



CONFIDENTIAL



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

RECRUITMENT AND SELECTION POLICY

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GLOSSARY OF TERMS

Terms	Definitions
DG	Director-General/Accounting Officer
DDG	Deputy Director-General
DHET	Department of Higher Education and Training
DoL	Department of Labour
DPSA	Refers to the Department of Public Service and Administration.
Competency Assessment	A process formed by the Department to ascertain the candidates compliance to the requirements of the post.
Job Evaluation	A process of the job content being assessed by a job evaluation tool by Staffing Services.
Minister	Executing Authority
MMS	Middle managers systems which are on salary levels 9 to 12.
Security Clearance and Vetting	A process of checking the candidates security record performed by the National Intelligence Agency.
SMS	Senior Management Systems officials appointed on salary levels 13 to 16.
Staffing Services	The sub-Directorate within the Chief Directorate: Personnel Administration and Development is responsible for the recruitment and selection tasks.

SECTION A

1.1 Policy Statement

The establishment of the Department of Higher Education and Training brought a new chapter in the education landscape of the country/ the republic. In order for the Department to achieve its mandate as outlined in the strategic plan it will require the workforce with the highest caliber and excellent skills. This can only be achieved by policies responsive to the strategic plan of the Department that includes the Minister's five key issues, which is HIV/AIDS, disability, gender, race and class. It is within this context that the recruitment and selection policy is developed.

1.2 Legislative Framework

- a. Constitution of the Republic of South Africa, Act No. 108 of 1996
- b. Public Service Act of 1994 as amended
- c. Public Service Regulations, 2001
- d. Basic Conditions of Employment Act of 1997
- e. Labour Relations Act of 1995 as amended
- f. Employment Equity Act of 1998
- g. Public Finance Management Act of 1999
- h. Treasury Regulations

1.3 Objectives

The main objectives of this policy are as follows:

- a. To set norms, guidelines and measures to appoint a skilled and competent workforce;
- b. To achieve equity in the workplace; and
- c. To enhance service excellence.

1.4 Principles

The implementation of the Recruitment and Selection Policy must be underpinned by the following principles:

- a. Fairness
- b. Confidentiality
- c. Equity
- d. Professionalism

SECTION B

2. RECRUITMENT

2.1 ADVERTISEMENT

2.1.1 Job Evaluation

The request for placing advertisement of posts should be accompanied by a job description or job specification. Job evaluation exercises should be conducted before newly defined posts are in line with Job Evaluation Policy.

2.1.2 Advertising

Advertising of posts is the sole responsibility of Staffing Services. Advertising of posts will be done in line with the following process:

- a. Posts must exist on the establishment and be funded;
- b. All posts must be advertised in the national and local print media and through DPSA vacancy circular;
- c. Notice of posts advertised must be placed on the Departmental NEWS FLASH.
- d. Temporary and contract posts below SMS will be sourced from DHET database, or DoL's database
- e. The minimum running time for an advertisement of a permanent post irrespective of the advertising medium used shall be 14 days

2.1.3 Advertising Requirements

- a. All posts below level 8 must be advertised with matric/grade 12 or at least three years relevant experience;
- b. All posts below level 13 must be advertised with a three years' post matric qualification or at least 5 years relevant experience;
- c. All SMS posts must be advertised with at least a three years post matric qualification, 5 to 10 (includes DG) years relevant experience, management skills, basic human resource skills, finance skills; etc
- d. An advertisement for SMS must indicate that applicants must be subjected to all of the following:
 - i. security vetting and clearance
 - ii. competency assessment
 - iii. signing a performance agreement in terms of SMS handbook
 - iv. signing an employment contract on appointment
- e. All advertisements must indicate that applicants must consider their applications to be unsuccessful if not contacted within 60 days after the closing date; and
- f. All advertised posts should be filled within a period of 90 days.

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- f. All advertised posts should be filled within a period of 90 days.

2.1.4. Payment of Advertisements

- a. Since placement of advertisements is the sole responsibility of Staffing Services, payments of advertised vacant funded posts is also the responsibility of Staffing Services; (directorates will carry the costs for the withdrawal/placing erratum and amendment of adverts if responsible for such);
- b. Temporary or contract posts additional to the establishment shall be paid by the section requesting for such an advertisement;
- c. In an event where the section that has requested advertising of posts did not comply with the time frame set to fill a post, they will be required to reimburse Staffing Services the cost for placement of that advertisement.

2.2 SELECTION

Selection is aimed at ensuring that the right person is selected for the position, the assessment process is credible, consistent, fair and open. A holistic approach must be adopted taking into consideration the candidate's curriculum vitae, assessment, interviews, presentations and referee reports, HR plan and Employment Equity Plan of the Department.

2.2.1 Selection Committee

Prior to the selection process a committee should be appointed as follows:

- a. Approval of selection committees shall be done by the Appointing Authority as per delegations, who shall reserve the right to amend the recommended panel.
- b. HRM shall in consultation with the relevant manager recommend selection committee members for a specific post to be filled.

2.2.2 Composition of the Selection Committee

The selection committee must be constituted as follows:

- a. The panel shall consist of a minimum of three panelists
- b. The Minister shall chair SMS posts above level 14
- c. The DG shall chair SMS posts below level 15
- d. Staffing Services will provide secretariat services, where it is necessary due to either the number of posts to be filled or operational reasons, the use of external services may be considered;
- e. The chairperson for all posts below SMS level shall be at least two levels higher than the post to be filled;
- f. The direct supervisor of the incumbent will form part of the panel;
- g. Two members whose grading is at least one level higher than the post to be filled;

- h. The department may co-opt external specialists where necessary to assist in the process; and
- i. Representatives of recognized trade unions will be offered an observer status in panels for level 12 and below.

The selection committee must include adequate representation and members shall be chosen for the value they could bring to the decision making rather than sectoral representation.

2.2.3 Functions of the Selection Committee

The selection committee shall operate guided by the job requirement as contained in the advertisement and in compliance with the following provisions:

a. Staffing Services

- i. Advise the committee or serve as a resource person
- ii. Responsible for pre-selection process
- iii. Invite candidates to interviews
- iv. Facilitate logistical arrangements for candidates invited for interviews, e.g. travelling, venue, time etc.

b. Other Committee Members

- i. Shortlist applicants fairly, credibly and openly
- ii. All committee members will be required to sign a declaration of confidentiality
- iii. Shortlists must be approved by officials as outlined in sub-section 2.2.1

2.2.4 Sifting Process

Sifting is the responsibility of Staffing Services and shall be done a week after the closing date of an advertisement. It must be noted that the aim of the sifting process is to eliminate applicants who clearly do not meet the minimum requirements for the post.

The list of applicants who met the minimum requirements during sifting shall be provided to the selection committee at its first sitting.

2.2.5 Short listing Meeting

- a. The selection committee meeting must be composited as outlined in sub-section 2.2.2 above;
- b. The proceedings of the meeting must be recorded;
- c. The selection Committee must agree on the Criteria for Short listing which is fair and non-discriminatory.

2.3 INTERVIEW PROCEDURES

2.3.1 Interview Process

The interview process shall unfold as follows:

- a. Organizing of interviews is the responsibility of Staffing Services (date, venue, time; travelling arrangements etc.);
- b. The scheduling of interviews will be dealt with once short-listing is completed
- c. A form requesting scheduling of interviews shall be provided to Staffing Services by the chairperson of the selection committee two weeks before scheduling of interviews with three dates for consideration;
- d. All interviews shall be recorded by a recording device and all minutes shall be documented and archived in accordance to National Archives Act ;
- e. All candidates shall be informed 5 working days before the interview;
- f. The invitation for interviews shall indicate any form of assessment that will be conducted;
- g. Only tea and sweets will be provided during interviews by Staffing Services; and
- h. Lunch if necessary will be provided by the business unit that requested interviews.

2.3.2 Interview Panel

- a. The interview panel must be composited in the same manner as the selection committee as outlined in sub-section 2.2.2. All selection panel members will be appointed by the relevant authority in line with sub-section 2.2.1
- b. The selection panel shall recommend candidates for appointment by the appointing authority or delegated official;
- c. The panel shall not create employment expectations to candidates during interviews;
- d. Interview questions asked should be based on the inherent job requirement. Biased or discriminatory questions must be avoided, however probing is encouraged;
- e. The candidates' responses and score during interviews must be documented;
- f. For SMS, at least two candidates if available in order of preference must be nominated for a specific post, in order to avoid the post being re-advertised should the first candidate decline the job offer.
- g. For levels below SMS a maximum of three candidates if available in order of preference must be nominated for a specific post, in order to avoid the post being re-advertised should the first candidate decline the job offer.

2.3.3 Pre-Interview Meeting

The pre-interview meeting shall take place as follows:

- a. 30 minutes before the interview;
- b. Discourage subjectivity in relation to internal candidates during interview;
- c. Questions will be determined in this meeting; and
- d. No pre-arranged questions will be allowed.

2.3.4 Headhunting

In exceptional cases where the recruitment and selection process were not successful, a qualifying candidate may be recruited by way of headhunting. The following must therefore be followed:

- a. Invite the headhunted candidate/s for interview;
- b. The interview panel may remain the same;
- c. Assessment process must be applied, and
- d. Ensure consistency with the previous interviews.

It must be noted that headhunting must only be for level 11 and above.

2.4 ASSESSMENT

In addition to interviews, other assessment tools such as competency assessment, presentations, typing test etc. shall be used to further assess candidates.

2.4.1 Competency Assessment

- a. Competency assessment may be conducted for positions between level 9 and 11; and
- b. Competency assessments are compulsory for all SMS appointments;
- c. Two best recommended candidates must be sent for competency assessment.

2.4.2 Presentations

- a. Presentations may be conducted for positions on level 9 and above
- b. In case of SMS, presentations may be held prior to the interview and only two candidates if available may be called for interviews;
- c. Presentations must be used consistently through an interview, no single candidate should be allowed to make a presentation if others do not.
- d. The topic of the presentation must be clear and fair; and
- e. Candidates must be informed of the topic of the presentation, should it be required, when they are invited for the interview.

2.4.3 Typing Tests or Speed Tests

- a. Typing tests are compulsory for all typist and secretaries posts;
- b. Staffing Services together with the unit concerned must organize these tests; and
- c. A qualified assessor must assess these tests after interviews.

2.5 REFERENCE CHECK

- a. At least three references must be provided on the CV and three reference checks must be done;
- b. Staffing Services must ensure that references are checked before the job offer is made to a candidate;
- c. Where required reference checks must also be made for internal candidates;
- d. A confidential reference report may be required for both internal and external candidates;
- e. All reference checks must be conducted based on the policy principle; and
- f. In an event where a reference check results in a decision not to offer a candidate a job, the areas of concern and their relevance to the job requirement must be documented.

2.6 SECURITY CLEARANCE

- a. All recommended candidates must undergo a security clearance which includes vetting;
- b. The outcome of the security clearance must be used as a tool to determine appointment; and
- c. In an event where the successful candidate is not offered a job as a result of the outcome of security clearance, the next most suitable candidate must be offered the job after consultation with the selection panel.

2.7 QUALIFICATIONS VERIFICATION

A verification of qualifications must be done with SAQA, relevant authority and tertiary institutions, where necessary for all posts.

2.8 APPLICATION OF AFFIRMATIVE ACTION/EMPLOYMENT EQUITY PLAN

All selection panels must consider the Employment Equity Plan of the Department prior to the initial selection/short listing and in making the final recommendation.

2.9 JOB OFFER

- a. Staffing Services must compile a submission or Cabinet Memorandum where required, to request approval of the recommendation to appoint the successful candidate;
- b. A job offer can only be made after a recommendation to appoint is approved by the relevant appointing authority (DDG, DG, Minister and Cabinet)
- c. A written offer must be made within 7 days after the recommendation for appointment is approved and the successful candidate must respond in writing within 7 working days on whether he/she accepts the offer or not;
- d. The job offer must indicate the job description, remuneration package and conditions of service;
- e. In an event where an offer is not accepted the next suitable candidate may be offered the job after consultation with the selection panel.

- f. Upon receipt of the successful candidate's acceptance of the job offer and assumption of duty, the other candidates interviewed must be informed within 7 working days that their applications were not successful.
- g. The remuneration package shall be within the advertised salary package and prior approval of the appointing authority shall be obtained should there be an adjustment on the remuneration package. Any adjustment should be supported by a written motivation and should be within the budget funds of the Department.

2.10 APPOINTMENT

- a. Staffing Services must process the appointment and or promotion of successful candidates, and
- b. On assumption of duty of an appointed candidate, Staffing Services shall present the new appointee to the relevant section.

SECTION C

3. PROBATION

Probation must apply to all newly appointed officials in the public service and should be used as a process to assess the suitability of an appointed official within a period not less than 12 calendar months. The following must be considered when assessing officials on probation:

- a. Probation period will be extended by number of days leave taken during the period;
- b. An official who is on probation and wishes to resign shall provide a one month written notice;
- c. An official transferred or promoted into the Department who is still serving probation shall continue with probation from where he/she left off from the other Department to complete 12 calendar months of probation;
- d. Staffing Services will provide probationary reports to section heads quarterly to complete;
- e. The probationary system shall be linked to the performance management system;
- f. In an event of unsatisfactory work performance, the supervisor must immediately implement the relevant incapacity procedures; and
- g. If performance does not improve, the matter must be referred to the Labour Relations section.

SECTION B

4. Contract or Temporary Appointment

The appointment on a contract or temporary basis can be made following the under mentioned process:

- a. A contract or temporary appointment can only be made against vacant funded posts;
- b. The recruitment of contract or temporary appointments must follow the recruitment process as outlined by this policy;
- c. A contract or temporary appointment will not be made in instances where officials are on vacation, sick, maternity leave or scholarship;
- d. A temporary or contract appointment may not exceed a period of twelve months and the following conditions must be complied with:
 - i. Against which post an appointment is to be made
 - ii. Reasons must be provided as to why the appointment is to be made
 - iii. Duties to be performed
 - iv. The duration of contract
 - v. The purpose and extent of the specific task to be performed
 - vi. The level the official must be appointed on
- e. A once-off extension of a maximum period of three months will be considered only, if a request is accompanied by proof that the post was advertised and a written motivation on why the post could not be filled;
- f. No appointment must be made, even a weekly temporary appointment without the involvement of Staffing Services;
- g. The authority to approve a contract or temporary appointment lies with the Minister in respect to SMS, Director-General in respect to levels 9-12 and DDG: Corporate Services in respect to levels below 9 as per delegations

5. Re-Appointment of Officials who Retired or terminated their Services from the Public Service

An employee or official who has retired from the Public Service due to reaching their retirement age may be reappointed on a temporary basis as follows:

- a. For a period not exceeding 12 months, but possibly renewable for one further year; and
- b. The official possesses scarce skills and experience.

A former employee, who left the public service due to ill-health, may be reappointed on a temporary basis as follows:

- a. For a period not exceeding 12 months, but possibly renewable for a further 12 months;
- b. If he or she can provide recent and conclusive evidence of recovery; and
- c. The official possesses scarce skills and experience;

Officials who terminated their services due to employee initiated severance packages, voluntary severance packages, voluntary early retirement and abscondment may be re-appointed.

In respect of officials who terminated their service through employee initiated severance packages, voluntary severance packages, voluntary early retirement and abscondment conditions of service for re-appointed officials shall be as follows:

- a. Appointment should be on an all-inclusive salary package
- b. Vacation leave and sick leave must be provided on a pro rata basis for the duration of re-appointment;
- c. No study leave or special leave should be granted;
- d. No re-admittance to the Government Employees Pension Fund; and
- e. Housing and medical aid allowance should not be provided or paid as it is included in the all inclusive package.

SECTION E

6. Acting Appointments, Payment of Acting Allowance and Secondment

6.1 Acting Appointments

Appointment in an acting capacity must be made in line with the following procedures:

- a. Acting appointments can only be made against a funded vacant position for a maximum of six months at a time;
- b. Officials may only act in positions one level higher than the position they are appointed in;
- c. The requests for approval of the acting appointment must be submitted to the Deputy Director-General: Corporate Services by the Deputy Director-General of the Branch in which the acting appointment must be made;
- d. Requests must be submitted to the DDG: Corporate Services at least two weeks before the implementation date in order to obtain approval in time. Only in the case of an emergency or sudden illness will this rule be relaxed; and
- e. Staffing Services will be instructed to obtain approval from the Director-General or Minister.

6.2 Payment of Acting Allowance

Payment of acting allowance will be made in compliance with the provisions of Public Service Regulations, Part VII, B5, as follows:

- a. An acting allowance is only payable when the period of appointment is longer than 6 weeks;

- b. The first payment in respect of acting allowances is only payable after expiry of 6 weeks period, after which the acting allowance is paid on a monthly basis for the duration of the approved period; and
- c. The acting allowance payable is the difference between the actual salary package of the official who is to act and the minimum salary package of the salary range of the post in which is to be acted.

6.3 Secondment

Secondment of officials to and from other departments or entities or abroad will be done in line with DPSA Policy on Secondment and the internal secondment policy.

SECTION F

7. Policy Review

This policy shall be reviewed after 24 months or as directed by change in legislation and DPSA determinations.

Signed at: PRETORIA this 17th day of JUNE 2011



Mr GF Qonde
Acting Director-General: Higher Education and Training

17/06/2011