# RECRUITMENT STRATEGY/PROCEDURES
## (RECRUITMENT POLICY ADDENDUM)
## POLICY NO 4 OF 2004
## REF: 2/7/2/1/4

## PURPOSE

The purpose of this document is to give guidance/guidelines to the recruitment, selection and related processes.

### (A) RECRUITMENT AND SELECTION PROCESS

The entire process can be divided into six (6) distinct phases, starting off with job evaluation and ending up with the final selection of the most successful candidate(s). Each phase consists of a number of activities that have to be executed before role players can commence with the next phase.

#### 1. Job Evaluation

The job is evaluated in order to review the need for the position to be advertised. The manager should with the help of the Organisational Planning and Work study component draw or review job descriptions, and design selection criteria for the positions. The job description should describe the duties and outline the responsibilities of the posts. The manager should therefore submit the vacant post to the relevant section (Policy & HRM) in order for them to draw a recruitment plan.

#### 2. Advertising

The aim of an advertisement is to reach the broadest possible pool of candidates within a specifically targeted domain. All posts at level 13 and above are advertised externally through selected national newspapers. Posts from level 5 to 12 are advertised internally through a departmental circular. For these posts to be advertised externally, managers must submit motivations as to why they need people from outside the department to apply. Communication and outreach campaigns may also be held to attract under-represented categories of applicants.

The managers should draft advertisements for the vacant positions. The content of an advertisement should represent the selection criteria applicable to the filling of posts, and therefore should detail the following:

2.1. Title of the position;
2.2. Details of salary;
2.3. Competences as in the competency profile of the post,( **the CORE**).
2.4. Requirements e.g. tertiary qualification, post school qualification or trade test
2.5. Responsibilities as in the job description;
2.6. Closing date; and
2.7. Name and telephone number of contact person.

All applications should be made through Z.83 forms obtainable from any public service. No certified copies of qualifications should be attached to the application unless otherwise stated. The original qualifications will be required before the assumption of duties. This therefore means that only the Curriculum Vitae (CV) should accompany the application.

### 3. Registration of applications

After the advertisement has been placed,

3.1. Applications are received by the departments' registry office to be registered and sorted according to the positions applied for.
3.2. They are then taken to the HRM & Policy component for screening and scheduling.
3.3. The Policy & HRM component sends letters of acknowledgement to the applicants.

### 4. Screening

The screening process seeks to identify the applications that meet the basic entry-level requirements (contained in section 10 of the Public Service Act, 1994, as amended), and those advertised. The minimum advertised requirements should be met in terms of qualifications and competencies (knowledge, skills and where required, experience).

Section 10 of the Public Service Act states that no person shall be appointed permanently or transferred and appointed permanently unless he or she:

- Is a South African citizen or a Permanent Resident;
- Is of good character; and
- In so far as his or her condition of health is concerned, complies with such requirements as may be prescribed.

The criteria used to screen applications should apply to all applicants in a consistent manner. This means that applications that are incomplete or do not meet the basic appointment criteria should be considered unsuccessful.

Steps that should be followed in ensuring the accountable screening of candidates are:

4.1. Keep a list of all applications received on which important information is captured;
4.2. Identify fair screening criteria.
4.3. Ensure that the criteria are reflected in the advertisement so that candidates are aware that it forms part of the selection criteria;
4.4. Demonstrate that a fair screening process was applied by conducting a thorough paper exercise;
4.5. Ensure that letters of acknowledgement are sent to all the applicants; and
4.6. Ensure that all relevant information is put on record. The documentation to be put on record are:
  4.6.1. Copy of advertisement,
  4.6.2. Application form;
  4.6.3. CV
  4.6.4. Outcome of screening process,

### 4.1 PROCESS TO BE FOLLOWED WHEN SCREENING/SCHEDULING (as referred to (4.2) above)

4.1. 1. Record all applications on a spreadsheet
4.1.2. Discard all late applications.
4.1.3.Check applications, which meet the required requirements.
4.1.4.Check applications, which meet other requirements.

## 5. Short-listing of applicants

After completing the screening process and eliminating those applicants that do not meet the basic requirements, the next objective is to identify a manageable pool of applicants who are best suited to fill the position successfully. The most suitable candidate will be selected from this pool of applicants. The applications are submitted to the relevant sub-directorate that placed the advert, for them to choose panel members and short list the candidates according to the essential and desirable selection criteria identified.

Any waivers (i.e. applicants being short listed without meeting the short listing requirements) should be fully motivated, approved and be properly documented. A declaration of a conflict of interest should be made if any candidate is related to or a friend of an official involved in the short listing process. Discrimination in short listing should be avoided by:

- Avoiding a tendency to select applicants similar to each other in race, gender, age, etc., to ensure that individual bias and stereotyping are avoided.
- Identifying selection criteria that is clearly specified and relate only to the job content and the minimum prescribed entry requirements for careers in the Public Service **e.g.**

5.1. Age qualification
5.2. Equity consideration
5.3. Basic requirements of the post and
5.4. Other requirements of the post
5.5.Experience and other relevant experience
5.6.Further training,
5.7.Advantage points about the candidates e.g. working in the field where a person is required
5.8. Preferential points for locality

In order to ensure the accountable short-listing of candidates:

- A list of all applicants considered for short-listing on which important information is captured should be kept;
- A fair short-listing criteria consisting of applicants who have been successfully screened, the level of qualifications and competencies, as well as the relevancy of qualifications should be identified;
- The criteria should be aligned towards identifying a pool of applicants who are best suited for the post, and in line with the advertised requirements as well as the job content;
- The advertised requirements should provide for the assessment of potential by making provision for non-tertiary professional knowledge obtained. Demonstrate that a fair short-listing process was applied by conducting a thorough paper exercise.

The Policy & HRM component must contact all applicants that are short listed, and advise them of their status. The component must therefore arrange for the short listed candidates to attend the final interview.

### 5.1 Criteria for choosing panel members

An ideal panel will consist of:

5.1.1. Three (3) individuals from within the department and one from outside the department, who are familiar with the requirements of the post to be filled and interviewing techniques.

5.1.2. One union representative to observe the proceedings and ensure that there is no biasness.

5.1.3. An employment equity officer to brief the panel members about the employment equity target that has to be reached, and make notes on the overall process.

5.1.4. The HR practitioner should be there to escort the interviewees, introduce them to the panel members and to take notes of the proceedings.

***Note that the union representative, employment equity officer and HR practitioner are there as observers and not to ask any questions!**

### 6. Final Selection

The aim of the final selection is to identify the most suitable candidate(s) from amongst a pool of short listed candidates with due regard to the:

- Departments' HR, Affirmative Action (AA) and strategic service delivery objectives; and
- Advertised post and person specifications and ;( spreadsheet with preferential points) 70% job content and 30%

The various activities of the final selection process should be documented and put on record. Selection techniques that may be used by the department are interviews and/or written tests.
Minutes of the proceedings of the interview must be documented.

During interviews, discrimination should be avoided by:

6.1. Ensuring that the interview process is handled with care. Interviewers should deliberately endeavour to make applicants feel at ease by having informal discussions and questions before the interview starts;

6.2. Interviewers must consider questions carefully so as to avoid possible misunderstandings that can arise in situations where people are from different cultural backgrounds. Questions about religion, sexual orientation, marital status, dependants, child-care arrangements, health or disability status should, as far as possible, be avoided.

6.3. The job interview must respect the right to privacy, which must be balanced against the right of the employer to obtain as much relevant information as possible from the applicant. The interview should therefore be structured around a fixed set of questions based on the advertised requirements.

6.4. All questions should be confined to achieving the objectives of ascertaining that the applicants possess, or has the capacity to acquire in a reasonable time, the skills necessary for successfully doing the work at the level required.
6.5. All candidates should be subjected to more or less the same approach in the interview and asked the same questions.

After the interviews have been completed, the interviewing panel members must recommend the suitable candidate(s) for appointment. The panel has to ensure that the selection instrument they have used enables them to:

6.5.1.Evaluate each and every candidate in the same manner;
6.5.2. Weigh each and every short-listed candidate comprehensively against the requirements as advertised and as contained in the job description ,Distinguish between the competencies of short-listed candidates in a responsible and accountable manner; and
6.5.3.Promote objectiveness, fairness and equity.

The executing officer, or his/her delegate, may however decide not to heed the recommendations by the selection committee and opt to approve the appointment of a candidate other that the ones nominated by the interviewing panel members. The decision has to be properly motivated in writing and confined to the advertised requirements.

After the approval of the recommendations, the successful should be notified through an appointment letter. The successful candidate(s) should submit a letter of acceptance within five working days of receiving the appointment letter.

## (B) EMPLOYMENT CONTRACTS

### PROCEDURE

In order to provide flexibility and an ability to adjust to changing circumstances the Public Service requires flexible contractual options, which enable numbers and skills to be adjusted as requirements change. To meet this requirement employees will in future be employed on one of three types of employment contract, and these are;

1. **Continuous employment contract**
   - Used for staffing core activities
   - Engagement for an unspecified period of time
   - For most the expectation will be employment until retirement
   - Continued employment will depend on performance, required skill and potential to the department's ongoing operational requirements
2. **Fixed term employment contract**
   - 2.1. Employment for work of known limited duration
   - 2.2. Supporting the achievement of racial, gender and disability balance
   - 2.3. Obtaining particular and urgently needed skills that are temporarily or permanently unavailable from within the Public Service
   - 2.4. Ensuring the regular rotation of employees in positions where the injection of fresh experience is essential
   - 2.5. Activities whose long term nature is uncertain

A fixed term contract will normally run from 1 – 3 years and may not be longer than 5 years. The terms of such contracts will be individually negotiated but may not be used to either deny an employee a fair remuneration or to award or to award an excessive remuneration package.

3. **Temporary employment contract**
    - 3.1. These are means of meeting very short-term ad-hoc work requirements. This however should not be for less than 10 working days.
    - 3.2. It is ideal to use agencies for such placement as the process is less cumbersome and frees the department from unnecessary legal risks.
    - 3.3. These contracts may not exceed 12 months. It is highly recommended that they should not be for more than 6 months.
    - 3.4. An individual part-time contract should be signed with the incumbent should an agency not be used to procure the resources. This will be signed by both the Recruiting Manager, the incumbent and HR as witness.

## (C) INDUCTION

## PROCEDURE

- The induction process starts at the interviewing stage. The manner in which the recruitment and selection process is managed will create perceptions about the department. The process needs to be handled professionally and with the minimum loss of time.
- Prior to the individual commencing employment, the manager needs to prepare the environment for the new recruit by:
    1. Informing the department that the individual is starting
    2. Allocating office space, telephone, personal computer and parking where applicable (with assistance from HR).
    3. Preparing an induction programme for the new recruit and assign a mentor for the first day
    4. Preparing (with assistance from an HR Practitioner) the documentation that requires completion.
    5. On the employee's first day, arrange the following;
        - 5.1. The incumbent to meet the Recruiting Manager or responsible person at a specific time, day and place.
        - 5.2. Provide an overview of the "Conditions of employment" or where available, a handbook.
        - 5.3. Complete the necessary documentation and send this to the HR Practitioner responsible.
        - 5.4. Introduce the new employees to colleagues in the unit , and other relevant personnel.
        - 5.5. Give the new employee a guided tour of the offices
        - 5.6. Arrange for allocation of access cards
        - 5.7. Where necessary, arrange that the employee is allocated the necessary protective clothing
        - 5.8. Confirm departmental induction dates, time and venue for the specific region
        - 5.9. Provision of a welcome letter from the Director General

6. Set up a departmental induction programme which covers the following areas;

    6.1. Put employee at ease
    6.2. Provide basic information about his roles and responsibilities in the team
    6.3. Standards of performance and behaviour expected (key outputs identified)
    6.4. Identifying initial training programmes
7. It is essential that the manager follows up newly engaged employees to ensure that they have settled down and evaluate their progress.

**GUIDELINES**

During the interviewing process, the Recruiting Manager has documented all relevant strengths and development areas of the new employee that can form the foundation of his/her development programme in DPW.

**(D). RECRUITMENT ADMINISTRATION**

**PROCEDURE**

1. All records pertaining to the recruitment process should be kept at Registry including;
    1.1. Interview notes
    1.2. Screening information
    1.3. Records for all applicants and why they were rejected
    1.4. The structure of the interview
    1.5. Who was appointed and why
2. A notice circulated informing staff of the new employee
3. The Recruiting Manager must advise reception/Security, registry and Switchboard of the new employee
    3.1. Ensure that office space, and all other relevant equipment is available for the new employee
    3.2. Establish induction programme dates for new employee. This must be done in conjunction with HR.
    3.3. Obtain copies of the following documents;
        3.3.1. Certificates
        3.3.2. Identity Documents
        3.3.3. Driver's license if required
        3.3.4. Marriage certificate, etc.
4. Human Resources Practitioner should provide the new employee with all documentation regarding;
    4.1. Medical Aid schemes approved and arrange for completion of application forms
    **4.2.** Salary package options if in SMS position
    **4.3.** Pension scheme guidelines and forms
    **4.4.** Any other forms to be completed by the new incumbent
**5.** The following documents should be submitted to the Payroll Manager (These apply to all external applicants and/or internal applicants who have been promoted new grade);
    **5.1.** A signed letter of appointment
    **5.2.** Banking details
    **5.3.** Copy of identity document
    **5.4.** Children's birth certificates

**5.5.** Marriage certificate
**5.6.** Copy of spouse's identity document
**5.7.** IRP 2 form
**5.8.** Signed declaration of Business interest for senior managers
**5.9.** Nomination of dependants
**5.10.** Tax on annual bonus
**5.11.** UIF Card – original

**6.** The Recruiting Manager must ensure that a Medical Clearance Certificate has been completed in the case of a reappointment after medical boarding.
**7.** In case of a temporary staff member, the PERSAL Controller should be informed to create a temporary employee number. He/she must complete a temporary Contract of employment and implications of the contract have to be explained. The temporary employee must sign and acknowledge the conditions of employment, which must be witnessed by a third party. The copy of the Temporary Contract, together with all the relevant documentation is to be given to Payroll Manager for masterfile signature and filing.

## (D) EXIT INTERVIEW

### PROCEDURE

1. Exit Interviews must be held with employees when they leave the department, are promoted or transferred.
2. It is the responsibility of the manager in whose unit the vacancy occurs through resignation to ensure that the Exit Interview is carried out.
3. The Exit Interview form must be completed Copies must be filed in the employee's official personal file, and given to General Manager: Policy and HRM or HR Manager in every district.
4. Copies of Exit Interviews for levels 9 – 16 must be sent to the General Manager: Policy and HRM in order to establish national trends.
5. For Senior management positions, a copy has to be given to the Deputy Director General as well as the General Manager: Policy and HRM.
6. Information obtained during the Exit Interview should be used during the Organization review and when preparing recruitment specifications.

### GUIDELINES

1. Who should conduct exit interviews?

For reasons of objectivity, it is suggested that the manager of the unit in which the vacancy occurs does not conduct Exit Interviews. The Human Resource Manager or line manager of similar standing may be asked to do the Exit Interview. In Regional Offices where the HR manager may be of lower level than some of the managers, it will be allowed that this person does the interview, as he/she is the most senior HR person in that office.

2. Exit Interview information can be very useful for the analysis of trends within the organization. For this reason, it is recommended that the information obtained from the Exit Interviews is sent to Director HRP & R so that records can be kept and the information analysed on a regular basis.
3. In a situation of an individual being promoted or transferred to another position, it is advisable to ascertain from that individual the criteria for the position vacated.

**(E) APPOINTMENT**

**PROCEDURE**

1. The letter of appointment is a contractual document and must be drawn up by HR and approved by the Recruiting Manager in full adherence to the government wide standards.
2. The Recruiting Manager may only sign letters of appointment on behalf of the department with HR management as witnesses.
3. The following should be addressed in the letter of appointment;
    - 3.1. Job Title and Grade
    - 3.2. Commencement date
    - 3.3. Reporting links
    - 3.4. Remuneration and other financial benefits
    - 3.5. Hours of work
    - 3.6. Other benefits
        - 3.6.1. Medical Aid
        - 3.6.2. Pension fund
        - 3.6.3. Leave
        - 3.6.4. Car allowance/scheme if one qualifies
    - 3.7. Notice period for termination

4. All employees are employed on the basis outlined in the appointment letter.
5. The official hours of work may vary from center to center. These hours of work will be determined by management subject to compliance with the department's Conditions of Employment policies. (NB. No overtime can be claimed within the normal working time. Lunch hour cannot be claimed as overtime as it is imperative on all organizations to give people a break after four hours of work.).
6. Two copies of the letter of appointment must be sent to the applicant.
7. The successful candidate should be appointed on the basis of a Letter of Appointment which has been signed by both parties before the appointment is announced in the department.
8. The applicant must return one copy of the signed letters for filing and keep the other copy.
9. In the case of an internal applicant a transfer/ promotion letter must be written to the candidate.
10. All employees are expected to read the department's policies and code of conduct.
11. All the appointments should be loaded on PERSAL within seven days of the assumption of duty. The new employee will be informed of all the documents needed, as the salary will only be paid out once all documents are received.

12. The Recruiting Manager or HR will advise the department of the new appointment. This should be done by means of notices on the notice boards. This must only be done once all other candidates have been regretted.