

# **POLICY ON RECRUITMENT AND SELECTION PROCESSES IN THE DEPARTMENT OF EDUCATION**

## **A INTRODUCTION**

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

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

## **B RECRUITMENT**

### **1. Job Evaluation**

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

### **2. Advertising**

The Directorate: Staffing Services will provide guidelines and advise on the compilation of advertisements. The Directorate will assist with the drafting of an advertisement prior to it being forwarded to the relevant branch head for approval. All vacant posts on the staff establishment need to be advertised prior to the permanent filling of the posts. Posts lower than Assistant Director level will only be advertised in the vacancy bulletin of the DPSA and in internal advertisements on the website of the DBE.

It is to be noted that all advertisements for Senior Management Services (SMS) posts need to include core management criteria in line with the SMS Handbook and will be subjected to an Interview and SMS Competency Assessment.

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

All posts on Salary Levels of 9 to 12 will need to be advertised with a three year post Matric qualification as a minimum appointment requirement. In some instances these posts can however be advertised with experience only especially in some specialist fields as financial administration and logistical services. Officer posts on Salary Levels 7 and 8 can be advertised with a three year post Matric qualification as a minimum appointment requirement or with Matric and relevant experience. All posts of Secretary will be advertised as Senior Secretary Grade II on salary level 5. All Clerk posts will be advertised on Salary Level 6.

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

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

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

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

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

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

The Directorate: Staffing Services budgets for the placement of the advertisements in the newspapers. However, if the directorate concerned delays the short listing for a maximum period of 2 months, the costs involved for the re-advertisement of that particular post/s will be recovered from the relevant components' budget.

### 3. Placement of an advertisement

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

Advertisements are placed in the newspapers for a running period of three (3) weeks. In exceptional cases and with the approval of the relevant branch head, an advertisement can have a shorter running period.

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

The request will then be e-mailed by the Directorate: Staffing Services to the advertising agency, who in return will send a proof advertisement back.

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

## C SELECTION

### 1. Sifting and Short-listing

The Directorate: Staffing Services will sort all applications into the relevant reference numbers. All incomplete applications, i.e. not qualifications or curriculum vitae attached or applications with incorrect post names or reference numbers will not be considered and will be excluded from the scheduling process. No faxed or e-mailed applications will be accepted nor will late applications be considered.

All qualifying applications will then be scheduled according to name, race, gender, occupation, qualifications and requirements as stated in the advertisement.

The Directorate: Staffing Services supplies the relevant manager with all applications and two sheets within six weeks. (Sheet 1 = all applications, Sheet 2 = only qualifying applicants). Managers should return the final short list to the Directorate: Staffing Services within two weeks.

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

A short-list should consist of a **maximum of five** candidates per post. In exceptional cases more candidates can be added to the list. In order to comply with the Succession Policy, internal candidates who qualify should be given preference.

## 2. Approval of the short-list

The Minister approves short-lists for posts of Director and higher. The relevant deputy director-general approves posts on the levels of assistant director and Deputy Directors and other equivalent posts. The chief director concerned approves short-lists for posts on a lower level.

During the short-listing process, the manager who is responsible for the vacant post should form part of the short-listing committee. He/she should also form part of the panel members. The relevant authority should carefully consider the criteria for short-listing and the successful and unsuccessful applications before approving the short-list. Short-lists should be provided to the Directorate: Staffing Services in writing with the necessary approval.

The short-listing process should as far as possible, be done within a reasonable period, that is a maximum period of three (3) weeks after the closing date. Managers are requested to ensure that the compilation of the short-list is finalised within two (2) weeks of receiving the applications from the Directorate: Staffing Services.

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

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

## **D INTERVIEW PROCEDURES**

### **1. Interview process**

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

When providing the Directorate: Staffing Services with the dates for interviews, it should be taken into account that candidates are informed at least one week before the interviews are to be conducted and that sufficient time for the reproduction of the application forms and distribution thereof to the panel members should be provided. Candidates will also at this stage be informed if they will be expected to make a presentation, to allow them sufficient time to prepare for it.

Interview candidates are informed of the time and date of their interview via telephone. Candidates who do not provide a telephone number are informed through referees, if provided. Flights for interview candidates are arranged, once the candidate has confirmed his/her attendance of the interview. Candidates are flown to the Department and back again on the day of the interview. It is to be noted that flights will only be booked within the South African borders.

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

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

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

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

## 2. Interviews

### (a) SMS members

When candidates are invited to an interview they will be informed that they may be referred for a competency assessment.

The interviews will be scheduled for no less than 45 minutes each. The Chairperson of the interviews will inform the secretariat if the nominated candidate should be referred for the competency assessment. The Directorate: Staffing Services will arrange with the approved institution for the assessment and obtain a quotation. The costs of the competency assessment will be deducted from the budget of the relevant component requesting the assessment.

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

### PANEL

Posts of **Deputy Director-General** to be filled:

Chairperson: Minister

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

Posts of **Chief Director** to be filled:

Chairperson: Director-General

Panel members: Deputy Directors-General

Posts of **Director** to be filled:

Chairperson: Deputy Director-General

Panel members: Deputy Directors-General/Chief Directors

**(b) Middle management**

During the pre-interview meeting panel members will discuss the topic of the essay to be written by applicants, if applicable. The interviews will be scheduled for a period of 30 to 45 minutes each.

**PANEL**

Posts of **Deputy Director/Assistant Director or equivalent** to be filled:

Chairperson: Chief Director

Panel members: Chief Directors/Directors

**(c) Posts below middle management**

During the pre-interview meeting panel members will discuss the topic of the essay to be written by applicants, if applicable. The interviews will be scheduled for a period of 30 minutes each.

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

**PANEL**

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

Chairperson: Director

Panel members: Directors/Deputy Directors/Assistant Directors

**3. Interview panels**

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

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

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

Unions will be informed of all interviews and can send **one/two** representative(s) to be present at the interview. The unions will be supplied with the relevant documentation. It is to be noted that they will have observer status only and will not participate in the asking of questions or during the discussions. Their only purpose will be to ensure that the process is conducted fairly. The union representative will need to sign a declaration of confidentiality.

Panel members from other government departments will be responsible for own travel arrangement and the payment thereof.

It is important to note that interview panels only make recommendations for possible appointments to be approved by the delegated authority. The delegated authority may change a recommendation of an interview panel. In such a case the delegated authority must give reasons for his/her decision.

## **E PRE-EMPLOYMENT SCREENING/VETTING**

- 1 Screening Process
  - 1.1 In accordance with the Public Service Regulations, 2001, Chapter 1, part VII D 8 (a), as amended verification of a candidate's information prior to appointment/ filling of an advertised post is required with effect from 1 January 2008.
  - 1.2 The National Intelligence Act, 1994, mandates the National Intelligence Agency (NIA) to undertake the security vetting of all applicants and employees in the Public Service. NIA will assist the Department in conducting the pre-employment screening on (i) criminal records checks, (ii) citizenship verification checks and (iii) credit record checks for all permanent appointments and contract appointments for 1 year or more.
  - 1.3 A form designed for this purpose will be completed by the Directorate: Staffing Services in conjunction with the Directorate Security and Asset Management and be forwarded to the relevant contact person at NIA for consideration.
  - 1.4 The suitability of a person for employment in the Department will be determined by the outcome of the vetting record and it is therefore imperative to conduct pre-employment screening of both the first and the second candidate to save time should the first candidate be found not suitable for employment as a result of the vetting.



- 1.5 The proposed stipulations of the Draft Public Service Regulations, 2008 which provides for periods of prohibition on employees dismissed for certain categories of misconduct is still under review. The current relevant legislation and prescripts provide little guidance on how the departments should manage job applicants with criminal records, however, the determination of job applicants' suitability for employment remains the responsibility of the Department.
- 1.6 The Department must ensure that each job application by a person with a criminal record is treated on merit, taking into account the type of crime committed, job requirements and duties attached to the post.
- 1.7 Section 10 (i)(a) of the Public Service Act, 1994 which currently stipulates that for purpose of permanent appointment in the Public Service, a person must be a SA citizen is under review, and in the interim until such time the Act is amended, it is no longer applicable to non-citizens with permanent residence. This implies that non-citizens who have already been employed (in either temporary or contract capacities) and who hold permanent residence permits, should be considered for permanent appointment if the positions occupied by them are of a permanent nature.
- 1.8 On the financial status/ credit record checks the Department must ensure that each job applicant is treated on merit taking into account the potential impact this may have on the job requirement and the duties attached to the post.

## **F APPOINTMENT**

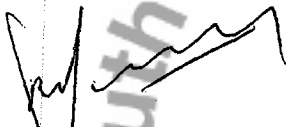
The approval of the appointment of successful candidates on the various levels has been delegated as follows:

Posts on the level of:

SMS members	:	Minister
Deputy Director/Assistant Director (and equivalent ranks on salary levels 9 – 12)	:	Director-General
Senior Administrative Officer/Administrative Officer (and equivalent ranks on salary levels 7 – 8)	:	Director-General
Chief Clerk/Senior Clerk/Cleaner/Messengers/Secretary/Administration Clerk (and equivalent ranks on salary levels 1 – 7)	:	Deputy Director-General

After approval for appointment/promotion of the nominated candidate is received, the candidate will be provided with an appointment/promotion offer. He/she will have to indicate in writing whether or not the offer is accepted. If a candidate does not respond in writing within 5 working days of receipt of the letter, the Department will assume that he/she is **not** accepting the offer.

Signed at Pretoria on this 21 day of September 20 11

  
MR PB SOOBRAYAN  
DIRECTOR-GENERAL  
DATE 21/09/2011

