



# health

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Department:

Health

REPUBLIC OF SOUTH AFRICA



## RECRUITMENT AND SELECTION POLICY and PROCEDURE MANUAL

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## 1. INTRODUCTION

- 1.1 The stability of an organization depends largely on its human resources. Recruiting candidates who possess the necessary skills and competencies to fulfill the duties attached to the relevant vacant posts is of paramount importance and is supported by the principles addressed in this policy.
- 1.2 Line Managers and Human Resources Practitioners should be fully conversant with their responsibilities regarding recruitment and selection procedures and processes. Furthermore, it is expected of all employees to familiarise themselves with the content and application of this document.
- 1.3 The content of this policy is subject to amendments resulting from any collective agreement that may be reached (after the implementation date of this policy), in the Public Service Co-ordinating Bargaining Council and/or the Health and Social Development Sectoral Bargaining Chamber or the implementation/amendment of any other legislation or directive received from the Department of Public Service and Administration which has a direct bearing on the contents hereof.

## 2. SCOPE OF APPLICATION

The provisions and conditions of this policy and procedure manual are applicable to all employees of the National Department of Health as well as prospective candidates for vacant posts.

## 3. PURPOSE

- 3.1 The purpose of this policy and procedure manual is to-
- 3.1.1 promote equal opportunity in the workplace for suitably qualified people by eliminating unfair discrimination and implementing affirmative action measures in line with the Employment Equity plan of the department;



- 3.1.2 establish guidelines for the recruitment and selection of candidates which entails attracting, developing and retaining the services of adequately trained and experienced employees in order to achieve the set departmental objectives and to enhance service delivery.
- 3.1.3 ensure that employment barriers that adversely affect people from designated groups and people living with HIV and AIDS in order to achieve employment equity at all salary levels and occupational categories) are eliminated.

#### 4. LEGAL FRAMEWORK

4.1 The following statutes and directives inform this policy:

- 4.1.1 Constitution of the Republic of South Africa, Act 108 of 1996;
- 4.1.2 Basic Conditions of Employment Act 55 of 1998;
- 4.1.3 Employment Equity Act 55 of 1998;
- 4.1.4 Labour Relations Act 66 of 1995 as amended by Act 127 of 1998;
- 4.1.5 Public Service Act 103 of 1994; as amended;
- 4.1.6 Public Service Regulations, 2001, as amended;
- 4.1.7 Public Service Laws Amendment Act 47, 1997;
- 4.1.8 Skills Development Act 97 of 1998;
- 4.1.9 Promotion of Access to Information Act, 2000;
- 4.1.10 Promotion of Administrative Justice Act, 2000;
- 4.1.11 Promotion of Equity and Prevention of Unfair Discrimination Act 4 of 2000;
- 4.1.12 Departmental Employment Equity policy and plan, 2009;
- 4.1.13 Code of good practice on the employment of people with disabilities as issued by the Dept of Labour, 2002;
- 4.1.14 The White paper on Transformation, 1995 and
- 4.1.15 The White paper on Human Resources Management, 1997.

## 5. GENERAL RECRUITMENT PRINCIPLES

- 5.1 Recruitment should be targeted for maximum accessibility aiming to reach as far as is practically and financially possible, the broadest pool of available human resources within a specific target group.
- 5.2 Recruitment strategies must be underpinned by the principle of employment equity and fair labour practices and the principles of equal opportunity for all.
- 5.3 Procedures for the filling of posts must be applied consistently and all participants in the recruitment process shall respect the confidentiality of the process.
- 5.4 No posts may be created or filled before the availability of funds has been determined.

## 6. METHODS OF RECRUITMENT

### 6.1 FILLING OF PERMANENT POSTS WITHOUT ADVERTISING

- 6.1.1 The Department may fill a vacant post without advertising the post if the-
- (a) Department can fill the post from the ranks of supernumerary employees of equal grading;
  - (b) Department plans to fill the post as part of a programme of laterally rotating/transferring employees to enhance organisational effectiveness and skills;
  - (c) post is filled in terms of section 3B of the Public Service Act (deployment of Heads of Department); or
  - (d) post is upgraded and the incumbent/ employee complies with the stipulations of Public Service Regulations, as amended, Chapter 1, Part V, C.6.

## 6.2 FILLING OF PERMANENT POSTS THROUGH ADVERTISING

### 6.2.1 Procedure to follow for advertising a post

The Department will strive to advertise all permanent funded vacant posts within 6 months after becoming vacant and to fill these within 3 months of being advertised. The following procedure should be followed in order to advertise a post:

- (a) Clusters/directorates must complete an E3 form for each post to be advertised (signed by the Cluster Manager or higher depending on the level of the post.) The E3 form must be sent to the Office of the Director: Human Resources Administration for further processing.
- (b) In case of a newly defined job, the post must have been job evaluated. In the case of a vacant post on salary level 9 or higher, the post must be job evaluated, unless previously evaluated. For more specific information in this regard refer to the Job Evaluation policy.
- (c) Once an E3 form has been checked and signed by the Sub Directorate: Organisational Development, a draft advertisement will be prepared by the Sub Directorate: Human Resources Planning.
- (d) **An advert is checked by the Sub Directorate: Human Resources Planning for compliance with the job evaluation requirements regarding the qualification and experience. Thereafter the draft is sent to the relevant Line Manager for approval before it can be placed in the media.**
- (e) Advertising agencies have stringent deadlines for advertisements to be placed in the media. Therefore unreasonable demands may not be made by Clusters/Directorates to have their advertisements placed. Forward planning must be done in order to avoid every advertisement being submitted as very urgent.

### 6.2.2 Requirements regarding advertisements

- (a) Vacant posts in the SMS shall be advertised nationwide.



- (b) Vacant posts up to salary level 8 may be advertised within the department only or in the Public Service Vacancy Circular. Posts on salary level 9 - 12 must be advertised in the Public Service Vacancy Circular as a minimum. The media may be used to advertise such posts if deemed absolutely necessary. If a vacant post on a level below salary level 9 requires a scarce skill or unique experience, which has proved to be difficult to fill from within the Public Service, the media may be used. The Human Resources Practitioner should be consulted in this regard. The placing of advertisements for vacant posts in the media should be done circumspectly as such adverts are very costly.
- (c) The contents of the advertisement must contain the selection criteria applicable for the filling of each post. Qualification requirements should be clearly stated and specified e.g. A Bachelor's degree or National Diploma in Human Resources Management. All advertisements must contribute to a just and fair process and should encompass the following:
- Job title;
  - Inherent job requirements;
  - Core functions;
  - Location of the vacancy;
  - Contact person and contact details;
  - If the appointment is for a specific/limited term/ contract basis;
  - Remuneration package; and
  - The closing date.
- (d) Advertisements may not unfairly discriminate directly or indirectly against any potential/prospective candidate.
- (e) The Department should ensure that advertisements are accessible to all people including people with disabilities.
- (f) Special requirements such as health requirements, driver's licence, security clearance or competency testing where justified by the inherent nature of the work, must be clearly stated in the advertisement. Other tests such as typing, computer literacy, presentations, writing skills, laboratory tests may be given to candidates but must be stated in the advertisement. Candidates should also be



informed telephonically when invited to attend interviews, that such a test will be given before or after the interview.

- (g) Advertisements will also state that nominated candidates will be subjected to vetting (depending on the type of post) and/or screening (including RSA citizenship, criminal records, educational qualifications and financial status) before appointments are made.
- (h) **The Department retains the right not to fill a post even once it has been advertised.**

### **6.3 FILLING OF POSTS USING METHODS OF RECRUITMENT OTHER THAN ADVERTISING**

A variety of other methods as listed below can be utilised in addition to advertising, depending on the need and situation.

#### **6.3.1 Head hunting (Critical/Scarce Skills)**

- (a) This method of recruitment may be used to seek and identify suitable candidates for positions where there is extreme difficulty in recruiting suitably qualified candidates.
- (b) A Manager may only resort to headhunting if an attempt has been made to fill a vacant post by advertising it in the national media and no candidates met the requirements to be short-listed and interviewed or candidates were interviewed and no suitable candidate could be found.
- (c) Request to obtain approval for head hunting (with full details and motivation) must be sought through the Director: Human Resources Administration from the relevant delegated authority in terms of the HR delegations prior to commencement of the process.
- (d) At least two or three candidates should be head hunted. Candidates who are head hunted should meet the minimum requirements of the post and be subjected to the same evaluation criteria and interview process as those who applied for the advertised post. The occurrence of favouritism and nepotism should be monitored carefully and guarded against.

### 6.3.2 Recruitment agencies

Recruitment agencies may be utilised in the following cases:

- (a) When seeking to fill a vacant post which requires unique/scarce skills which could not successfully be filled through the advertising of the post or if the post has been advertised and few suitable applications are received and the unit wishes to "throw the net wider" conducting the two processes concurrently.
- (b) Posts which are on a **contract basis** which require a specific unique/scarce/technical skill, provided that such candidates meet the requirements of the post.
- (c) When seeking to fill a specific post with a disabled person, a Recruitment Agency(ies) specializing in such appointments may be utilised without advertising the post first.

#### 6.3.2.1 Procedure to be followed:

- (a) Approval for the utilising of a Recruitment Agency **must** be sought through the Director: HRA from the relevant delegated authority in terms of the HR delegations prior to commencing the process. This entails a submission with full details relating to the relevant post including requirements and duties attached to the post, salary level on which the appointment will be made and an indication as to whether funding is available. After approval, the Directorate: Human Resources Administration will contact three or more Recruitment Agencies which are on the database of the Department (as registered service providers) in order to source relevant CV's for the post. Once CV's have been received by the relevant Human Resources Practitioner, these must be scrutinized to ensure that all requirements of the post are met by the prospective candidates. Copies of the said CV's must be forwarded to the relevant cluster/directorate for perusal and short-listing and once agreed upon, interviews can be arranged as per other posts. The payment and terms of the contract with the agency are the responsibility of the relevant cluster/directorate. (The Directorate: Supply Chain Management may be consulted for further information in this regard).



- (b) The normal interviewing process must be followed in terms of the approval of the interview panel, the constitution of the panel as well as the presence of a Human Resources Practitioner at the interviews. All relevant documentation including the ID, qualification certificates and comprehensive CV of short-listed candidates must be obtained from the agency prior to the interview.
- (c) While waiting to be interviewed, candidates must be requested to complete a Z83 form, which (along with other documents as listed above) must be submitted to the Human Resources Practitioner.
- (d) Any irregularities or abuse regarding the use of recruitment agencies will be dealt with in line with the departmental disciplinary procedures.

### 6.3.3 Department of Labour database

- (a) The Department of Labour has a national database, which may be used to source candidates for contract posts or permanent posts which are on salary level 1-3 and which have basic educational and experience (or no experience) requirements.
- (b) If Clusters/Directorates wish to source the aforementioned applications a submission with the relevant motivation and E3 form must be submitted to the Director: Human Resources Administration for approval.
- (c) A Human Resources Practitioner will liaise with the Department of Labour (either national/provincial office) in order to source the necessary name lists/CV's and will then forward these to the relevant unit for the arranging of the interviews.
- (d) As with other posts, an approved selection panel must conduct interviews in order to select a suitable candidate for the post. A Human Resources Practitioner will act as Secretariat and advisor during the process.
- (e) When the relevant unit contacts the candidates on the list to be interviewed, such candidates should be requested to bring copies of all qualification certificates, ID documents and CV's to their interviews. While waiting to be interviewed, these candidates must be requested to complete a Z83 form which (along with other documents as listed above) must be submitted to the Human Resources Practitioner.



### 6.3.4 Transfers

#### 6.3.4.1 Lateral transfers within the Department

Lateral transfers within the Department (between directorates/clusters) for employees on salary level 2 – 12, (excluding posts in the SMS) at the request of an employee, must be processed as follows:

- (a) An E3 form for the relevant post must be completed by the directorate/cluster where the vacancy exists to which the employee wishes to be transferred. Employment equity profiles must be borne in mind when considering lateral transfers.
- (b) The employee must be on the same salary level as the vacant post and will be transferred with retention of his/her current salary notch.
- (c) **The employee must meet the requirements (in terms of qualification and experience) of the vacant post. The Directorate: Human Resources Administration should be consulted at this stage.**
- (d) The employee must submit his/her request to transfer on the prescribed form "Request for internal lateral transfer" (Annexure Z), obtainable from the Directorate: Human Resources Administration, via his/her supervisor as well as the Manager of the directorate/cluster. If the supervisor/manager opposes the transfer, valid reasons should be provided in writing. The Directorate: HRA must be consulted in order to resolve the problem should the employee still wish to be transferred.
- (e) The Manager of the receiving directorate/cluster **must** interview the relevant employee to determine his/her suitability for the post. An administrative support staff member from the relevant directorate/cluster must keep minutes of the interview, which must be forwarded together with the completed and signed E3 form and Annexure Z form to the Directorate: Human Resources Administration. A copy of the signed Annexure Z form must be sent to the manager where the person is currently employed.

- (f) Once the above-mentioned processes have been followed, the receiving directorate/cluster must submit all documentation to the Director: Human Resources Administration for processing of the transfer, including the transaction on persal and the issuing of a formal transfer letter.
- (g) **The same process as above will be followed in cases where the employer initiates the transfer of an employee (in consultation with the employee) in order to enhance organizational efficiency and/or multi-skilling of an employee.**

#### **6.3.4.2 Lateral transfers between government departments**

Lateral transfers within the Public Service (between two departments) for employees on salary level 2 – 12, (excluding posts in the SMS) at the request of an employee, must be processed in the same manner as indicated above **except that the negotiations and correspondence will be between the employees current department and the head of the relevant directorate/cluster within the Department of Health and the prescribed departmental form will not be used.**

### **7. SELECTION PROCEDURES AND PROCESSES**

#### **7.1 REQUIREMENTS AND CONDITIONS**

- (a) Employment in the Public Service is limited to South African citizens as well as non-citizens with permanent residence status who are aged between 16 and 65 (people over the age of 65 and non-citizens with a valid work permit may be considered for contract employment).
- (b) Pre-entry health checks will not be required, except where they are a legislative/inherent requirement for the job, or where employees who have retired on medical grounds, seek re-employment.
- (c) No late applications for advertised posts will be considered i.e. those received after the closing date will be disqualified.



## 7.2 SCREENING

To facilitate screening the following documentation is required from an applicant:

- (a) Applications must be submitted on the prescribed Z83 form, which must be originally signed and dated and must be accompanied by a detailed Curriculum Vitae (which is legible and contains clear relevant information), certified copies of original educational qualification certificates, ID document and driver's licence (if it is a requirement for the post). Failure to comply with the above will result in applications being disqualified. Discretion can however be used in cases where posts require scarce/specific/technical skills and relevant documentation has not been attached or the Z83 not signed by an applicant who otherwise meets the inherent requirements of the post. Such documentation must be obtained from the applicant prior to the interviews, by the relevant unit where the vacancy exists. Failure to produce such documentation will result in the applicants' exclusion from the interview process.
- (b) Applications made with qualifications obtained abroad/foreign qualifications must be accompanied by an evaluation certificate/document issued by SAQA (at the time the application is submitted) **otherwise the application will not be considered.** Furthermore, qualifications obtained at colleges/institutions, which are not regarded as "mainstream" (those which are not widely recognized), proof of their accreditation by the Department of Education must be attached. If a particular NQF level has been obtained through the accumulation of credits such a certificate stating as such must also be attached and submitted at the same time as the applicant applies for a post.

## 7.3 SHORT-LISTING

- (a) After the closing date of a post, the Human Resources Practitioner, the relevant cluster/directorate as well as the Sub Directorate: Employment Equity must be



involved in the short-listing process either jointly or separately. Much time is saved if the relevant cluster/directorate and the Human Resources Practitioner can do the short-listing together (and Employment Equity where possible) and this process is therefore preferred.

- (b) Applicants who do not comply with the minimum advertised requirements (i.e. the inclusion of required documentation, signed Z83 etc) must be eliminated with noting of reasons, resulting in a preliminary short-list.
- (c) Further short-listing of candidates will then be done based on the on the inherent requirements of the post and the employment equity plan.
- (d) It is fair discrimination to exclude any person on the basis of the inherent requirements of the job, for e.g. to discriminate against a blind person for a post of driver. It is not unfair discrimination to exclude a member of a group, for Employment Equity reasons in order to promote representivity within the Department as indicated in the Employment Equity Plan. No person may unfairly discriminate, directly or indirectly, against any applicant on the grounds of race, colour, gender, disability, age, religion, belief, culture, marital status, HIV status, sexual orientation, pregnancy, domestic circumstances or any other arbitrary criteria.

#### 7.4 PRE-INTERVIEW PROCESS

- (a) The relevant directorate/cluster must obtain approval from the delegated authority (see HR delegations for constitution of panels and approval thereof) for the selection panel prior to the interviews. The prescribed "Approval of the Panel Form" (Annexure A) on which the names and ranks of the selection panel are indicated should be used for this purpose.
- (b) The Human Resources Practitioner must be consulted regarding his/her availability to attend the interviews on the proposed date.
- (c) **Short-listed candidates for all posts must be informed in writing of the date of their interview at least 3 working days prior to the interview.**
- (d) The coordinator of the interviews (Administrative support staff from the relevant unit) must book and prepare a suitable room for the interviews and give a list to

security (at the entrance to the building where the interviews are to be held) of all candidates who will be attending the interviews. Furthermore, the coordinator will make travel, accommodation and parking arrangements for all candidates as indicated below.

- (e) The Department shall pay for all flights and overnight accommodation (only when staying over is deemed to be **absolutely necessary**) of all candidates both from within the public service as well as outside candidates. Candidates who have to be flown in from other provinces will have transport costs covered with regards to getting to the relevant airport and back home again from the airport as well as transport costs from the airport to the interview and back to the airport. Transport costs for candidates from other provinces (e.g. bus ticket or taxi fare) will also be covered by the department. Candidates, who reside in the same province as where the interviews are to be held, may claim back transport costs to get to the interview and back. Parking for candidates who use their own transport must be paid for by the Department if a departmental parking spot is not available.
- (f) A form "Confirmation of attendance at interview" must be sent to all candidates on the same day as they are informed telephonically of the interview. The said form must be signed by the interviewee and returned to the relevant cluster/directorate prior to the date of the interview. If a candidate does not have access to a facsimile machine or email facilities, the co-coordinator of the interviews must note the details of his/her call to the candidate on the "Confirmation" form and keep for record purposes.
- (g) Unless a valid reason (serious circumstances beyond the control of the candidate, e.g. in hospital or on official business overseas) is provided by the interviewee, prior to the date of the interview, as to why he/she is unable to attend on the arranged date and he/she fails to arrive for the interview, his/her candidature for the post will not be considered. If a candidate does not arrive on the day of the interviews and does not contact the relevant unit in this regard, his/her candidature will not be considered. If a candidate contacts the unit on the day of the interviews to inform them that he/she is not able to come to the interview, the reasons for this must be communicated with the selection panel. The decision as to whether to reschedule the candidates' interview or not remains the



prerogative of the Chairperson in consultation with the selection panel. Only reasons beyond the persons control can be considered (e.g. a serious car accident) and even then it still remains the prerogative of the chairperson and selection panel to postpone or conclude the process. Alternative interviewing mechanisms may be considered e.g. telephonic interview. If the selection panel decides to re-schedule, a date will be determined that suits the Chairperson and selection panel – the candidate cannot specify when it specifically suits him/her.

**Notwithstanding the above, it is each candidates responsibility to present him/herself for the interview on the date as scheduled.**

- (h) **The interview documentation must be provided to the Human Resources Practitioner at least two days (including the Approval of the panel form”) prior to the interviews.**
- (i) The selection panel should meet prior to the interviews to discuss the key performance areas and questions to be posed during the interviews. (Much time is saved if the relevant directorate/cluster has done some pre-preparation on the aforementioned but must maintain strict confidentiality). Interviews must start timeously as it is neither professional nor polite to keep candidates waiting unnecessarily.

## 7.5 THE SELECTION PANEL

- (a) **Selection panels must consist of at least 3 members (including the Chairperson) for posts on all levels.**
- (b) The selection panel must be race and gender representative. In terms of the delegations, the Chairperson of the panel must be two levels (in rank) higher than the post to be filled (minimum level for Chairperson is Assistant Director). **The approval of the panel form must be signed by an employee who is one level (in rank) higher than the Chairperson.**
- (c) Employees of a grading which is lower than the grading of the post to be filled may provide secretarial or advisory support during the selection process, but may not form part of the selection panel.



- (d) All selection panel members must have an understanding of the inherent requirements, duties and responsibilities attached to the post.
- (e) The selection panel must be fair, impartial and objective in their assessment of candidates with regards to their suitability. Should a member of the panel have a vested interest in the post (by virtue of a blood relationship, marriage, personal relationship with any of the candidates), the member should disclose such information and excuse him/herself from the entire process before commencement of the interviews. Should it come to light after the process has been completed, that one or more of the panel members did not disclose the above, the process will have to be investigated by Labour Relations in order to establish whether or not the outcome of the process was unduly influenced.
- (f) The **same selection panel** should assess all candidates for a particular post.

#### 7.5.1 Responsibilities of the selection panel, the human resources representative and the employment equity representative during the interview process

##### (a) Chairperson

The chairpersons' role is to lead the interview process which includes welcoming candidates, introducing the panel members to candidates, ensuring that panel members are fair and consistent in their questions (and do not in any way intimidate or harass the candidate) and to interject in a reassuring manner if candidates are too long-winded. The chairperson must also score candidates and has a casting vote should the panel not be able to reach agreement regarding the recommendation of the most suitable candidate.

In cases where candidates do not arrive for the interview on the scheduled date (as set out in 7.4 (g), it is the Chairpersons responsibility, in consultation with the selection panel, to make a decision as to whether to re-schedule the interview or not.

Furthermore, should an enquiry/grievance be received from a candidate who was interviewed for a particular post, the Chairperson in consultation with the relevant selection panel will be expected to give input/feedback regarding the interview process and outcome and account for this during a dispute resolution process.

**(b) Members of the panel**

The role of members of the panel is to ask questions and assess and score all candidates fairly and objectively based on the Key Performance Areas and soft skills required. Furthermore, the selection panel will be called to assist in giving input/feedback regarding the interview process and outcome for a particular post, should an enquiry/grievance be received in this regard.

**(c) Human Resources Representative**

The role of the Human Resources Practitioner is to advise the panel regarding fair processes and procedures, which are in line with relevant legislation and to act as secretariat during the interview process. The final decision however, regarding the recommendation of the nominated candidate rests solely with the selection panel and at no time may the Practitioner prescribe or enforce his/her own views regarding the nomination of the most suitable candidate. Should the HRP receive a complaint from any of the candidates regarding the process, the relevant Chairperson (in consultation with the panel) must be requested to give inputs/feedback in this regard. Furthermore, the Human Resources Practitioner must ask the following questions to each candidate at the conclusion of their interview:

- (i) Do you feel that the questions the panel asked you were fair and in line with the requirements and duties of the post?
- (ii) Are the details of the referees you have given still relevant and correct?
- (iii) Do you have a supervisor/manager at your current position that we can contact? Practitioner must also state that – “Just because we have done a reference check on you does not necessarily mean that you are the successful candidate for the post”.
- (iv) If you have any complaint regarding the process and wish to put it in writing, such correspondence must reach the Director: Human Resources Administration within 5 working days of the date of the interview.



(d) **Employment Equity Representative**

The role of the Employment Equity Representative is to facilitate the implementation of the requirements of the Employment Equity Act. Furthermore, their function is to advise the panel regarding the equity profile of that particular cluster/directorate and indicate where the "gaps" are in terms of meeting set equity targets. At no time may the Employment Equity Representative prescribe or enforce his/her own views regarding the nomination of the most suitable candidate.

## 7.6 THE INTERVIEW PROCESS

- (a) During the interview, all candidates must be treated in a professional and courteous manner. Panel members **MUST** be punctual and may not engage in activities, which disrupt the interview process e.g. leaving cell phones on or excusing themselves during the interview process to attend to other matters).
- (b) Interviews must be held in a suitable location, where an appropriate waiting area is available. Candidates who are waiting to be interviewed must not be in "ear-shot" of the interview location in order to ensure confidentiality.
- (c) Questions that relate to the key performance areas and the generic assessment elements (soft-skills) of the job as outlined in the advertisement, may be addressed to candidates during the interview process. A panel member may probe in order to elicit a required response, **but not interrogate the candidate**. However, care should be taken not to ask the candidate leading questions.
- (d) The same questions must be addressed to all candidates.
- (e) At the conclusion of the interviews, candidates should be ranked (first, second and third if applicable) on the basis of merit, suitability and representivity. If no suitable candidate is found, the way forward in terms of the filling of the post must be clearly stipulated by the Chairperson and strictly adhered to.
- (f) Where necessary, the interview process may be recorded on cassette. Detailed minutes must be kept by the Human Resources Practitioner, which include the answers given by candidates during the interview process as well as the panel



deliberations and decision. Furthermore, notes written by panel members must be submitted to the Human Resources Practitioner for record purposes.

- (g) The interviewing of candidates and deliberations of selection panels, as well as their recommendations and related documentation **is highly confidential and may under no circumstances, be divulged other than in the execution of official duties or to authorized persons. Any employee responsible for the leakage of information pertaining to the short-listing or interview process will be held accountable for their actions and will be disciplined in terms of the Disciplinary Code of Conduct.**
- (h) When an executing authority (or his/her delegate) does not approve a recommendation made by a selection panel, he/she shall record the reasons for his/her decision in writing.

#### 7.7 POST-INTERVIEW PROCESS AND GENERAL PRINCIPLES

- (a) If the nominated candidate for a post declines the post or assumes duty and then leaves the department within four months of his/her date of assumption of duty, the second and third most suitable candidates respectively (if applicable) must be contacted by the Human Resources Practitioner to fill the position (the decision regarding a second and third candidate taken by the panel at the conclusion of the interviews is binding). His/her appointment is subject to a positive reference check and other vetting criteria as with other nominated candidates.
- (b) Easily accessible written records should be kept of each stage of the selection process. These documents also serve as a source of information for future use.

#### 7.8 TESTS AND OTHER ASSESSMENTS

- (a) In terms of the Employment Equity Act, psychological testing or other similar assessments are prohibited unless the test or assessment has been scientifically proven to be valid and reliable, can be applied fairly to all candidates and is not culturally biased against any group (Further provisions/requirements regarding competency testing can be found in section 8 and 9 of the aforementioned Act).

- (b) All nominated candidates for posts in the Senior Management Service will be subject to Competency Assessment testing by an approved Service Provider as prescribed by the Department of Public Service and Administration. A selection panel may choose to utilize competency testing to assist in the process of selection whereby one or more of the interviewed candidates undergo competency testing and the outcome thereof reviewed before a final decision is made regarding the most suitable candidate. Alternatively, a panel may nominate a candidate for a post; obtain approval for his/her appointment where after the newly appointed SMS member will undergo competency assessment testing for developmental purposes. The assessment should be used by the supervisor as a tool to identify skills gaps, which need attention. If a nominated candidate has undergone a competency assessment test (within the **12 months** prior to the interviews/appointment) with one of the approved service providers (by DPSA) initiated by another department, such a test may be utilised by this Department.

## 7.9 VERIFICATION OF QUALIFICATIONS AND PERSONNEL SUITABILITY CHECKS

### 7.9.1 Reference checking

- (a) The Constitution of South Africa protects the right to privacy of all people in South Africa. Therefore reference checking should be done by the Human Resources Practitioner with the candidate's prior permission, utilising the prescribed reference check form. The reference check may be used as a tool in assisting the decision regarding the most suitable candidate to be nominated for a post.
- (b) Should a reference be negative, a further reference should be obtained from another referee so as not to base the final decision on one source only.
- (c) Reference checks are not deemed to be necessary for-
- (i) internal candidates (employed in the National Dept of Health) who are interviewed for SMS posts and who report to one or more of the panel members,
  - (ii) intern posts;
  - (iii) short-term contract posts; or



- (iv) posts on salary level 2 or 3 where candidates, in most cases, do not have prior working experience.

### 7.9.2 Other suitability checks

All qualifications of nominated candidates will be sent for verification (of authenticity) by the Directorate: Human Resources Administration to the South African Qualifications Authority (SAQA). All appointments will be subject to favourable verification results. Other suitability checks including criminal record checks, security clearance, citizenship, previous employment verification, as well as financial/asset record checks will be done in line with the approved Vetting Strategy of the Minister for Public Service and Administration and related directives.

### 7.10 RECOMMENDATIONS/APPROVAL

- (a) The recommendations by the selection panel must be submitted to the relevant delegate for approval. The executing authority/delegate may decline a recommendation for appointment by the panel if the provisions of the Employment Equity policy as well as the Employment Equity plan have been incorrectly applied or have not been applied at all, or if there is evidence of bias and/or procedural irregularities.
- (b) Submissions will be prepared by the relevant Human Resources Practitioner.
- (c) No information regarding the outcome of the interview process may be divulged until the executing authority or delegated person has approved such recommendation and the successful candidate has received a signed appointment/promotion or transfer letter.
- (d) The terms and conditions of employment contract including the remuneration package should be reflected on the standard appointment letter.
- (e) Persons newly appointed to the SMS shall be employed in a permanent or temporary capacity in a post on the fixed establishment. Where persons are appointed to the SMS in a temporary capacity, it shall be for a fixed term or for a specific project. A person newly appointed to the SMS, other than a head of



department, shall conclude a contract of employment, which shall be based on the provisions of the contract set out in Part 2 or 3 of Annexure 2, as contained in the Public Service Regulations, 2001, as amended.

#### **7.11 LETTER OF APPOINTMENT**

An offer of employment will be issued based on the following:

- (a) The completion of an application form for employment signed by the applicant.
- (b) The new appointee assuming duty must provide proof of qualifications and experience (original copies of certificates). If the originals are not provided, the relevant manager will be requested to obtain the relevant documentation. If the documents are not forthcoming the Directorate: Human Resources Administration will investigate the matter further.
- (c) After the selection process has been finalised and the relevant authority has granted approval for the employment of the nominated candidate, the letter of appointment/promotion or transfer together with the employment contract will be sent or handed to the nominated candidate in duplicate.
- (d) The letter serves as notification to the nominated candidate and it is expected of the nominated candidate to accept/decline the offer within ten (10) working days of receipt of the letter of appointment. The relevant cluster/directorate must notify the Directorate: Human Resources Administration timeously (in writing) of the candidate's date of assumption of duty or if the nominee declines the post.

#### **7.12 TYPES OF APPOINTMENTS OTHER THAN PERMANENT APPOINTMENTS**

The Department endeavours to reduce the number of contract appointments made. Directorates/clusters are required to do proper planning in an attempt to reduce the number of short-term appointments made on contract. All contract employees must have a written contract, which sets out the period of employment as well as the terms and conditions of service according to which they are employed.

### 7.12.1. APPOINTMENT OF PERSONS ON CONTRACT ADDITIONAL TO THE FIXED ESTABLISHMENT

In terms of the Public Service Regulations, 2001, as amended, a person may be appointed on a fixed term contract, additional to the approved establishment where:

- (a) the incumbent of a post is expected to be absent for such a period that his/her duties cannot be performed by other employees; or
- (b) a temporary increase in work occurs; or
- (c) it is necessary for any other reason to temporarily increase the staff of the department.

7.12.1.1 The following procedure should be followed when requesting to appoint a person additional to the establishment:

The relevant cluster/directorate should compile a submission to the Director: Human Resource Administration, signed off by the relevant Cluster Manager, containing the following information:

- (a) Reasons for requiring an additional appointment to the establishment;
- (b) Full specifications of the requirements of the job;
- (c) Full specifications of the duties attached to the job;
- (d) Salary level on which the appointment should be made;
- (e) Indication whether funding is available;
- (f) Period of employment to a **maximum on six (6) months**;
- (g) Whether the Directorate: Human Resource Administration should source applications from the Department of Labour; or
- (h) Whether the cluster/ directorate is of the intention to approach a Recruitment Agency to source applicants for the position.

7.12.1.2 After having considered all of the above relating to the request, the Directorate: Human Resource Administration will approve or not, the additional appointment



to the fixed establishment for a **maximum period of six (6) months**. Should it become apparent during the contract period, that there will be a need to extend the additional appointment, a comprehensive motivation for the extension of the contract should be forwarded to the Directorate: Human Resource Administration **well in advance before the expiry of the contract**. Extension will only be granted to a **maximum of a further six (6) months**. Should a request for extension not be received in time, the employee's contract and employment will terminate on the last day of the contract period. The cluster/directorate will have to resubmit a motivation for an additional appointment, and a new contract will have to be entered into with a new person.

#### 7.12.1.3

Should a need arise, for a permanent position in the cluster/directorate, the necessary motivation and request for a Work Study investigation should be forwarded to the Directorate: Human Resource Administration. The Sub-directorate: Organisational Development will conduct an investigation into the need for the creation of additional posts and submit the final report to the Deputy Director-General: Chief Financial Officer and Corporate Services for approval. Should the outcome be the approval of the creation of additional posts, it will remain the responsibility of the relevant cluster/directorate to source funding for the additional expenditure from the Chief Financial Officer.

#### 7.12.1.4

Normally, an appointment **additional to the fixed establishment**, for reasons mandated through the Public Service Regulations, 2001, as amended, are of a temporary nature and the recruitment and selection process should be fast tracked to ensure timely appointment. The options available to clusters/directorates are the following:

- (a) Sourcing applications through the Department of Labour may be embarked on as soon as approval is granted for the additional appointment - refer to paragraph 6.3.3 in this document for more information in this regard.



- (b) Sourcing applications through a recruitment agency may be embarked on once approval has been granted for the additional appointment. The Directorate: Human Resources Administration will obtain the name of three or more Recruitment Agencies on the database of the department. For further details of the related process refer to paragraph 6.3.2 in this documents.

## 7.12.2 APPOINTMENT OF PERSONS ON CONTRACT IN A VACANT FUNDED POST ON THE FIXED ESTABLISHMENT

7.12.2.1 In the event that approval has been granted to fill a vacant funded post on the establishment of a cluster/directorate, with a contract appointment for the completion of a specific project for a specified period of time (**longer than twelve (12) months, to a maximum of five (5) years**), such contract position should be advertised to ensure fair and equal competition amongst applicants.

7.12.2.2 The following procedure should be followed when requesting to appoint a person on contract (**longer than twelve (12) months, to a maximum of five (5) years**) in a vacant funded post on the fixed establishment:

The relevant cluster/directorate should compile a submission to the Director: Human Resources Administration, signed off by the relevant Cluster Manager, containing the following information:

- (a) E3 for the advertising and filling of the post;
- (b) Full details of the post;
- (c) When it became vacant, if previously filled;
- (d) Full specifications of the requirements of the job;
- (e) Full specifications of the duties attached to the job;
- (f) Salary level on which the appointment should be made;
- (g) Indication whether funding is available; and
- (h) Period of contract employment.

- 7.12.2.3** After the Department has advertised the position; the normal interviewing process will be followed in terms of the pre-approval of the interview panel, the constitution of the panel as well as the presence of a Human Resources Practitioner at the interviews.
- 7.12.2.4** In the event that the contract period is **less than twelve (12) months**, applicants may be sourced through the Department of Labour or through a Recruitment Agency. The same procedure outlined in 6.3.2 and 6.3.3 above should be followed.
- 7.12.2.5** Should it become apparent during the contract period that the specific project will not be completed within the approved contract period, a comprehensive motivation for the extension of the contract should be forwarded to the Directorate: Human Resource Administration well in advance before the expiry of the contract. *Ex post facto* approval for contracts that were not extended timeously will only be considered by the Director-General. Disciplinary action will also be considered against those Managers that allow contract employees to continue work beyond the end date of the contract, without having requested timeous extension.
- 7.12.2.6** Single CVs submitted by clusters/directorates when intending to appoint a person on contract will not be considered. This practice cannot be allowed as it discourages equal and fair competition. Favouritism and nepotism are also some of the risks associated with such a practice, if allowed.

### **7.12.3 RECRUITMENT/APPOINTMENT OF PERSONS ON CONTRACT WHERE DONOR FUNDS ARE USED**

- (a) In a case where a cluster/directorate obtains donor funds to recruit a person on contract to perform duties within the department (a contract post is created on the Departments' establishment by the Sub-directorate: Organisational Development for the period of the contract only), the same recruitment procedures will be followed as for the filling of permanent posts.
- (b) In a case where a donor/outside organization (who works in partnership with the department) wishes to recruit a person on contract to work in collaboration with the Department – such a person is recruited by the organization directly. The organization is responsible for the contract as well as the payment of the person.



In such cases, the Department is not involved in the recruitment process or any process thereafter.

#### 7.12.4 APPOINTMENT OF FOREIGN NATIONALS

- (a) Job opportunities in the Department of Health should, as far as possible, be reserved for SA citizens and preference given to them when filling posts.
- (b) Employing foreign nationals without South African citizenship or persons with dual citizenship in critical posts is not encouraged as the National Intelligence Agency cannot issue a security clearance with regard to such individuals (NIA does not have access to all information and databases to conduct a comprehensive security screening).
- (c) The employment of foreign nationals should be based on unique expertise in a specific area vital to the functioning of the Department.
- (d) If a foreign national is appointed the following procedure as prescribed by NIA must be followed:
  - (i) A letter must be forwarded from the HOD of the Department to the DG of NIA, which includes a description of the post to be occupied by the foreign national, an indication of the sensitivity thereof and a description of the responsibilities of the incumbent;
  - (ii) The letter should include the full details of the incumbent (full names and surname, country of origin, passport details, current addresses and contact details;
  - (iii) A declaration that no RSA citizen is available that has the same expertise required for the post;
  - (iv) A declaration that the HOD accepts the full responsibility for compliance with the security requirements attached to the post by the foreign national as well as any security breaches that may occur by employing the person in the post; and

- (v) A declaration that the HOD will ensure that foreign national shall not come into possession of material/information or have access to areas not needed for his/her duties.
- (e) Foreign nationals who are appointed must have permanent residency status or the necessary work permit and have the relevant documentation as proof.
- (f) Transfer of skills to employees must be undertaken as a condition for appointment and should be monitored on a quarterly basis by the relevant unit.
- (g) In terms of section 19 of the Immigration Act, employers are obliged to monitor the validity of the work permits of their workforce and to compile a status report
  - (i) At the time of employment.
  - (ii) Six months thereafter; and
  - (iii) Annually thereafter for the duration of the employment engagement.
- (h) It is a statutory requirement for all foreign nationals working in South Africa to maintain their legal residency status in the country at all times.
- (i) Should a foreign worker fail to do so, the Directorate Human Resources Administration must not support an application for reconsideration.
- (j) In the event of a security clearance being a requirement for appointment in the relevant post, the Sub-Directorate: Security Services must be requested to assist.

#### **7.12.5 APPOINTMENT OF CONSULTANTS**

The Directorate: Human Resources Administration is not responsible for the appointment of consultants. This function rests with the Directorate: Supply Chain Management and the payments thereof are done on BAS.

#### **8. RE-EMPLOYMENT IN THE PUBLIC SERVICE**

- (a) Former employees, who resigned or retired early or prematurely, may be re-employed if they are successful in obtaining a post through open competition.



- (b) Previous service will be taken into account in selection only in as far as it demonstrates the employee's suitability to undertake the duties of the post for which he/she is applying.
- (c) Former employees may not compete for posts, which are advertised within the public service only (only open to serving officials).

**8.1** Public Service Regulation VII, B.3.1 states that an executing authority may not re-appoint a former employee where-

- (a) the former employee left the public service earlier on condition that he/she would not accept or seek re-appointment;
- (b) the original grounds for termination of service militate against re-appointment; or
- (c) the former employee left the public service due to ill health and cannot provide recent and conclusive evidence of recovery.

**8.2** Notwithstanding the regulation above, the Minister (Executing Authority) may appoint a former employee referred to in 8.1 above provided that-

- (a) the appointment is in the public interest;
- (b) the appointment is made in accordance with the recruitment and selection procedures in the Regulations and no other suitable candidate could be recruited;
- (c) the appointment is made for a fixed term not exceeding three years and that term may be extended only once for a further term not exceeding three years; and
- (d) the employee has not previously been appointed in terms of this regulation.

## **9. PROBATION**

- (a) All employees appointed into permanent posts shall serve a total of at least 12 calendar months probationary period.
- (b) During this period the probationer will undergo an orientation programme and an in-service induction training course in order to become a productive employee as quickly as possible.

- (c) During the probationary period the supervisor is required to report on the Probationer's performance on a quarterly basis utilising the prescribed departmental Performance Management and Development System tool as well as the form "Section 13(3)".
- (d) Leave taken during the probationary period will extend the date of confirmation of appointment.
- (e) The probation period will only be confirmed after the prescribed period, once four satisfactory performance reports have been submitted and various other criteria met, which include the attendance of the Departmental Induction Course.

## 10. INDUCTION

- (a) It is the responsibility of the immediate supervisor to ensure that new employees attend the orientation and induction programme presented by the Sector: Education and Training, as well as given internal orientation and induction within the relevant directorate.
- (b) All new appointments must be announced at staff meetings of the relevant directorate.
- (c) Supervisors must ensure that new employees are allocated offices and equipment, which is necessary for them to perform their duties. If an employee has special needs such as in the case of a disability, these should be discussed with the supervisor and specific reasonable accommodation measures should be jointly agreed on with the assistance of the Sub Directorate: Employment Equity.

## 11. JOB DESCRIPTIONS

11.1 All employees must be provided with a job description, which should include the following:

- (a) The person (supervisor) to whom the employee must account and report.



- (b) The key performance areas of the job including the objectives and required outputs. Objectives should be stated in terms of measurable results and not include details of how the job should be done.
- (c) How his\her job relates to the broad objectives of the department.
- (d) A defined career path as well as any management and supervisory responsibilities should be clearly reflected.
- (e) Must explicitly permit related tasks, even if they are not specified, and should avoid excessive detail.
- (f) If changes of a permanent nature occur, in terms of the supervisor, reporting structure/ Key Performance Areas etc, the relevant job description must be updated to reflect these changes.

## 12. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

- (a) Supervisors must conclude a performance agreement with all new employees and should discuss an agreed upon work plan. The performance agreement will be valid for the period of the performance cycle.
- (b) Performance assessments must be done on a quarterly basis between the supervisor and employee.
- (c) For further details refer to the departmental Performance Management and Development System.

## 13. POLICY IMPLEMENTATION

The Directorate HRA will design a programme that will provide policy workshops to management, employees and organized labour. The implementation programme will assist with the following;

- a) understanding of the purpose and principles of the policy,
- b) implementation and compliance to the policy,
- c) appropriate corrective/remedial action to be taken,
- d) resolution of dissatisfaction and/or complaints.

**14. MONITORING, EVALUATION AND REVIEW**

The Directorate: Human Resources Administration will be responsible for monitoring and evaluation of the implementation of the policy as well as review of the policy in line with amended legislation and resolutions emanating from the Public Service Coordinating Bargaining Council.

**15. CONSULTATION WITH LABOUR**

Labour was consulted extensively regarding the policy. Consultations with Labour were finalised on 30 October 2009.






**APPROVAL OF THE RECRUITMENT AND SELECTION POLICY and PROCEDURE  
MANUAL BY THE ACTING DIRECTOR-GENERAL: NATIONAL DEPARTMENT OF  
HEALTH**

This policy and procedure manual is approved by Dr Y G Pillay in his capacity as Acting  
Director-General: Health

Policy approved

  
\_\_\_\_\_  
ACTING DIRECTOR-GENERAL  
DATE: 17/01/10