of employment will be signed, clearly stipulating the start and end date.

#### 6.12 CASUAL EMPLOYMENT

Casual employees can be appointed for a maximum of 24 hours in one month to perform duties such as moving of furniture, shredding of documents and other related minor duties. Approval to appoint a casual worker should be obtained in

writing from the CD: HRM. Sufficient funds should be available to cover the casual employee's remuneration.

## 7. ROLES AND RESPONSIBILITIES

### 7.1 SELECTION PANEL

- 7.1.1 The executive authority or his/her delegate shall approve of the selection panel for interviews per the recommendation of the Branch Manager in consultation with the Chief Director: HRM. The competencies and representativity of panel members shall be taken into account.
- 7.1.2 The selection panel, consisting of a chairperson of at least one level higher than the advertised post and a minimum of two other members on the same level as the advertised post, but preferably higher, shall be responsible for shortlisting, interviewing the shortlisted candidates, and making recommendations on their suitability or non-suitability for approval or disapproval by the delegated authority. When necessary, persons not employed by DAC with required specialist knowledge may serve as selection panel members.
- 7.1.3 The selection panel shall always include adequate representation of designated groups.
- 7.1.4 The human resource practitioner shall provide secretarial and advisory services during the interview but shall not form part of the selection panel.
- 7.1.5 Selection panel members and labour organisation representatives shall be required to sign the Selection Panel and Interview Declaration Form (Annexures E and F) regarding their acquaintance with the candidates and protection of information.



## 7.2 LABOUR ORGANISATION REPRESENTATION

- 7.2.1 To enhance transparency and fairness, labour organisations represented in the Department shall be invited to the shortlisting and interviews for the filling of positions from levels 1-14. Representation from labour organisations shall be restricted to one person per labour organisation and limited to employees of the Department.
- 7.2.2 Labour organisation members shall enjoy observer status and will not have decision-making powers where appointments are concerned.
- 7.2.3 The invitation to labour organisations and the confirmation of interviews to shortlisted candidates shall be forwarded simultaneously. Non-attendance of labour organisations shall not necessitate stopping or even delaying the interview proceedings.
- 7.2.4 The labour organisation representative(s) will sign the Declaration at Annexure I to confirm whether or not the selection process was conducted in a fair and transparent manner.
- 7.2.5 In the event of the representative(s) not agreeing with the appointment, he/she will provide CD: HRM with a written appeal within 2 working days after the interviews. CD: HRM will ensure that the appeal is added to the appointment submission for consideration by the delegated authority. Feedback will be provided to the relevant labour organisation regarding whether the delegated authority has agreed to review the process.

## 8. RESOURCE IMPLICATIONS

The Branch Manager or delegated employee shall be responsible for the following financial implications related to the filling of the advertised post:

- 8.1 Refreshments/food provided during the shortlisting and interview process; and

- 8.2 Travelling and/or accommodation of the shortlisted candidates and/or Selection Panel members regarding the interviews.

**9. MONITORING AND EVALUATION**

The Chief Directorate: Human Resource Management will collect and analyse information to ensure consistent application of the policy. The Policy will be evaluated annually to determine its relevance and effectiveness.

**10. REVIEW**

This policy may be amended following consultation with relevant stakeholders. Inputs to that effect should be forwarded in writing to the Chief Directorate: Human Resource Management.



## VACANCY AND WORKFORCE CONTROL FORM

Please complete this form by ticking the applicable boxes.

**ACTION – Line Manager completes Sections A, B and C.**

Please return to CD: HRM with a copy of the Job Description (Annexure B).

JOB TITLE: .....

A	
Component	

B	CHANGE REQUEST (Please tick where applicable)	
1.	Fill a new post	
2.	Fill a vacant post on a permanent or temporary basis	
3.	Extend a fixed-term contract	
4.	Cover maternity leave	
5.	Cover long-term sickness/absence	
6.	Appoint for project work	

C	FUNDING IMPLICATION (Must be completed)	
Position funded		Yes/No

D	POST DETAILS	
1.	Post title	
2.	Component	
3.	Present or previous post holder	
4.	Rank/level	
5.	Hours per week	
6.	Contract type, e.g. fixed-term	
7.	If new post or permanent post, give effective date. (otherwise give dates to cover fixed-term or temporary period involved):	
	From:	To:

Signed: ..... Full names and designation: .....

Date: .....

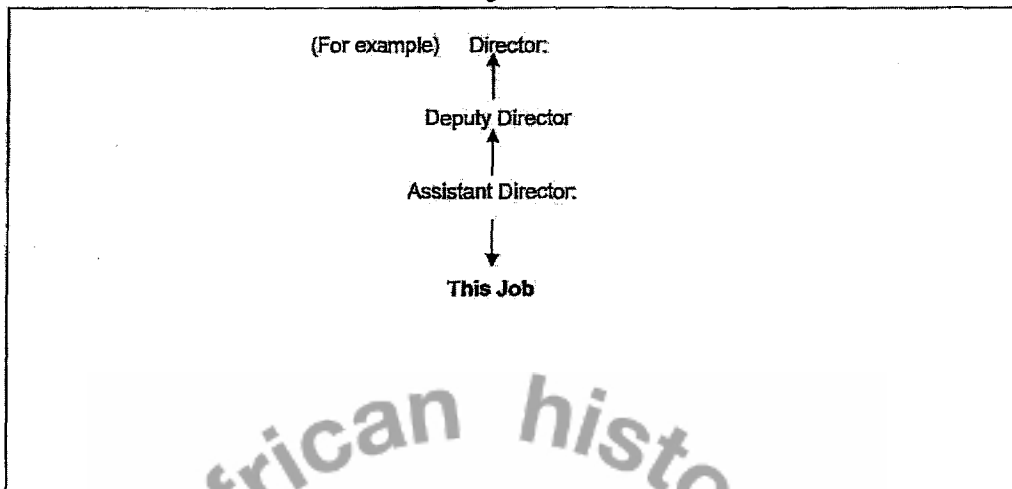
**ACTION – Line Manager submits completed form to the Chief Directorate: Human Resource Management**



## JOB DESCRIPTION

A: POST DETAILS	
1. JOB TITLE	2. CORE CODE
3. INCUMBENT	
4. POST LEVEL	5. SALARY LEVEL
6. DIRECTORATE	
7. CHIEF DIRECTORATE	
8. DIVISION	
9. LOCATION/CENTRE	
B: JOB DETAILS	
1. PURPOSE	
2. KEY RESULTS <input type="checkbox"/>	
3. FORMAL QUALIFICATIONS Formal <input type="checkbox"/>  Experience <input type="checkbox"/>	

<b>4. COMPETENCIES</b> (Please ✓ 8-10 most critical competencies)			
<b>Area</b>	<b>Competency</b>	<b>✓</b>	<b>Definition</b>
<b>Managerial qualities</b>	Leadership		Motivates and empowers others to reach organisational goals.
	Planning and organising		Organises and schedules events, activities and resources. Sets up and monitors time scales and plans.
	Quality orientation		Shows awareness of goals and standards. Follows through to ensure that quality and productivity.
	Persuasiveness		Influences, convinces or impresses others in a way that results in acceptance, agreement or change in behaviour.
<b>Professional qualities</b>	Specialist knowledge		Understands technical or professional aspects of work and continually maintains technical knowledge.
	Problem solving and analysis		Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.
	Oral communication		Speaks clearly, fluently and in a compelling manner to both individuals & groups.
	Written communication		Writes clearly and concisely, using appropriate grammar, style and language for the reader.
<b>Entrepreneurial qualities</b>	Commercial awareness		Understands and applies commercial and financial principles. Views issues in terms of costs, profits, markets and added value.
	Creativity and innovation		Creates new and imaginative approaches to work-related issues. Identifies fresh approaches and shows a willingness to question traditional assumptions.
	Action orientation		Demonstrates a readiness to make decisions, takes the initiative and initiates action.
	Strategic		Demonstrates a broad-based view of issues, events and activities and a perception of their longer-term impact or wider implications.
<b>Personal qualities</b>	Interpersonal sensitivity		Interacts with others in a sensitive and effective way. Respects and works well with others.
	Flexibility		Successfully adapts to changing demands and conditions.
	Resilience		Maintains effective work behaviour in the face of setbacks or pressure. Remains calm, stable and in control of themselves.
	Personal motivation		Commits self to working hard to reach goals. Shows enthusiasm and career commitment.
<b>5. KNOWLEDGE OF THE FOLLOWING FUNCTIONAL FIELDS:</b>			
□			
<b>6. CAREER PATH (Requirements for promotion)</b>			



**C: PERFORMANCE AGREEMENT**

The performance agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension of this job description

**D: ALTERATIONS**

The DG or his/her nominee reserves the right to make changes and alterations to this job description, as he/she may deem reasonable.

**E: JOB DESCRIPTION AGREEMENT**

_____	_____	_____	_____
<b>Job Incumbent</b>	<b>Date</b>	<b>Line Manager</b>	<b>Date</b>

INTERVIEW ARRANGEMENT

D/HRM

FILLING OF THE POST OF \_\_\_\_\_

1. Please invite the following shortlisted applicants for interviews:

- 
- 
- 
- 

2. The selection panel is constituted as follows:

CHAIRPERSON:

MEMBERS:

3. Possible dates and times for the interviews:

DATE: \_\_\_\_\_ TIME: \_\_\_\_\_

DATE: \_\_\_\_\_ TIME: \_\_\_\_\_

4. Additional assessment (if applicable)

NB: The shortlisted applicants shall also be subjected to:

- 
- 
- 

I concur with the above-mentioned arrangements as well as the constitution of the selection panel.

\_\_\_\_\_  
CHAIRPERSON

DATE:

POST: ..... DATE OF INTERVIEWS: .....

**INTERVIEW EVALUATION FORM**

CANDIDATE: \_\_\_\_\_

COMMITTEE MEMBER: \_\_\_\_\_

COMPETENCIES	WEIGHT	SCORE				TOTAL (weight x score)
		1	2	3	4	
1.						
2.						
3.						
4.						
5.						
6.						
7.						

**WEIGHT**

1 = To a lesser degree  
 2 = Normal requirement  
 3 = To a greater degree  
 4 = Critical requirement

**SCORE**

1 = Poor/none  
 2 = Fair  
 3 = Good  
 4 = Excellent

**REMARKS:**


---



---



---

SIGNATURE: .....



## ANNEXURE E

## SHORTLISTING: DECLARATION

POSITION TO BE FILLED: .....

DATE OF SHORTLISTING: .....

NAME OF SELECTION PANEL MEMBER/LABOUR UNION REPRESENTATIVE:  
.....

1. I hereby declare that the candidate(s) who applied for the above position is/are known/not known to me in either an official and/or personal capacity as indicated below. I further confirm that my acquaintance with the candidate(s) in no way influences my judgement on the suitability of the candidate for the position in question and that the suitability of all candidates is purely measured against them meeting the requirements and other relevant criteria as set out by the Selection Panel.

	CANDIDATE	YES	NO	CAPACITY/ COMMENTS (IF ANY)
1				
2				
3				
4				
5				
6				

I confirm that the above information is true and correct.

2. I declare that I will not disclose any information with regard to the discussions and outcome of this selection process to anyone.

SIGNATURE OF PANEL MEMBER/LABOUR UNION REPRESENTATIVE: .....

DATE SIGNED: .....

## ANNEXURE F

## INTERVIEWS: DECLARATION

POSITION TO BE FILLED: .....

DATE OF SHORTLISTING: .....

NAME OF SELECTION PANEL MEMBER/LABOUR UNION REPRESENTATIVE:

.....

1. I hereby declare that the candidate(s) considered for the position is/are known/not known to me in either an official and/or personal capacity as indicated below. I further confirm that my acquaintance with the candidate(s) in no way influences my judgement on the suitability of the candidate for the position in question and that the suitability of all candidates is purely measured against them meeting the requirements and other relevant criteria as set out by the Selection Panel.

	CANDIDATE	YES	NO	CAPACITY/ COMMENTS (IF ANY)
1				
2				
3				
4				
5				
6				

I confirm that the above information is true and correct.

2. I declare that I will not disclose any information with regard to the discussions and outcome of this selection process to anyone.

SIGNATURE OF PANEL MEMBER/LABOUR UNION REPRESENTATIVE: .....

DATE SIGNED: .....

**ANNEXURE G**

The Chief Director: Human Resource Management  
Department of Arts and Culture  
Private Bag X897  
PRETORIA  
0001

Dear Sir/Madam

APPOINTMENT AS .....

I hereby accept this position in accordance with the terms and conditions as indicated in the attached letter/contract and Annexure A.

I will assume duty on \_\_\_\_\_ 20\_\_

\* I regret that I have to decline the offer for the following reasons:

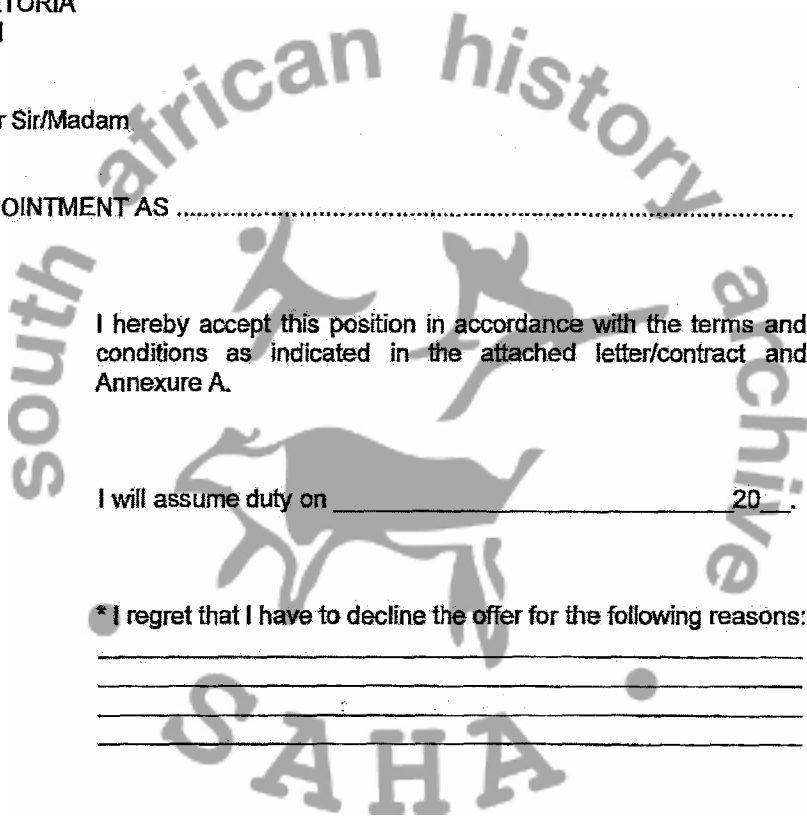
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

FULL NAMES: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

**NB** \* Delete if not applicable



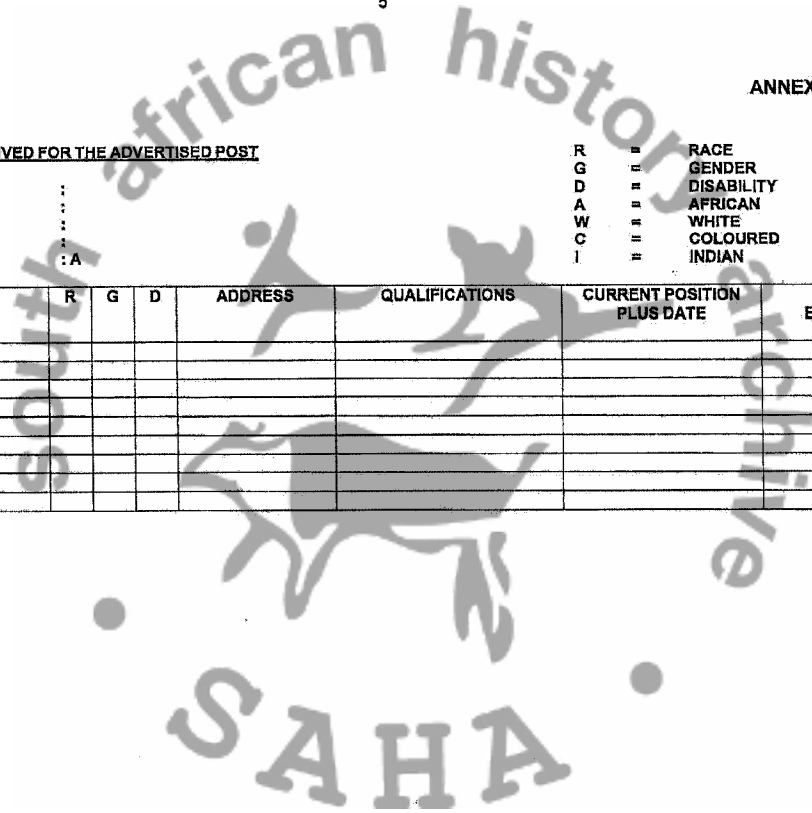
ANNEXURE H

APPLICATIONS RECEIVED FOR THE ADVERTISED POST

POST :  
 REFERENCE :  
 ENQUIRIES :  
 CLOSING DATE :  
 CATEGORY : A

R = RACE  
 G = GENDER  
 D = DISABILITY  
 A = AFRICAN  
 W = WHITE  
 C = COLOURED  
 I = INDIAN

NO.	NAME	R	G	D	ADDRESS	QUALIFICATIONS	CURRENT POSITION PLUS DATE	PREVIOUS EMPLOYMENT	REMAR FOR NC SELECT
1									
2									
3									
4									
5									
6									
7									
8									
9									



APPLICATIONS RECEIVED FOR THE ADVERTISED POST

POST :  
REFERENCE :  
ENQUIRIES :  
CLOSING DATE :  
CATEGORY : B

R = RACE  
G = GENDER  
D = DISABILITY  
A = AFRICAN  
W = WHITE  
C = COLOURED  
I = INDIAN

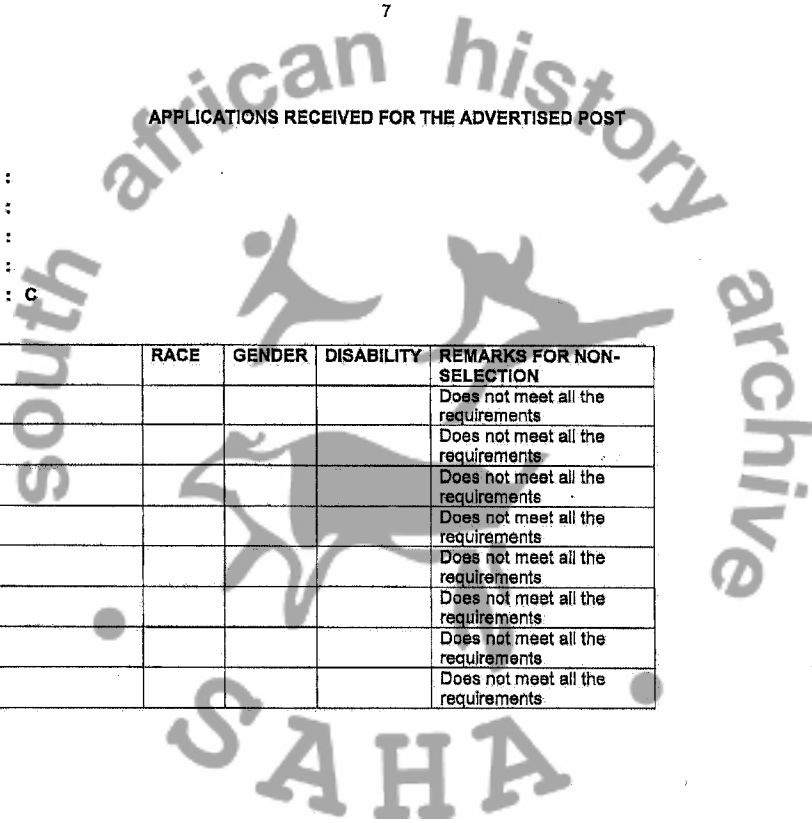
NO.	NAME	R	G	D	ADDRESS	QUALIFICATIONS	CURRENT POSITION PLUS DATE	PREVIOUS EMPLOYMENT	REMARKS FOR NON-SELECTION
1									



APPLICATIONS RECEIVED FOR THE ADVERTISED POST

POST :  
REFERENCE :  
ENQUIRIES :  
CLOSING DATE :  
CATEGORY : C

	NAME	RACE	GENDER	DISABILITY	REMARKS FOR NON-SELECTION
1.					Does not meet all the requirements
2.					Does not meet all the requirements
3.					Does not meet all the requirements
4.					Does not meet all the requirements
5.					Does not meet all the requirements
6.					Does not meet all the requirements
7.					Does not meet all the requirements
8.					Does not meet all the requirements



**DECLARATION BY LABOUR ORGANISATION REGARDING FAIRNESS AND TRANSPARENCY OF SELECTION PROCESS**

**POSITION TO BE FILLED:** .....  
**DATE OF SHORTLISTING/INTERVIEW:** .....  
**NAME OF LABOUR ORGANISATION REPRESENTATIVE:** .....

I hereby declare that the selection process was/was not conducted in a fair and transparent manner.

**SIGNATURE:** .....  
**PLACE:** .....  
**DATE:** .....

