



the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

DEPARTMENTAL POLICY ON RECRUITMENT AND SELECTION

Version 2
(Reviewed in March 2015)

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1. DEFINITIONS

"Executing Authority"	Refers to the Member of the Executive Council (MEC) responsible for the Department.
"HOD"	Head of Department.
"Department (DR&PW)"	Department of Roads and Public Works.
"Advertising Media"	Refers to the various media traditionally used for advertising vacancies including newspapers, journals, websites and notice boards.
"Appointable"	Refers to a candidate who is considered by a duly constituted selection panel, as likely to be successful in the post.
"Designated groups"	<p>Are as defined in the Employment Equity Act. Designated groups refer to Black people (i.e. Africans, Coloureds and Indians), women, youth and people with disabilities who are:</p> <ul style="list-style-type: none"> • natural persons and are citizens of the Republic of South Africa by birth or descent; • or are citizens of the Republic of South Africa by naturalization before the commencement date (i.e. 27 April 1994) of the Constitution of the Republic of South Africa Act of 1993; or • became citizens of the Republic of South Africa from the commencement date of the Constitution of the Republic of South Africa Act of 1993, but who, not for Apartheid policy that had been in place prior to that date, would have been entitled to acquire citizenship by naturalization prior to that date.
"Recruitment"	Refers to the process of attracting the best applicants for positions at the Department. It includes advertising, headhunting and targeted searches.
"Selection"	Refers to the process of identifying appointable

	candidates and includes short-listing, interviews, presentations and assessments.
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2. INTRODUCTION

- The purpose of this policy is to provide guidelines to the Department of Roads and Public Works on a fair, consistent, transparent and efficient way of attracting, selecting and appointing necessary talent to enhance performance and effective service delivery.
- Recruitment is the prime instrument for obtaining the skills necessary to meet the Department's strategic and operational needs and for achieving employment equity goals by opening up the Public Service to all sections of society.

3. REGULATORY FRAMEWORK

- 3.1. The Constitution of the Republic of South Africa (Act No. 108 of 1996), section 215 and 217.
- 3.2. The Public Service Act, 1994 (Proclamation No. 103 of 1994).
- 3.3. The Employment Equity Act, 1998 (Act No. 55 of 1998).
- 3.4. The Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).
- 3.5. The Labour Relations Act, 1995 (Act No. 66 of 1995).
- 3.6. The Public Service Regulations, 2001.
- 3.7. The Senior Management Service Handbook.
- 3.8. White Paper on the Transformation of the Public Service, 1995.
- 3.9. White Paper on Human Resources Management in the Public Service, 1997.
- 3.10. White Paper on Affirmative Action, 1998.
- 3.11. The Codes of Remuneration (Core), including the guidelines.
- 3.12. The Collective Agreements of the PSCBC.
- 3.13. The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000).

4. OBJECTIVE

The recruitment and selection process is of paramount importance in order to recruit employees with the necessary skills and attributes to enable the Department to fulfill its service delivery aims and objectives. The objectives of the Recruitment, Selection and Appointment Policy are to set norms, measures and guidelines that will allow the DR&PW to select the number and quality of employees with the necessary competencies, to satisfy the current and future needs of the Department.

This policy and procedures aim to achieve the following objectives:

- Recruit staff with the appropriate skills, both technical and personal, in order to meet the Department's current and future needs.
- To ensure that employees appointed to posts are qualified to carry out such duties or are working towards an appropriate qualification.
- Work to a fair and effective recruitment procedure, which is consistent with the current labour legislation and practices which are in line with the provincial and national government's Equality and Diversity policies and practices.
- Develop and enhance the public image of the Department, both as an employer and as a quality provider of services to meet the demands of the citizens of the Northern Cape.

Internal candidates or others personally known to the interview panel must be treated in exactly the same way as all other candidates.

This policy and associated procedures applies to all members of staff other than senior post-holders as defined in the Senior Management Service of government.

Additional guidance on the procedures to be followed in the recruitment of interns and learners should be provided separately.

5. PRINCIPLES, VALUES AND PHILOSOPHY

The stability of the organisation largely depends on its human resources. It is therefore crucial to appoint the most suitable personnel.

All vacancies shall be open to all applicants irrespective of race, gender, religion and political opinion, ethnic or social origin, sexual orientation, age, disability, culture, language, marital status and no applicant shall be prevented from taking up employment in the department on any arbitrary ground. The only exceptions are covered in Chapter VII, C.2.5 of the Public Service Regulations.

Employment practices shall ensure employment equity, fairness, efficiency and the achievement of a representative Public Service in general and the Department in particular.

Appointments will be done in accordance with the National guidelines (referring to Employment Equity plan of the Department) aimed at a more representative Department.

The Employment Equity plan shall be used to give practical support to those who have been previously disadvantaged by unfair discrimination. Foreigners will be appointed only if the South African market cannot provide such expertise.

People with disabilities should be afforded an opportunity to occupy key strategic positions within the department; they should not be reduced to only occupying clerical positions.

6. SCOPE AND APPLICABILITY

- 6.1 This policy applies to recruitment, selection and appointment for all temporary, permanent contracts of employment and fixed term contracts.
 - 6.2 Appointable designated group candidates, South African citizens and permanent residents shall be granted preference for vacant posts at the Department.
 - 6.3 **Recruitment:** The Department shall strive to ensure that the widest possible pool of candidates has been attracted through the search and advertising process (recruitment process). For scarce skill posts or posts identified as
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equity priorities, a comprehensive recruitment plan shall be developed and implemented.

6.4 Selection: The Departmental aims of this policy in relation to selection are to ensure that:-

- The right person is selected for the position;
- The assessment process is credible, consistent, fair and open;
- Applicants have a positive view of the Department;
- A holistic approach is adopted taking into account the candidate's curriculum vitae, assessments, interviews, presentations and reference reports.

6.5 Appointment: The Director: Human Capital Management or her/his delegated official; must ensure that all logistical arrangements relating to the new employee are in place. These include: employment contract (detailing the conditions of work and salary), the date and time when and the place where the employee is to begin work; and the allocation of an office, furniture, stationery and so on.

7. PROCEDURES

The Recruitment and Selection Policy and Procedures aim to provide clear guidance to managers in relation to both the selection and appointment of staff. This policy promotes and supports good practice for those with responsibility for recruitment.

All organized labour structures within the department should form part of the following selection processes up to post level 12 in these processes:

- Shortlisting
- Interview

Before creating a post for any newly defined job, or filling any vacancy, the Head of Department / Accounting Officer or his delegated official must—

- confirm that the post is required to meet the DR&PW's objectives;
 - in the case of a newly defined job, evaluate the job in terms of the job evaluation system; and
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- ensure that sufficient budgeted funds, including funds for the remaining period of the medium-term expenditure framework, are available for the filling of the post.

The processes for the filling of a vacant post will encompass the following:-

- Recruitment
- Selection
- Appointment

1. RECRUITMENT: ADVERTISING OF POSTS

All recruitment and selection activities and decisions must be documented and filed for future reference. The following methods of recruitment may be used:

1.1. Internal Advertising

- a. All vacant posts up to level eight (8) may be advertised within the department, as a minimum, using all reasonable avenues for such advertising to ensure maximum access.
 - b. The advertisement for a post should specify the inherent requirements of the job, job title and criteria to be used for selection.
 - c. Qualifications should not be defined primarily or solely in terms of formal qualifications but should, for example, include skills, prior learning and relevant experience. If formal qualifications are essential, these should be set in such a way that there is a balance between the need for competence and the goal of accessibility. However, qualifications which are prescribed should be stated in the advertisement, e.g. in the case of engineers, or those other professions requiring registration.
 - d. The advertisement shall make it clear that the Department is committed to employment equity, and that applications from designated groups will be encouraged.
 - e. The language and style of the advertisement should be clear, simple and professional. It must present the Department of Roads
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and Public Works as the "employer of choice" in order to attract the best skills available in any target group sought by the Department.

- f. The additional requirements for health or security clearances, where these are justified by the inherent nature of the work, should be clearly stated in the advertisement.

1.2. External Advertising

- a. All vacancies on Salary Level 1-12 will be advertised externally. Posts on senior management level (level thirteen (13) and above) will be advertised nationally both inside and outside the Public Service.
 - b. An Executing Authority may determine which posts must be subjected to job evaluation before advertising of the relevant post. All newly defined posts and those from level 9 and above, must be subject to job evaluation.
 - c. The Department of Roads and Public Works may utilize recruitment agencies, which reflect diversity and have a wide network of potential candidates.
 - d. The advertisement will be free of discriminatory phrases. The language and style of the advertisement should be clear and simple and be such as to attract candidates from all sections of the South African population, in particular those whom the Department wishes to attract in order to achieve employment equity.
 - e. The advertisement shall specify the number of posts to be filled, competencies required for the post, the key performance areas as well as any other pertinent criteria (security clearance, registration requirements, etc).
 - f. The advertisement shall make it clear that the Department is committed to the Employment Equity Plan and that application from designated groups will be encouraged.
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- g. The advert will be placed in newspapers (i.e. Regional and National) that reach all target groups. The cost implications will be taken into account when selecting a newspaper.
 - h. Skills search or head - hunting may be used to identify candidates for senior posts or where skills are scarce, after the labour market has been tested by advertisements. Once the candidates have been identified, the principles of selection on merit shall apply.
 - i. The advertisement must indicate that if candidates have not received correspondence within four (4) months after the closure of the advertisement they should assume they are unsuccessful.
 - j. Qualifications should not be defined primarily or solely in terms of formal qualifications but should, for example, include skills, prior learning and relevant experience. If formal qualifications are essential, these should be set in such a way that there is a balance between the need for competence and the goal of accessibility. However, qualifications which are prescribed should be stated in the advertisement, e.g. in the case of engineers, or those professions requiring registration.

2. SELECTION PROCESS

2.1. Time Frames

- 2.1.1. Applications received will be acknowledge within two weeks after the closing date.
 - 2.1.2. Short-listing will be done within 30 days after the closing date.
 - 2.1.3. Interview dates will be confirmed with the candidates at least a week before the interview.
 - 2.1.4. Successful candidates will be notified only after approval of appointment.
 - 2.1.5. Letters to unsuccessful interviewed applicants will be sent out within 5 working days after the successful candidate has accepted the offer.
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2.2. Selection Panel

- 2.2.1. The Head of Department shall appoint a selection panel to make recommendations on appointment to all posts.
 - 2.2.2. The selection panel shall comprise of at least three members on a grading equivalent to or higher than the post to be filled, and/or persons from outside of the Public Service, and an official from HR as scribe and observer. The number of interviewers shall not exceed six.
 - 2.2.3. A selection panel constituted for the appointment of a head of the Department may include employees of grading equal to the post to be filled and the Executing Authority or at least three members of the Executive Council of the Province.
 - 2.2.4. A selection panel shall where possible include adequate representation of designated groups.
 - 2.2.5. The selection panel shall make a recommendation on the suitability of a candidate after considering the following:
 - a. Information based on valid methods, criteria and/or instruments for selection that are free from any bias or discrimination;
 - b. Training, skills, competence and knowledge based on the inherent requirements of the job;
 - c. The needs of the Department for developing human resources in the longer run;
 - d. The representatively or employment equity plan of the component containing the post.
 - 2.2.6. The selection panel shall approve the short-listing.
 - 2.2.7. The HRM officer in the selection panel should immediately verify the foreign qualifications with SAQA when shortlisted.
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2.3. Interview

2.3.1. The selection panel must acknowledge and adhere to the principle of equal employment opportunities and ensure that any person who rightfully qualifies will be in a position to present his/her candidature for appointment.

2.3.2. The key points to keep in mind are that:

- a. Rigorous short-listing should be applied (i.e. only those assessed as having required competencies or potential for a position should be included);
- b. Final short-lists for levels lower than thirteen (13) should, in general, not exceed a maximum of 10 applicants per post;
- c. Final short-lists for levels thirteen (13) and higher must allow for a minimum of 5 applicants per post;
- d. The method of short-listing and final assessment is a matter for the selection panel to determine having regard to the option set out below:
 - i. Establish an interim short-list (using application evidence to identify potential "high calibre" applicants).
 - ii. Finalise short-list after contacting referees (when speaking with referees, seek verification of claims made by candidates in their applications). The remaining applicants will be those regarded as being in close contention for selection.

2.3.3. The interview atmosphere will be free from a patronising approach and intimidation e.g. sitting arrangements, size of the panel etc.

2.3.4. No questions which contain traces of direct or indirect discrimination may be asked during the interview and the principles of the Labour Relations Act, 1995 and Human Rights Bill must be adhered to. Interview questions should be relevant to the requirements of the post.

2.3.5. A race, gender and disability profile of all candidates who applied for the advertised post must be attached to the recommendations for the filling of the relevant post.

2.3.6. Minutes of interviews and or score rating will be retained to justify decisions.

2.3.7. The DR&PW shall re-imburse candidates for travel and accomodation costs incurred, where those candidates are from other towns/cities as the town/city where the interview is taking place.

2.4. Medical Examination

2.4.1. Appointees may be requested to supply medical information in-line with legislative requirements, only if it is an inherent requirement of the post. Medical examinations will not, however, include pre-employment testing for HIV/AIDS unless it is legally justifiable.

2.5. Reference Check

2.5.1. Reference checks may be done before and/or after the interview, depending on the information necessary for the job. Human Resources Management unit shall do reference checks.

2.5.2. Key points obtained from referees must be documented and read back to them, for verification. Any adverse comments obtained from referees must be provided to the applicant for comment prior to the process being finalised.

2.5.3. It is often not advisable to contact referees not specifically nominated by the applicant unless permission is sought from the applicant prior to the contact being made.

2.6. Recommendations / Approval

2.6.1. All recommendations together with draft letters of appointment/promotion/transfer will be submitted to the Executing Authority for approval.

- 2.6.2. Submissions will be prepared in a prescribed format designed by the Human Resources Management Unit.
- 2.6.3. First and second choices may be identified and submitted as recommendations for approval. Only after the offer has been declined in writing by the first choice will the second choice be considered.
- 2.6.4. All motivations for nominating the successful and unsuccessful candidates may be included in the minutes and submission.
- 2.6.5. A personal file for new appointments must be opened within 30 days of appointment.

3. APPOINTMENT

- 3.1. An offer of employment will be made based on the following minimum requirements:
 - 3.1.1. The completion of an application form for employment and health questionnaire where it is an inherent requirement of the post (signed by the applicant).
 - 3.1.2. The submission of a detailed Curriculum Vitae; with references.
 - a. Proof of qualifications and experience (certified copies of certificates) must be provided by the new appointee assuming duty. In exceptional circumstances original copies may be required to verify the copies of the certificates that were provided with the application for the appointment. If the originals are not forwarded the relevant managers must be informed by the Human Capital Management Unit for corrective steps.
 - b. Details of the newly appointed official will be captured on the Persal system within five working days after assumption of duty.
 - c. No Appointments of persons under the age of 16 will be made.
 - 3.1.3. A person will be appointed to a post as advertised.
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3.1.4. Appointments will be done in line with the New Public Service Regulations as well as the Code of Remuneration except in cases where the Executing Authority is requested to relax certain requirements or to approve certain requests e.g. buy - offers.

3.1.5. Contract of Employment: A contract of employment will be issued which stipulate the conditions and all the service benefits offered by the Department of Roads and Public Works.

3.2. Reappointment of Former Employees

3.2.1. Definition of Terms

- a. Former employees are for the purpose of this policy all personnel who retired; resigned and whose services were terminated with pension benefits.
- b. Re-appointment means any form of re-employment in a full-time or contract or casual basis.

3.2.2. General Conditions

- a. The Executing Authority or Delegated Authority may not re-appoint a former employee where:
 - i. the former employee left the public service earlier, on the condition that he/she would not accept or seek re-employment;
 - ii. the original grounds for termination of service mitigate against re-appointment; or
 - iii. the former employee left the public service due to ill health and cannot provide recent and conclusive evidence of recovery.

3.2.3. The re-appointment of former employees should occur with due consideration to the merit and efficiency principle. Re-appointments of former employees in the Department can only occur upon recommendation of the relevant MEC. In the request for re-appointment, the following aspects must be stipulated:

- a. The recruitment procedures followed;

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- b. The selection criteria which were applied;
 - c. How the interest of the Department will be served by the re-appointment, especially when the original grounds for termination of services are weighed against it;
 - d. Whether the former employee is being re-appointed in the same department or post or the same comparable functions;
 - e. Whether the need was present when the former employee's service was terminated; and
 - f. Reasons why further recruitment actions are not an option.

3.2.4. Former employees who had the opportunity of an extensive career within the Public Service should, as a rule, be required to stand back for young entrants to the labour market and other job seekers who also meet the prescribed appointment requirements.

3.2.5. The importance of transfer of skills should be taken into account when a decision to re-appoint is taken (especially if the former employee has skills, which render him/ her indispensable).

4. APPOINTMENT ON CONTRACT / ADDITIONAL EMPLOYMENT

4.1.1. The Executing Authority may, within the relevant budget, employ persons additional to the approved establishment where: -

- a. the incumbent of a post is expected to be absent for such a period that her/his duties cannot be performed by other personnel; 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.
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- 4.1.2. The employment contract should stipulate the duration of employment, duties to be performed and the remuneration offered by the department.

8. ROLES AND RESPONSIBILITIES

8.1 EXECUTING AUTHORITY

The Public Service Act (1994) as amended¹²: (7)

"An executive authority has all those powers and duties necessary for the recruitment, appointment, performance management, transfer, dismissal and other career incidents of employees of that department, including any other matter which relates to such employees in their individual capacities."

The Public Service Regulations (2001) as Amended

"An Executing Authority shall ensure that vacant posts in the department are so advertised as to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged."

"An Executing Authority shall appoint a selection committee to make recommendations on appointments to posts."

"When an Executing Authority does not approve a recommendation of a selection committee, she or he shall record the reasons for her or his decision in writing."

8.2 ACCOUNTING OFFICER / HEAD OF DEPARTMENT

Most of the above stated functions of the Executing Authority have been delegated to the Accounting Officer. The Accounting Officer, therefore, advises the Executing Authority on matters pertaining to employee RECRUITMENT, SELECTION AND APPOINTMENTS in general.

8.3 HUMAN CAPITAL MANAGEMENT

- Responsible for wording the job advert.
 - Placing of job advertisement in the advertising media.
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- Responsible for the pre-selection (handle and screens applications) of the best candidates.
 - It is the responsibility of the HR department to check applicants' background and references.
 - To ensure that for employment equity purposes, recruitment statistics are monitored on a quarterly basis by gender, ethnicity, disability, age and by programmes, department and job type.
 - To ensure that this information is disseminated to Programme Managers and Heads of Units with any positive action identified as a consequence.

8.4 RECRUITMENT AGENCY

- To determine the best candidate or to find a powerful source of job candidates on the job market.
- To recognize the outstanding talents, and to recommend such a talent to its business clients.

8.5 LABOUR UNIONS

- Help in the recruitment and selection of workers by inculcating discipline among the workforce.
- Enables settlements of industrial disputes in a rational manner.
- Negotiate to ensure fair wages and better working conditions for workers.

8.6 DEPARTMENTAL UNITS

- Provide a clear definition of the job vacancy and the description of the ideal profile (skills, competencies, personality).
- Cooperate closely with HR in recruitment and to conduct interviews of the delivered job candidates promptly.

9. FINANCIAL RESOURCE IMPLICATION

The Programme / Responsibility Managers of the Department shall submit budgetary requests to be approved by the Accounting Officer, on the recommendation of the Chief Financial Officer, to ensure that all expenses relating to recruitment, selection and appointment of staff are budgeted for through the medium expenditure framework.

10. MONITORING AND EVALUATION

Head of Department / Departmental Strategic Planning Management Directorate

The Directorate Strategic Planning Management, as part of its oversight role shall, in conjunction with the Head of Department, ensure amongst others the following:

- a. Efficient and effective implementation of the policy.
- b. The accessibility of the policy to the intended beneficiaries.
- c. The possible abuse of the policy.
- d. Develop necessary tools and processes to assess the outcome of the policy implications by all the stakeholders.

Penalties for Non-Compliance

- Any failure to comply with the Policy will be viewed as a serious disciplinary transgression and could lead to disciplinary action taken against the offending employee in terms of the Public Service Regulations and Code of Conduct.
- Any employee that contravenes the provisions of this policy shall be charged with misconduct and or fraud and will be held liable for any damages suffered by the state as a result of non-compliance.
- Furthermore, those employees found to have connived or committed irregularities including fraud and related matters with the bidders will be subjected to the policies and procedures of the Department and the public service.

11. POLICY REVIEW

- 11.1. This policy is effective from the date of signature.
 - 11.2. This policy shall be assessed in two (2) years from its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time as necessary to reflect substantial organisational etc. changes at the Department or any change required by law.
 - 11.3. Deviations from this policy must be approved by the Accounting Officer.
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12. APPROVALS AND RECOMMENDATIONS

This policy is approved / ~~not approved~~

Comments:

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ACCOUNTING OFFICER

16/04/2015

DATE
