

# POLICY FOR THE DEPARTMENT OF ENERGY

## Policy No. 21 of 2011

### RECRUITMENT & SELECTION POLICY



1. The parties hereby agree to the adoption of the attached policy.
2. This policy binds:
  - a) The employer;
  - b) The employees of the employer who are members of the trade union parties to this policy; and
  - c) The employees of the employer who are not members of any trade union parties to this policy, but who fall within the scope of the GPSSBC's Chamber for the Department of Energy.
3. This policy will replace any former policy in this regard in existence within or applicable to the Department of Energy before the adoption of this policy.
4. This policy shall come into effect from the date of adoption by parties to the chamber.
5. Any future amendments to this policy will be subjected to consultation in the Chamber for the Department of Energy and no amendment to this policy shall be in force or in effect unless reduced to writing and adoption by all parties represented in the said Chamber.
6. The chamber for the Department of Energy will monitor the implementation of this policy.

THIS DONE AND AGREED AT THE CHAMBER  
 AT PRETORIA ON THIS 28th DAY OF  
November 2011 BY:

ON BEHALF OF THE EMPLOYER PARTY

NAME	SIGNATURE
A.M. Botha	A. Botha

ON BEHALF OF TRADE UNION PARTIES

TRADE UNIONS	NAME	SIGNATURE
NATIONAL EDUCATION HEALTH AND ALLIED WORKERS UNION (NEHAWU)	ABRAM RAMOSHABA	
PUBLIC SERVANTS ASSOCIATION (PSA)	Phumla Dindisoane	

**DEPARTMENT OF ENERGY**



**RECRUITMENT AND SELECTION POLICY**

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## 1. POLICY STATEMENT

The Department of Energy commits itself to an open, honest, objective and transparent process in the filling of posts to accommodate all people with diverse backgrounds in order to appoint the most appropriate candidates to posts and to derive maximum benefit from their personal and skills profiles required to meet the Department's operational needs.

## 2. PURPOSE

To provide the Department with a policy and associated procedures to be followed during the recruitment, selection and placement involving any permanent or contract post. To further ensure that the selection of candidates is undertaken in a justifiable, equitable and fair manner in compliance with relevant legislation.

## 3. OBJECTIVE

The objective of this Policy is to establish norms, measures and guidelines regarding Recruitment and Selection to ensure that there is:

- 3.1 Fairness;
- 3.2 Equality;
- 3.3 Transparency;
- 3.4 Confidentiality;
- 3.5 Efficiency;
- 3.6 Consistency and
- 3.7 Representivity during the whole process.

## 4. PRINCIPLES

- 4.1 The following principles will offer guidance in terms of the implementation of this policy
  - 4.1.1 Employment equity, fairness and efficiency to ensure equitable representation throughout the department.
  - 4.1.2 Affirmative action programme as determined by the agreed employment equity plan shall be used to speed up representivity and equity.
  - 4.1.3 Development and empowerment of people in order to retain and assist them to fulfil their maximum potential

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4.1.4 Maximise flexibility and minimise administrative burdens on both employer and employee and generally prevent waste and inefficiency.

4.1.5 Prevention of nepotism and unfair discrimination.

## 5. AUTHORISATION

5.1 The legislative framework that informs the development and implementation of this policy is :

- Constitution of RSA, 1996
- Public Service Act, 1994
- Public Service Regulations, 2001 (Part VII)
- Labour Relations Act, 1995
- Employment Equity Act, 1998
- White Paper on Human Resource Management in the Public Service, 1997
- White Paper on Affirmative Action, 1998
- White Paper on Transformation in the Public Service, 1995
- Basic Conditions of Employment Act, 1997
- Skills Development Act, 1998
- Occupational Health and Safety Act, 1993
- Promotion of Access to Information Act, 2000
- Promotion of Administrative Justice Act, 2000
- Handbook on SMS
- Financial Manual
- Relevant Circulars issued by DPSA.
- Other HRM&D policies
- GPSSBC and PSCBC Resolutions

## 6. SCOPE OF APPLICATION

This policy applies to all applicants who apply for advertised posts in the Department.

## 7. DEFINITION OF TERMS

In this policy, unless the context indicates otherwise:

- (a) **"Department"** means Department of Energy
- (b) **"Executing authority / Minister"** means Minister of Energy
- (c) **"Employer"** means Department of Energy
- (d) **"Head of department"** means the Director-General of Energy
- (e) **"Head of Branch"** means Deputy Director-General of a branch.
- (f) **"Head of Chief Directorate"** means Chief Director
- (g) **"Heads of Support Services"** means the Directors/Chief

*Directors in charge of support services in the Department*

(h) **"Affirmative action programme"**

A set of strategies and programmes applied objectively with a pro-active and conscious effort to redress disadvantages of the past and to create a workforce that is more demographically representative of the South African population at all levels in the Department. This programme should be approved by the Minister for Public Service and Administration and be in line with the Guidelines for Departmental Affirmative Action Programmes as stipulated in the White Paper for Transformation of the Public Service.

## **8. DELEGATION OF POWERS**

8.1 Approval for filling/advertising of posts is delegated as follows:

- (a) Posts on salary level 1 to 8: DDG: Corporate services
- (b) Posts on salary level 9 to 12: Director-General
- (c) Posts on salary level 13 and above: Minister of Energy

8.2 Approval for appointment of successful candidate to a vacant position is delegated as follows:

- (a) Posts on salary level 1 to 8: DDG: corporate services in concurrence with the head of the branch or component concerned
- (b) Posts on salary level 9 to 12: Director-General
- (c) Posts on salary level 13 and above: Minister of Energy

8.3 The delegation of a power by an Executing Authority or Director-General does not prevent her or him from exercising the power personally.

## **9. PROCESSES, PROCEDURES AND GUIDELINES**

### **9.1 RECRUITMENT**

- a) Recruitment for the filling of a vacant post can be done by using different methods.
- b) A post should be filled on the same salary level as it was created / vacated, unless the Job Evaluation process indicates it should be on another level.
- c) The process should at all times comply with employment equity considerations, i.e. disability, gender, health status, etc.
- d) Unless it is an inherent requirement of the job, lack of experience should not be used to discriminate against potential candidates.

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- e) Applications to advertised vacant positions must be accompanied by a signed Z83 and certified copies of ID and qualifications.

## **9.2 RECRUITMENT METHODS**

9.2.1 The following may be utilised as methods of recruiting or attracting staff into the department:

### **A) Internal mobility**

#### **A.1) Internal recruitment**

- a) All vacancies on salary levels 1 to 8 shall be advertised in the Department as a minimum and may also be advertised in the media at the discretion of the Manager concerned.
- b) Vacant posts on salary levels 9-12 shall be advertised in the Department, as a minimum, but may also be advertised in the Public Service Vacancy Circular and the newspapers.
- c) It is essential that the Department acknowledge and consider the skills of internal employees before looking externally.

#### **A.2) Transfers**

**A.2.1** The Minister or his/her delegate may fill a vacant post in the Department by transferring an employee (on the same salary level) with the intention of enhancing organisational effectiveness or skills.

### **B) External recruitment**

**B.1** The following measures shall apply:

- a) All vacancies on salary level 13 and higher shall, where possible, simultaneously be advertised in the Department, Public Service Vacancy Circular as well as in the national media (Sunday Times, City press etc.).
- b) Vacancies that require specific competencies, irrespective of salary level, (scarce skills) may be advertised locally or nationwide.
- c) The cost implications will be taken into account when selecting a newspaper to place advertisement.

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**C) Target Groups**

Newspapers with a readership of the identified target groups shall be used to attract sufficient applications in cases where employment equity targets have not been met. The use of public gathering places; multipurpose community centres and other places where government services are provided shall be utilised for purpose of attracting applications.

**D) Notification of advertised posts**

All advertised posts shall be advertised within the Department. Where electronic distribution is used as a means to advertise positions, consideration should be given to those employees who may not have access to electronic media.

**E) Skills searching ("Head Hunting")**

E.1) Skills searching should only take place under the following conditions:

- a) This method of recruitment may only be used to seek and identify suitable candidates for positions where extreme difficulties are experienced in finding suitably qualified candidates.
- b) This method should be used only in conjunction with the normal advertising of vacancies, i.e. an earmarked candidate should be requested to apply for the advertised position, where after the normal processes will apply.
- c) In cases where no suitable candidate could be recommended after the final interview, further head-hunting can be undertaken.
- d) Candidates who are "headhunted" should be subjected to the same selection criteria as those who previously applied for the advertised post.
- e) Favouritism and Nepotism should at all times be prevented.

**F) Recruitment agencies**

Recruitment agencies may be used to assist in the recruitment process provided they comply with the prescribed recruitment procedures adopted by the Department. The payment of recruitment agencies is subject to processes and procedures as prescribed in the Treasury Regulations.



**G) Organisations to recruit persons with disabilities**

The Department may liaise with various organisations that concentrate on advocacy and development work aimed at empowering people with disabilities for purposes of recruiting such persons.

**H) Mentorship programmes**

Mentorship programmes will be implemented in accordance with the Departmental Training and Development programme. The programme will be used to support succession planning. Mentees will, however, still be required to apply for advertised posts, together with other candidates, and compete on equal footing with the other candidates. Please refer to the Departmental Mentorship Policy.

**I) Succession planning/Acting in higher positions**

A job opening has the advantage of allowing succession planning and it stimulates the preparation for a possible transfer/promotion. By appointing an employee to act in a higher post, the employee is given the opportunity to gain the necessary exposure to the contents of the higher post. Employees who are acting will, however, still be required to apply for advertised posts, together with other candidates, and compete on equal footing with the other candidates.

**J) Filling of a vacant post without advertising**

A vacant post may be filled without advertising if-

- a) The Department can fill the post from the ranks of supernumerary staff of equal grading (directives to be issued by the Minister for Public Service and Administration). This process will, however be subject to the constitution of a compulsory ad hoc panel composed of all stakeholder representatives (employee and employer representatives) for monitoring purposes.
- b) The Department can absorb into the post an employee who was appointed under an affirmative action programme, if she or he meets the requirements of the post; or
- c) The Department plans to fill the post as part of a programme of laterally rotating or transferring employees to enhance organisational effectiveness and skills.
- d) The skills required to fill the post are scarce and a person that meets the requirements of the post may be seconded from another

post in the public service or is employed by a donor funded project contracted to the Department.

- e) The approval to fill posts under this method is subject to the Minister's approval or his/her delegate.

9.2.3 The Minister for Public Service and Administration may issue directives regarding the manner in which vacancies must be advertised at any stage for a specific period. During such a period the Department will not have the option to work in accordance with this Departmental policy, but will abide by the relevant circular and the prescribed processes and procedures.

### **9.3 RECRUITMENT PROCEDURE**

9.3.1 The following recruitment procedure is applicable. All requests for advertisement of vacant posts shall comply with provisions as set out below:

- (a) Before a Manager submits a request to the Directorate: Human Resource Management and Development, he/she must ensure that the post is a vacant and funded post on the fixed establishment of the Department.
- b) A signed request (Form DE 78), job description, copy of the approved structure, results of job evaluation, if post is on salary level 9 and above or is a newly defined post or newly created post, should be submitted
- c) The Manager will be requested to forward the above information to the Human Resource Management and Development Directorate.
- d) In all cases Managers must ensure that the following information hereunder is contained in their advertisements so as to align the content with that of the job description.

#### **9.3.2 Advertising**

##### **9.3.3 Content of advertisement**

- a) The responsible manager shall compile a draft advertisement for the relevant vacant post to be filled and forward it to the Human Resource Management and Development Directorate.
- b) The responsible Manager must ensure that the contents of the advertisement are in line with the approved job description.

- c) Advertising expenditure should be budgeted for by the relevant Directorates.
- d) Through effective advertising, the Department will ensure that all potential applicants, especially people from designated groups, are considered for employment on the basis of their qualifications, knowledge, skills and training.
- e) An advertisement for a post shall as a minimum requirement specify:
  - i. The job title;
  - ii. Location of the job;
  - iii. Directorate/ Chief Directorate/ Branch/Office of the Minister/ DG;
  - iv. The basic remuneration or all-inclusive remuneration package;
  - v. If the appointment is for a specific term, this should be clearly stated
  - vi. The inherent requirements of the job;
  - vii. Core functions/ job responsibilities;
  - viii. The person who should respond to enquiries; and
  - ix. The person handling the applications for the post.
  - x. Registration with a professional body if it is a requirement of the post.
- f) Qualifications should be defined in terms of educational qualification, prior learning, relevant experience, knowledge and skills.
- g) The language and style of the advertisement should be clear and simple, to attract candidates from all sectors of the population, especially the previously disadvantaged groups.
- h) Requirements for health or security clearance, where justified by the inherent nature of the work, should be clearly stated.
- i) It must also be indicated that the applicants will be subject to any of the following if applicable: competency assessment test, signing of a performance contract on appointment, signing of employment contract on appointment or educational qualifications will be verified.
- j) The running period for an advertisement should not be less than ten (10) working days) or more than four (4) weeks

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### 9.3.3 General

Applicants should apply for a specific advertised post, however due to the technical nature of DoE operations a database of employees who applied for specific vacant posts will be kept.

## 9.4 SELECTION

### 9.4.1 Shortlisting

#### A) Application forms received

The Directorate: Human Resource Management and Development shall receive applications for vacant posts and ensure that all persons who qualify for the post by virtue of their knowledge, training, skills and competence, based on the requirements of the post, are duly considered.

#### B) Closing date of advertisement

All applicants have to adhere to the closing date for applications as stipulated in the relevant advertisement.

#### C) Format and content of applications

Applications should be made on form Z83 and accompanied by a comprehensive Curricula Vitae (CV), certified copies of qualifications as well as ID. Applications should also be legible, complete, signed and dated. Where this is not met, applicants will be disqualified. Faxed or emailed applications will only be considered on receipt of the original documents.

#### D) Screening

The Human Resource Provisioning Sub-directorate in consultation with the relevant manager where the vacancy exists may apply *screening* criteria to identify those applicants that meet the basic entry-level requirements.

#### E) Telephonic confirmation

Telephonic interviews/enquiries are recommended as a means of clarifying some of the information obtained from the candidates' CV. The Human Resource Practitioners will perform this.

#### F) Short-listing of candidates:

##### F.1 Principles of short listing:

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F.1.1 The relevant manager where the vacancy exists shall be responsible for the appointment of a pre-selection panel who shall ensure that the following principles are adhered to:

- a) **Fairness** – Must not discriminate on the basis of race, colour, gender, disability, age, culture etc.
- b) **Transparency** – The following written records should be easily accessible: criteria used by selecting panel members, criteria used in selecting the relevant candidates for interviews and reasons for eliminating candidates.
- c) **Merit** – Selection on merit is fundamental in ensuring the recruitment and the appointment of the highest calibre candidates in the Department. Ensuring that the person selected among other candidates is best suited on the basis of: skills, knowledge, experience, abilities, personal attributes and the need to achieve a representative and diverse workforce.
- d) **Inherent requirements of the post:** The relevant manager where the vacancy exists should use the following guidelines in determining the suitability for short-listing of the candidates: The relevant experience, academic qualifications, knowledge, skills and ability to acquire experience in a short space of time.

F.2) Guidelines for short listing:

- (a) Where possible, the shortlist must not exceed a total of 5 candidates per post.
- (b) Written reasons (legends) must be recorded for excluding candidates from the shortlist.
- (c) If short listing cannot take place within the prescribed time frame the relevant manager must inform the Directorate: Human Resource Management and Development of the reasons for the delay in filling the post.
- (d) All panel members must sign for all short listed candidates as a sign of approval for their candidature to interviews.

#### 9.4.2 Composition of selection panel

9.4.2.1 The relevant manager where the vacancy exists should select the members of the selection panel, and take the following into account:

- a) The selection panel must comprise of at least three (3) members who are employees of a grading equal or higher than the grading of

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the advertised post. External expertise can also be utilised, when needed or alternatively employees and persons from outside the public service. The employees should be well versed in terms of interviewing practices and have a good understanding of the vacant position.

- (b) The selection panel for the interviews should as far as possible be the same as the pre-selection panel.
- (c) A selection panel shall, where possible, include adequate representation of race and gender.
- (d) The panel members must remain unchanged throughout the interview processes, to ensure consistency during the interview process.
- (e) After the closing date the selection panel can only accept the withdrawal of candidacy when the candidate does so in writing.
- (f) Selection panel members must all sign a declaration of confidentiality before each short listing or interview, stating that they have no vested interest in any of the shortlisted candidates and that they will treat all discussions and decisions as highly confidential.
- (g) Selection panel should inform the secretariat to minute it if they propose that a second best candidate should be considered, in case the nominated candidate declines the offer of employment.
- (h) Should any member of the selection panel make himself/herself guilty of breaching confidentiality, the Department has the right to apply measures as set out in PSCBC Resolution no 1 of 2003 (disciplinary code).
- (i) Representatives from the recognised employee organisations may only have observer status on selection panels. In the case of non attendance of such representatives the selection panels would be allowed to continue with its activities.

#### 9.4.2.2 The Chairperson:

- (a) The Chairperson should always be an employee on a higher grading than the vacant post and preferably the manager in the component where the post is vacant.
- (b) The selection panel shall compile a list of questions (on the day of interviews) based on the requirements and core functions of the post as advertised, which shall be discussed prior to the commencement of the interviews. The Chairperson shall

ensure that throughout the interviews the same questions are asked to all candidates.

- (c) Selection panel for the appointment of a Director- General shall be in line with the directive issued by the Public Service Commission.
- (d) Selection panel for the appointment of a Deputy Director-General (salary level 15) should consist of at least a Minister/Deputy Minister.
- (e) The Chairperson has the right to take a decision in the event where the panel is unable to reach consensus, which should be in the interest of the Department. This should then be minuted as such.
- (f) The Chairperson should also assist in preparing reasons for eliminating candidates. He/she should also sign correspondence addressed to unsuccessful candidates insisting on reasons for their non- appointment if it is necessary.
- (g) For purpose of protecting leaking of information, selection panel will be requested to indicate their concurrence to this by signing the declaration of confidentiality form, which will contain this clause.

#### 9.4.2.3 **The Human Resource Management (HRM) Representative:**

- (a) A Human Resource Practitioner from the Sub- Directorate: Human Resource Provisioning will act as secretariat during the interviews. He/she will advise on and facilitate the selection process. The secretariat must record the reasons for selecting/not selecting each candidate for:
  - (i) Preparing the submission for the filling of the post;
  - (ii) Future reference on decision taken;
  - (iii) Be in a position to defend decisions taken previously;
  - (iv) Record keeping as guidance in future.
  - (v) Guide Chairperson and the panel on the correct and appropriate procedures to be followed.
- (b) The Human Resource Practitioner should be empowered to freely exercise his/her advisory decisions without fear of victimisation.



### 9.4.3 Interviews

#### 9.4.3.1 Preparation for interviews

- (a) The selection panel in consultation with the Human Resource Practitioner must before the interview discuss the previewing of the applications. Steps that can be followed:
  - (i) Ensuring and establishing the inherent requirements of the job, emphasising the required competencies (skills, knowledge and training).
  - (ii) Written materials especially CVs must be carefully studied and reference checks could be made to obtain clarity on CV information.
  - (iii) Areas for questioning that need to be covered during interviews should be thoroughly planned.
  - (iv) Discriminatory questions must be avoided at all costs. A guideline document on how to ask interview questions will be made available to each panel member. Panel members must familiarise themselves with the contents of the document before the interviews.

#### 9.4.3.2 Facilitating the interview process

- (a) The Chairperson's introduction of the panel members should include both the name and job title of each panel member. The chairperson should set the tone and degree of formality adopted within the interview.
- (b) Establishing rapport- the selection panel, to a certain degree, should create a friendly and relaxed atmosphere so that candidates should feel at ease.
- (c) Purpose of the interview- once the rapport has been created; the purpose of the interview should be explained in detail. The content of the position should be well defined and clearly imparted to the interviewee so as to prevent any assumptions being made surrounding the vacant role.

#### 9.4.3.3 Managing Interviews

The Chairperson should manage the interview process to stay on schedule and also to assist in managing assigned areas for questioning.

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#### 9.4.3.4 Selection Techniques

The typical Interviewing techniques are listed below:

(A) INTERVIEWS

(A.1) Structured

Pre-determined questionnaire. Questions asked in specific order by specific members of the panel.

(A.2) Semi-structured

Most important guiding questions are determined in advance. Ensures that consistency is applied.

(A.3) Unstructured

Not advised for danger of inconsistency.

(a) The selection panel shall restrict themselves to questions, which are directly related to the inherent requirements of the post.

(b) A structured/semi-structured interview and rating criteria should be compiled prior to the interviews.

(c) The rating criteria should be used as a guideline to assist the selection panel in nominating a suitable candidate.

(d) In case of equal scores, preference will be given to candidates who would promote representivity in the Department.

(B) TESTING:

B.1 Skills Evaluation – The Department allows the use of competency tests, for example a test on computer literacy, typing, written communication, etc. The test results shall be used in addition to an interview. Testing may only be done if it was mentioned in the advertisement and if the applicant consents to participating in these tests.

B.2 Competency /Psychometric Testing – The Department may require that candidates nominated for SMS and technical posts be subjected to competency testing prior to appointment provided that it complies with the requirements of the Employment Equity Act.

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B.3 Medical Testing – The requirements are that testing should be justified in terms of legislation, medical facts, employment conditions and the inherent requirements of the job.

C) Evaluation of candidates:

The selection panel can evaluate each candidate on completion of each round of the interviews or could wait for all candidates to be interviewed before evaluating all at the same time. The selection panel must use a scoring grid for this purpose. The questions asked during the interview process would provide the necessary information on which to base the evaluation and scoring of each candidate.

#### 9.4.3.5 Recommendation of suitability of candidate

(a) The selection panel will recommend the suitability of a candidate only after considering:

- i. The training and competency (skills, knowledge and attributes) necessary to meet the inherent requirements of the post.
- ii. The needs of the department for developing human resources.
- iii. The employment equity in line with the targets of the component where the post is located.
- iv. The department's Affirmative Action programme, if any
- v. Information based on valid methods, criteria and instruments for selection that are free from any bias or discrimination.

#### 9.4.3.6 Personnel Suitability Checks

Personnel suitability checks shall be conducted on all nominated candidates. Final appointment shall depend on the outcome of these checks. The Personnel Suitability Checks will include but not limited to the following:

##### 9.4.3.6.1 Citizen, Criminal and Credit Record Checks

The primary aim of these checks will be prevention / managing potential risks to the Department. These checks will be conducted by Security and Risk within Auxiliary Support Services Directorate to determine citizenship, criminal and credit records of prospective candidates.

##### 9.4.3.6.2 Reference checking

(a) Reference checks shall be done on all nominated and alternative candidates (with the exception of employees who

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have been in the Department's service for more than 12 months), after interviews have been conducted. The checks are only done to confirm employment and duties performed, which the candidate listed on his/her CV.

- (b) The reference checks shall form part of the basis for appointment of the nominated candidate.
- (c) Where a candidate did not mention any referees in his application, the candidate must be contacted so that the necessary information can be obtained.

#### 9.4.3.6.3 Verification of candidates' qualifications

- (a) Before making a decision on an appointment or filling of a post the Sub directorate HR Practices shall verify the authenticity of candidate's qualification by contacting the relevant institution or by using the services of an agency.
- (b) In instances where the services of a consultant or agency are used the relevant directorate/chief directorate/ branch will incur the costs involved.
- (c) Verification shall be recorded in writing.
- (d) Falsified information/ documentation will result in cancellation of the nomination. In the event of the nomination being cancelled, the alternative candidate will be made an offer.

#### 9.4.3.7 Disapproval of panel's recommendations:

- (a) The Minister or his/her delegate may disapprove the recommendation of the selection panel:
  - (i) He/ She must record reasons thereof
  - (ii) Inform selection panel in writing of the reasons for disapproving

#### 9.4.3.8 General

- (a) Unsuccessful applicants, have the right to enquire why they had not been short listed or appointed and may take the Department on administrative review. In such instances the documented facts should suffice in a court of law. It is therefore of paramount importance that accurate records that clearly reflect the process be available.
- (b) Up to the date of the final approval of the nominated candidate, no candidate may be informed of the outcome of the process.

- (c) Expenses restricted to those mentioned in the policy on the payment of claims of candidates incurred during the interview (including travelling expenses) will be funded by the relevant component's budget.
- (d) If a post has been vacant for 12 months or longer and no good reason for the delay to fill the post can be provided, the possible abolishment of the post will be considered.

## **9.5 PLACEMENT**

9.5.1 Placement is the part that follows interviews whereby the successful candidate is introduced to the organisation.

### **9.5.1.1 Appointment**

An appointment will be effective as from the date the prospective employee commences employment.

### **9.5.1.2 Promotion**

An employee's promotion will not take effect before the first day of the month, following the month during which the executing authority has approved it.

### **9.5.1.3 Probation**

Probation can be defined as a trial period for appointment. It runs for a period of a year (12 calendar months) and if successfully completed, the employee's appointment is confirmed (also refer to probation policy).

### **9.5.1.4 General**

The employee and the relevant manager both have responsibilities regarding the correct placement and probation period.

## **9.6 RETENTION**

Retention is a strategy that could be used to retain or release an employee in the interest of both the employee, the Department and the Public Service. Please refer to the retention guideline through matching of offers.

## 10 ROLES AND RESPONSIBILITIES

### 10.1 Sub- Directorate: Human Resource Provisioning

10.1.1 Besides giving guidance concerning the prescribed measures, line managers will be advised regarding the use of selection instruments and the composition of selection panels to, amongst other things, ensure the inclusion of appropriate expertise and to ensure that objectivity will be served during the interview.

#### 10.1.2 Administrative arrangements:

(a) The Sub- Directorate: Human Resource Provisioning will assign employees within the section to attend to the following, regarding each advertised post:

- I. Receive all application forms,
- II. List (schedule/gross list) all the candidates who applied for the post alphabetically.
- III. Compile legends, to indicate the reason(s) for including/excluding candidates on/from the shortlist;
- IV. Discuss legends with relevant manager;
- V. Compile (together with relevant manager) a draft shortlist;
- VI. Discuss particulars regarding the interviews (i.e. selection panel, date of interview, venues etc) with the relevant manager.
- VII. Attend the interviews in a staff advisory capacity and act as Secretary.
- VIII. Draft a submission to obtain the recommendation and approval for the nominated candidate's appointment/promotion/transfer.
- IX. Make at least two reference checks with regard to the nominated and alternative candidates.
- X. Arrange for a security record check.
- XI. Compile regret letters to shortlisted candidates who were not successful, after the successful candidate has assumed duty.
- XII. Inform successful candidates.

### 10.2 Relevant Manager

- a) Complete a job evaluation request to start Job Evaluation process if post is newly created or on salary level 9 and higher and has not been evaluated previously.
- b) Draft advertisement
- c) Request advertising
- d) Invite short listed candidates for interviews / Arrange for interviews

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- e) Shortlist applications for interview
- f) Nominate selection panel
- g) Design questions for interviewing
- h) Ensure that new employee undergoes induction and orientation
- i) Ensure office accommodation, computer, furniture etc before the arrival of the new employee.
- j) Take responsibility for probation assessment.

### **10.3 Head of Branch**

Consider information in submission to decide if recommendation of selection panel should be approved.

### **10.4 Executing Authority/Delegate**

Approves recommendation of selection panel, if in agreement. Also provide reasons if not in agreement with recommendations of selection panel.

### **10.5 Unions/ Employee organisations**

Have observer status during short listing and interviews to ensure that the process is fair and without discrimination. If unions observe any irregularities either during the short listing or interviews they may report it in writing to the Director: Human Resource Management and Development.

## **11. GRIEVANCES, DISPUTES AND CONFLICT**

The procedures for resolving grievances, disputes or conflict, which may arise as a result of decisions made during the filling of a post are contained in:

- a) Labour Relations Act, 1995 (sections 2(1)(a) and 2(2)(a) of Schedule 7;
- b) Employment Equity Act, 1998 (Chapter 11) prohibits unfair discrimination; and
- c) PSCBC Resolution no 3 of 1998 read with Resolution no 5 of 2000.

d) New Grievance Procedure

## **12. IMPLEMENTATION STRATEGY**

- 12.1 The Sub- Directorate: Human Resource Provisioning shall facilitate the implementation of this policy within the Department.
- 12.2 The Sub- Directorate: Human Resource Provisioning will conduct a workshop to inform all employees in the Department of the application of this policy, once formal approval has been obtained. The policy will come into effect immediately after approval.
- 12.3.1 This policy will also be made available to all newly appointed employees employed in the Department by way of introducing them to the policy at the Induction/orientation course.
- 12.4 Heads of Units will be responsible to implement the policy as indicated.

## **13. MONITORING AND EVALUATION**

- 13.1 The Personnel Practitioners should report any irregularities they may have observed during the recruitment and selection process to the head of the Sub- Directorate: Human Resource Provisioning as soon as they occur.
- 13.2 The relevant person, to whom such an incident has been reported, should investigate the occurrence of such an irregularity immediately and report their findings to the Director: Human Resource Management and Development.
- 13.3 All applications, schedules and submissions regarding the filling of advertised posts will be kept in a safe place in the Human Resource Management and Development's Registry.

## **14. REPORTING**

- 14.1 The Human Resource Management and Development Directorate will report on service delivery standards as well as problems experienced with regard to recruitment and selection at MANCO on a monthly basis.
- 14.2 In line with the Public Service Regulations the Human Resource Provisioning Sub-Directorate will also report on recruitment and selection for purposes of the Annual Report (in the format prescribed).



- 14.3 Any ad hoc requests for reporting on recruitment and selection within the Department should be submitted to the Director: Human Resource Management and Development.

## **15. POLICY REVIEW**

This policy will be reviewed annually or when required due to legislative requirements.



DEPARTMENT OF ENERGY

# **GUIDELINES ON RETENTION THROUGH MATCHING OF OFFERS**

Guidelines on retention through matching of offers

## 1. INTRODUCTION

Retention of skills is one of the critical areas of Talent Management which is currently a challenge in the Department. This is due to the fact that there is an ever raging war for talent in the labour market. In order to address the issue of staff turnover, a policy on Scarce Skills and Retention was developed in 2005/06 but this policy could not be implemented following a Directive from the Department of Public Service and Administration.

However, in line with chapter 1, part V, C3 of the Public Service Regulations, the Department has been practicing the concept of matching offers in instances whereby a Departmental employee has been offered a higher level position outside the Department in order to retain such an employee. Currently there is no guiding document specifying how far the department can go in terms of offering higher notches or salaries when retaining staff.

It is against this background that it was found necessary that a guideline be developed to direct the way in which higher offers should be allocated to applicable employees in a manner that will be beneficial to both the employee and the Department.

## 2. PURPOSE

The purpose of these guidelines is to insure consistency in the retention of employees through matching of offers in order to enhance organizational effectiveness and ultimately improve service delivery.

## 3. SCOPE OF APPLICATION/PROVISIONS

- 3.1 These guidelines are applicable to permanent employees of the Department. However, should it be necessary that a higher notch be suggested for the newly recruited employee as a manner to recruit his/her skills, the applicable contractual period as **per table 1** will be attached to that particular employee.
- 3.2 The guidelines will be utilized only in situations where an employee has been offered a higher position **outside** the Department.
- 3.3 Contract employees will be retained using the provisions of these guidelines only where there is a suitable vacant position where one can be placed / absorbed permanently.

- 3.4 These guidelines should be read together with part V (C3), Chapter 1 of the Public Service Regulations as well as all other relevant HR legislation.
- 3.5 These guidelines will be incorporated in the Talent Management Strategy of the Department upon development of the strategy.

#### **4. PRINCIPLES**

- 4.1 The principles of fairness, openness, transparency will always be adhered to when applying these guidelines.
- 4.2 Communication with the affected employee should be done before compiling the retention submission.
- 4.3 All cases should be treated equally, based on specific skills/competencies possessed by the relevant employee as well as Service Delivery imperatives of the Department as opposed to personal preferences and/ or favouritism.
- 4.4 Availability of budget will always be taken into cognizance when recommending a higher salary notch.
- 4.5 In all positions, full packages (inclusive of benefits) will be considered before deciding on the notch to be recommended.

#### **5. MATCHING OF OFFER**

- 5.1 Should the relevant manager decide on retaining an employee by offering a higher notch, the manager must consult the Directorate: HRM & D for notification and advice.
- 5.2 The manager must also find out if the employee is interested in being retained and an agreement be signed by both parties before submitting a request to the Directorate HRM& D.

- 5.3 Proof of the offer / offer letter signed by an authorized person at a specific Organization or Department will be required and verified by consulting with the originating Organisation / Department.
- 5.4 The Directorate HRM & D will compare the external offer with the incumbent's current salary in terms of the actual salary plus benefits (monetary as well as non- monetary) and calculate what the Department can offer as form of retention.
- 5.5 Calculations will be presented to the incumbent in the presence of his/her manager.
- 5.6 In certain instances the incumbent will be required to contractually commit to serve the Department for a specified period during which he/she should transfer skills within the Department depending on the agreed retention offer.
- 5.7 The incumbent's previous assessment will also be taken into consideration in determining whether the official qualifies to be retained.
- 5.8 The following table will then serve as a guide to attach the contractual commitment to the higher proposed:

**TABLE 1**

\* assuming that the external offer is on the 1<sup>st</sup> notch of a specific position:

<b>OUTSIDE OFFER WITH EQUIVALENT INTERNAL NOTCHES</b>	<b>DoE OFFER &amp; CONTRACTUAL PERIOD</b>
1 notch higher	DoE offers 2 <sup>nd</sup> notch and there is no contractual commitment
2 notches higher	DoE offers 3 <sup>rd</sup> notch and contractually commits for 9 months
3 notches higher	DoE offers 4 <sup>th</sup> notch and contractually commits for 12 months (1 year)
5 notches higher	DoE offers 6 <sup>th</sup> notch and contractually commits for 18 months (1 and ½ years)
8 notches higher	DoE offers 9 <sup>th</sup> notch and contractually commits for 24 months (2 years)

10 notches higher	DoE offers 11 <sup>th</sup> notch and contractually commits for 30 months (2 and ½ years)
12 notches higher	DoE offers 13 <sup>th</sup> notch and contractually commits for 36 months (3 years)
14 notches higher	DoE offers 15 <sup>th</sup> notch and contractually commits for 36 months (3 years)
15 notches higher	DoE offers 16 <sup>th</sup> notch and contractually commits for 42 months (3 and ½ years)

5.8.1 The above table is based on an assumption that the external offer is within Government and all offers are on the first notch of a specific occupational class. With regards to private sector offers, a total package will still be calculated and compared with what Government offers, determine the closest notch where the offer falls then work out what the Department can offer.

**6. CRITERIA TO DETERMINE AN INCUMBENT'S SUITABILITY FOR RETENTION**

6.1 In determining whether the incumbent should be retained or not, the following factors should be taken into consideration:

- Specific skills/competencies possessed by the incumbent: The incumbent should be retained only if he/she possesses scarce or specific skills/competencies necessary for continued improved service delivery in the Department.
- Performance history of the incumbent: The incumbent's most recent average performance will also be taken into consideration when recommending his/her retention. Only employees with an average performance of 60% upwards will be recommended for retention.
- Number of years service with DoE: More notches should be granted for people who have been with the Department for a longer period than those who served for a shorter period. Specific skills/competencies and performance should however still be considered in this regard.

*Handwritten initials*

6.2 The table below will be used as a basis to determine how many notches may the Department offer after the manager provided sufficient motivation that the incumbent possesses specific skills/competencies necessary for effective service delivery:

**TABLE 2**

<b>COLUMN 1</b>	<b>COLUMN 2 (60-79%)</b>	<b>COLUMN 3 (80-100%)</b>
Less than 1 year	1 notch	2 notches
1-2 years	2 notches	3 notches
3-4 years	4 notches	5 notches
5-6 years	6 notches	7 notches
7-8 years	8 notches	9 notches
9-10 years	10 notches	11 notches
11+	12 notches	12 notches

**Column 1:** Number of years with the DoE

**Column 2:** Proposed number of notches based on number of years with the DoE where most recent average performances fall within 60-79%.

**Column 3:** Proposed number of notches based on number of years with the DoE where most recent average performances falls within 80-100%.

6.3 It should be noted that in some instances matching of offers might result in a person having to fall onto a higher level position. This does not necessarily mean that the person will automatically be promoted to occupy such higher position. The incumbent will be put on a personal notch while still retaining his/her position until a vacancy exists where he/she can be absorbed. E.g. if an incumbent is offered the 5<sup>th</sup> notch of salary level 8 outside the department and according to the analysis

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he/she qualifies to be retained through offering 15 notches higher, the Department will offer the 4<sup>th</sup> notch of salary level 9, but the official will still retain his/her post title until a vacancy exists on salary level 9 where he/she can be absorbed permanently.

## 7. TERMS AND CONDITIONS

- The incumbent to be retained must have been offered a position outside the Department.
- Funds must be available for the retention.
- Retained employee will be required to sign acceptance of new offer as soon as approved.
- Transfer of skills: Retained employee must agree on a developmental plan with the supervisor and this must be included in an employee's performance agreement.
- The basis for salary adjustment will be the same as for all Government employees.
- The retained employee remains on her/his current post but at a personal notch until a higher level suitable position becomes vacant where he/she can be absorbed, e.g. an Assistant Director is retained on salary notch 1 of salary level 11, the incumbent remains an Assistant Director paid on salary level 11 until a suitable Deputy Director position becomes available where he/she can be absorbed.
- Managers should look into the possibility of enriching the job of a retained employee so that the official performs higher level functions.



Not Recommended

**Mr. MG MNGUNI**

**DDG: CORPORATE SERVICES**

**DATE:**

Guidelines not approved

**Ms. N MAGUBANE**

**DIRECTOR-GENERAL**

**DATE:**

**COMMENTS/AMENDMENTS.....**

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on through matching of offers

