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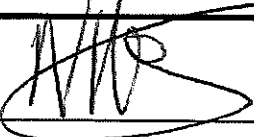
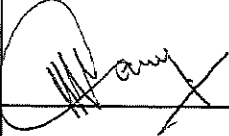
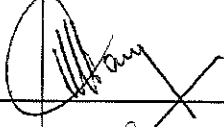


PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

OFFICE OF THE PREMIER

RECRUITMENT AND SELECTION POLICY

Document Approval Page

RECRUITMENT AND SELECTION POLICY

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1. ACRONYMS AND ABBREVIATIONS

SMS	Senior Management Services
EEP	Employment Equity Plan
HRMS	Human Resources Management Services
HRP	Human Resource Plan
HR	Human Resource
CORE	Code of Remuneration
KRA	Key Performance Area
DPSA	Office of Public Service and Administration
OTP	Office of the Premier

2. DEFINITIONS

Recruitment	Recruitment entails all the actions that are undertaken by the Office to attract job applicants with relevant and / required competencies to fill vacant funded posts
Selection	is a process that entails all steps to eliminating job applicants who do not meet the specific minimum inherent job requirements and appointing those applicants who are suitable
Employee	A person employed in terms of the Public Service Act, 1994 as amended, irrespective of rank or position
Designated groups / historically disadvantaged groups	Means Blacks (African, Coloured and Indians), Women and People with disabilities
Redeployment	The objective of this process is to move an employee to another Office or position due to operational reasons/ requirements

3. INTRODUCTION

3.1 The Constitution of the Republic of South Africa, 1996, mandates that the best human resources practice needs to be cultivated in employment and personnel management. Recruitment and selection needs to be based on ability, objectivity, fairness and the needs to redress the imbalances of the past to achieve broad representation at the workplace and in employment opportunities.

3.2 This policy framework has been developed by taking into consideration legislative and policy requirements. It is also an endeavour to support the human resource plan of the Office in its quest to attract the best competencies in the labour market.

In order for this policy framework to be effective, it must be implemented with due consideration of job descriptions and related human resource strategies and / or policies on career development, performance management and employment equity.

4. PURPOSE AND OBJECTIVES OF THE POLICY

4.1 The purpose of this policy is to provide a framework within the Office for recruitment, selection and filling of vacant posts, with the key objective of reaching the vast pool of potential applicants who will deliver on the mandate of the Office (especially historically disadvantaged individuals). It further seeks to promote the principles of fairness, efficiency and effectiveness when selecting and appointing employees to vacant posts.

4.2 The objectives of this policy is to assist the Office with the following:-

4.2.1 To attract and retain competent and suitably qualified candidates based on the inherent requirements of the position;

4.2.2 To promote the use of an integrated, systematic and fair approach to select the most suitable person for the position;

4.2.3 To create a representative and equitable staff complement by supporting the implementation of the Office's Employment Equity Plan.

5. AUTHORITY OF POLICY

5.1 This policy is issued under the authority of the Premier as the Executing Authority and the Director General as the Accounting Officer for the Office of the Premier Limpopo Province.

6. LEGAL FRAMEWORK

6.1 Public Service Act (Procl. 103 of 1994);

6.2 Public Service Regulations of 2016;

6.3 Employment Equity Act, 55 of 1998;

6.4 Skills Development Act, 97 of 1998;

6.5 Constitution of South Africa, 1996;

6.6 Labour Relation Act, 66 of 1995(as amended);

6.7 Basic Conditions of Employment Act, 1997 (as amended)

6.8 White Paper on Affirmative Action;

6.9 White Paper on Human Resource Management;

- 6.10 White Paper on the Transformation of the Public Service;
- 6.11 Promotion of Access to Information Act (PAIA), 2000;
- 6.12 Promotion of Administrative Justice Act (PAJA), 2000;
- 6.13 National Archives and Records Service of South Africa Act, 43 of 1996;
- 6.14 Handbook on SMS, January 2003;
- 6.15 Relevant Circulars issued by DPSA (such as Financial Manual)

7. SCOPE OF APPLICATION

This policy, except where otherwise indicated, is applicable to all employees, potential employees and structures related to the Office of the Premier, Limpopo Province, as an office.

8. POLICY PRONOUNCEMENTS

- 8.1 It is the responsibility of every Accounting Officer to ensure that funded vacant posts shall be filled to avoid under expenditure on personnel budget.
- 8.2 It is the responsibility of the HRMS directorate in the Office of the Premier to ensure that posts on the approved organizational structure are filled.
- 8.3 The Office shall uphold the following Principles in the Recruitment and Selection process.

8.3.1 Employment Equity

- 8.3.1.1 Filling of positions is one of the most important means for the Public Service as a whole, and in particular the Office of the Premier, to meet its human resource capacity requirements; it is also the primary instrument for achieving employment equity by making the Office accessible to all sectors of the community.
- 8.3.1.2 The Office shall put in place Employment Equity and HR plans that will set targets for specific employment equity objectives, in particular to achieve race, gender and disability balance on an annual basis.

8.3.2 Operational Requirements

- 8.3.2.1 Filling of positions shall be aimed at ensuring that the Office employs persons who possess the required skills which will be optimally utilized to meet the Office's operational needs in order to achieve the strategic goals and objectives identified.
- 8.3.2.2 The Recruitment and Selection policy shall be linked to succession planning and as such internal recruitment shall take precedence over external recruitment, except if specific qualifications are required in line with the transformation of the office.

8.3.3 Non-Discrimination and Fairness

8.3.4.1 The process of selection shall be inclusive regardless of race, colour, gender, disability, age, religion, belief, culture, marital status, sexual orientation, domestic circumstances or any arbitrary ground.

8.3.4.2 Applicants, including those who do not meet the requirements for the posts or who are unsuccessful, shall be treated fairly. In this case a letter shall be written to a candidate to inform him/her of the success/unsuccessful application unless mentioned in the advertisement, that no response from the Office within a specific period, implies an unsuccessful application.

8.3.4 Objectivity and Equity

All candidates should be measured against the same objective criteria with due regard to the need for diversity and the representation within the Office. Such criteria should be drawn up in advance.

8.3.5 Transparency

In order to be able to demonstrate the openness and fairness of the selection process; written records (which should be easily accessible), shall be kept relating to the criteria used in selecting interviewers, the selection criteria applied, the assessment rating of individual candidates, and the basis for the decision or choice.

8.3.6 Nepotism

8.3.6.1 Where conflict of interest arises in the making of any decision regarding employment, the Executive Authority or his/her delegate, shall make a decision only after considering a recommendation of an independent panel consisting of at least two persons.

8.3.6.2 An Executive Authority or his/her delegate shall make written record as to the reasons for any deviations from the recommendations of an independent panel.

8.3.6.3 The Executive Authority and/or his/her delegate, employees or prospective employees shall not accept or seek material compensation of any kind in return for specific employment decisions.

8.3.6.4 Employees do not have to inform their Manager/Supervisor of an application made for positions. The confidentiality of all applications shall be respected by both Registry and Human Resource Management Services Directorate and the selection panel.

8.3.7 Cost Effectiveness

- 8.3.7.1 Recruitment shall be conducted in an affordable and cost effective manner.
- 8.3.7.2 The selection process shall commence after the closing date of the advertisement and concluded when a recommendation is made regarding the selection of the most suitable candidate to the position.
- 8.3.7.3 The OtP is committed to achieving a workforce that will be broadly representative through Human Resource Management practices that are based on transparency, objectivity, fairness and efficiency.
- 8.3.7.4 The suitability of a candidate for a vacant post shall be determine by applying merit, efficiency, skill and employment equity principles with due consideration to the specific appointment requirements as stipulated in the advertisement.
- 8.3.7.5 Qualification, level of training, appropriate experience, suitability and potential for a specific post including compliance to the advertisement directives serve as additional important criteria that must be taken into consideration during the selection process.
- 8.3.7.6 Uniform standards have to be maintained during the selection process in order to ensure equal treatment and fair competition amongst all selected candidates.

8.3.8 Types of Selection Methods

The Office of the Premier shall consider the following selection methods to determine the suitability of candidate, although no specific is prescribed, the selection interview is still the most common:-

- Selection interviews
- Competency assessment for SMS
- Reference checks
- Vetting of candidates information, including qualifications

8.3.9 The Selection Committee

- 8.3.9.1 The Selection Committee shall consist of at least three but not more than five members of the grading equal to or preferably higher than the grading of the post to be filled,
- 8.3.9.2 The chairperson shall be an employee of a grading higher than the post to be filled,
- 8.3.9.3 Recognised organised labour shall send one representatives to observe during selection and interview process,

- 8.3.9.4 Human Resource representatives shall be part of the selection panel to perform secretariat and advisory duties both for final paper on selection and interview process,
- 8.3.9.5 The same selection committee will conduct the interviews.
- 8.3.9.6 Cellular phones will be switched off and handed over to the secretariat during the selection process

9. DEFAULT

- 9.1 Non-adherence to policy, procedure, or guideline that does not follow the procedures and processes outlined in this policy will not be approved by the relevant authority.
- 9.2 Any employee who contravenes the provisions of this policy which may lead to violations of the Public Service Code of Conduct or any rules or policies, that employee may be charged with misconduct and the necessary disciplinary measures will be taken against him / her.

10. INCEPTION DATE

The inception date for this policy will be within 30 days after the approval by the Executive Authority.

11. TERMINATION AND REVIEW CONDITIONS

- 11.1 This policy shall be reviewed at least every 24 months based on the comments and inputs from the stakeholders.

12. ENQUIRIES

All enquiries regarding this policy will be directed to the Directorate: Human Resource Management Services in the Office of the Premier: Limpopo Province.

1. POLICY MEASURES

- a) In line with PSR 2016 regulation 25(2)(a) executive authority shall determine the Office's organisational structure in terms of its core and support functions and engage in the HR Planning with a view to meeting the resulting HR needs.
- b) The Office may, depending on the nature of the work to be performed, recruit and employ an employee on a permanent or temporary (contract) basis either full-time or part-time.
 - a. Permanent or fixed term contract, in post on fixed establishment;
 - b. Temporary (a period not exceeding 12 months) additional to the establishment.
 - Medium term contract (12 months up to three years) additional to the establishment: an extension of up to 3 months is permissible for the same person to continue the work. For any periods longer than 3 months, a new contract must be entered into.
 - Short term contract (less than 12 months) additional to the establishment: an extension of up to 3 months is permissible for the same person to continue to work. For any period longer than 3 months, a new contract must be entered into.
- c) If a vacant post is to be filled by means of an appointment or transfer, the recruitment and selection process expressed in this Policy must be followed. If the employment is on a temporary short term contract basis, headhunting may be used as an alternative but advertising and interviews must be conducted to determine the suitability of an applicant.
- d) Internal Mobility (Rotating employees on the same level) may be used to place an employee to enhance organisational effectiveness and /or multi-skilling of employees.
- e) **Transfer**
 - a. A vacant post in the Office may be filled through the transfer of an employee to the vacant post on the same level.

The transfer can be from one department to another in order to enhance the organisational effectiveness, multi-skilling and/or career enhancement of employees

- b. A transfer may either be employee initiated or employer initiated and must be mutual consensual from either party.

f) Head-hunting

This method of recruitment may be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as recruiting candidates from historically disadvantaged groups. The executive authority may, after that selection process has been completed, approve the head-hunting of one or more persons with the requisite competencies and subject such person or persons to the same selection process as those who have applied.

g) Deployment of employees / re-assignment

An employee/ SMS member may be deployed (directed in terms of section 32 of the Public Service Act) to perform a specific functions in another country and this shall be done in writing and formal approval.

h) Secondment of employees

- a. An employee/SMS member may be seconded to another department for a period of time at the request of that department in writing.
- b. The employee has to agree to the secondment. He/she shall be issued with a letter detailing all the conditions, period of secondment, performance agreement and assessment matters, including leave and agreed remuneration.
- c. The post the employee/ SMS member occupied in the Office cannot be filled on a permanent basis whilst he/ she is on secondment.
- d. The Recipient Department shall bear the inclusive costs of the secondment, unless the Recipient department and the Department, after consultation with the Provincial Treasury (if required in terms of the applicable statutory requirements referred to in paragraph 3.1 of PART A above) agree otherwise.

- e. Unless arranged otherwise between the Office and the Recipient department, the Office should continue the payment of the employee's salary and conditions of service as well as the deduction of any monies during the period of secondment. The expenditure incurred by the Office in respect of the salary and conditions of service paid to the employee during his or her secondment must, if applicable, be recovered from the Recipient department on the basis of the apportionment agreed to in terms of subparagraph (a) above.

i) Internal Assignment

- a. An employee may be assigned to perform a function in another unit in terms of Section 32 of the Public Service Act.
- b. Before an employee is assigned to perform those function in another unit he/she first have to be consulted.
- c. After consultation, the employee affected shall be informed in writing of the period and location of the assignment. His salary will still be paid from his permanent post

THE FOLLOWING RECRUITMENT PROCEDURE IS APPLICABLE. ALL REQUEST FOR ADVERTISEMENT OF VACANT POSTS SHALL BE FORWARDED DIRECTLY TO THE DIVISION: HUMAN RESOURCE MANAGEMENT SERVICES: SUB - DIRECTORATE: HUMAN RESOURCE PRACTICE

STEPS

- There must be a need to fill the vacant post – A motivated request to fill a vacant post is submitted to Executive Authority or delegated employee before starting with the recruitment process.
- The Directorate will verify whether the post exists on the approved establishment and is funded.
- The Directorate shall assist the line manager with drafting and placement of the advertisement in order to maintain standards.

2. RECRUITMENT METHODS

The following methods will apply:-

ADVERTISING

- The Human Resource Plan and Employment Equity Plan shall inform the filling of vacant posts to meet the set targets.
- The relevant job advert(s) placed shall clearly indicate which post(s) earmarked for people from designated group
- A motivated request to fill a vacant post is submitted to Executive Authority or delegated employee before starting with the recruitment process
- Information about the post e.g. requirements and media of advertisement should form part of the request. Medium of advertisement should be decided upon, taking into account the target group.
- Advertisement must account for and contribute to a just and fair process with regards to the filling of posts
- An advertisement must acknowledge and adhere to the principles of equal employment opportunities and ensure that any person who may qualify will be considered without discrimination
- An advertisement should not favour or prejudice any prospective candidate who possesses knowledge, skills, competence and appropriate qualifications.
- A motivated request to fill a vacant post is submitted to Executive Authority or delegated employee before starting with the recruitment process.
- Internal advertisement should get preference depending on the nature of post with exception of SMS posts which must be advertised externally.
- Any vacant post in the senior management service (SMS) shall be advertised nationwide (PSR 2016) and shall be subjected to technical exercise, Competency Assessment and security clearance.
- All posts on salary level 9 or above must be evaluated prior advertisement unless the post was previously evaluated

Basic Information for an Advertisement

The advert should carry the following information:-

- Provincial coat of arms on top of the advertisement
- The name of the Organisation/ Office
- The job title of the advertised posts
- Salary level of the advertised post

- Location of the job(Branch, Chief Directorate, Directorate and Sub - Directorate)
- Remuneration Package – The basic salary with a indication of the possible all inclusive remuneration package starting and end notch
- The minimum job requirements in terms of qualifications, training and relevant experience
- Competencies: Skills and Knowledge
- CORE Functions – Key performance area (KRA) duties attached to the post
- Address to which applications are to be submitted or posted
- The declaration by the Office of being an equal opportunity and affirmative action employer
- Relevant documentation to be submitted such as Z83 form, Curriculum Vitae (CV), Certified copies of qualifications, Identity document and drivers license (failure to comply with the requirements will results in immediate disqualification)
- All advertisements will indicate that shortlisted candidates shall be subjected to Pre-employment security vetting
- All SMS posts will indicate that the shortlisted candidates shall be subjected to a technical exercise and Competency Assessment
- Enquiries.– The name and contact person who will handle enquires
- Closing date of the advertisement

Receipt of Applications

- The responsibility of receiving applications for the advertised post rests with Records and Facilities Management Directorate.
- Date of receipt shall be done per date stamp on applications.
- Lost applications received by the Office must be date stamped them prior referral
- Applications received after the closing date of the advertisement will be recorded on a separate schedule.

3. RECRUITMENT PROCESS

The Office shall use the following recruitment process to attract a pool of suitable candidates to select from, subject to approval from the Executive Authority or her or his delegate.

Head Hunting (Critical / Scarce Talent/ Skills Search)

- This method of recruitment may be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as recruiting candidates from historically disadvantaged groups.

Redeployment / Re- assignment and Transfer

- Vacant posts may be filled by redeploying staff as need arises. Transfers may be effected into vacant posts after such posts were advertised and contested for. Consultation regarding the redeployment to take place between the employee and supervisor, and approval to be granted by relevant heads of Branches.

Transfer

- Cross transfer within Public Service should be implemented after the approval has been granted by both Offices.

Posting

- This method may be used to reach communities, which cannot be easily accessed through other form of recruitment.
- Local authority institutions / Organisations for person with disabilities may be used for the display of posters at places that are accessible, known and frequently visited by communities

Media Advertising

- Office website, DPISA websites, print media (Circular distributed to all government Offices, newspapers) will form part of recruitment process because the requirements stated therein, often form a basis for attraction and selection of the most suitable candidate for the advertised post.

RECEIPTS OF APPLICATIONS

- HR Registry should ensure that they receive applications of the advertised posts as from the day advert published and take them to the Sub Directorate: Human Resource Practice.
- An acknowledgement of date of receipt shall be done per date stamp on applications.
- Applications, which may be received in an Office, which did not advertise the post/s, will be acknowledged per date stamp before being referred to the rightful Office.
- Applications received shall be recorded.

- Applications received after the closing date of the advertisement will be recorded on a separate schedule.

Recruitment and Response Handling

- This is done by Sub Directorate: Human Resource Practices to ensure that all applications of the advertised posts are captured electronically.

Process and Procedure: Selection

- HRP will be responsible to compile list that reflect the following details of all applicants received (Surname & Initials, Gender, Race, Current job title, Current employer (if any)).

4. SELECTION PROCESS

4.1 SHORTLISTING

- A Human Resource Representative shall be part of the Selection panel to perform secretariat and advisory duties both for final paper on Selection and Interview process.
- The line manager in whose component the post is located is responsible for pre-selection/shortlist.
- A standing pre-selection committee consisting of at least two people should form part of the shortlist phase together with the line manager.
- Only candidates who have applied and are on record of applicants for the advertised posts shall be considered for shortlist.
- Where more than one post was advertised, an applicant for another post cannot be considered for any other post for which an application was not lodged.
- Reference checks on authenticity of qualifications for candidates on shortlist where a doubt arose shall be done before the date of the interview.
- Labour Organisation and Employment Equity must form part of the selection Committee as observers.
- The same Selection panel and Union representatives will form part of the Interviews process.
- Every interview each shortlisting panel member and Union Representative will sign a declaration pledge of vested interest before each shortlisting and interview stating that he/she has no vested interest in any of the shortlisted / interviewed applicants and will comply with the confidentiality pledge.

4.2 SELECTION COMMITTEE

- The role of Selection Committee usually called an (interview panel) is to objectively determine the suitability for appointment of the various candidates.
- The Chairperson must ensure that there is consistency in questions posed to all candidates.
- The recommendation of the Interview Panel shall remain confidential until approval has been granted and the successful candidates informed accordingly.
- The role of a selection committee, usually called an Interview Panel, is to Objectively determine the suitability for appointment of the various candidates.
- A selection committee shall be appointed by the Executive Authority or an employee who has a delegated authority to do so.
- A selection committee must consist of individuals who are conversant with the relevant field.
- HRMS component is responsible for logistical arrangements of the interview.
- A selection Committee shall consist of at least three members who are employees of a grading equal to or higher than the grading of the post to be filled or suitable persons from outside the Public Service.
- A chairperson of the selection committee, who shall be an employee, shall be of higher grading than the post to be filled.
- An employee within HRMS component will provide secretarial service and advice to the Selection Committee. The principle of representation in the context of employment equity shall be adhered to when appointing a selection panel.

4.3 INTERVIEW

- HRMS will handle the logistical arrangement of the interview in terms of dates, venue, transport and invitation of interview panel, Labour Organisation and candidate to be interviewed.
- Candidates will be informed and invited to the interview at least five (5) working date before the date of an interviews.

- An interview should be structured for consistency on questions to all candidates
- A record of the interview proceedings shall be kept so that in case of any dispute, records can be available for reference
- The Interview panel members shall meet 15-30 minutes before the interviews to set questions to be asked during the interview
- The interview panel member must restrict themselves to questions that are directly related to the advertised requirements.
- All applicants for a specific post must be assessed by the same Selection panel
- A selection committee shall make recommendation of candidates who are appointable at the end of the interview session
- The secretariat shall record the minutes and recommendation of the selection committee.
- In case of more than one candidate achieving equal first place score preference must be given to applicants who would promote representativeness and secondly to internal applicants, when making recommendation where the Office has not meet the Employment Equity target.
- Similar procedures and guidelines will be applied for internally and externally advertised posts.

4.4 Reference check & Security Clearance

- All prospective applicants shall be subjected to an appropriate security clearance accordingly to the following guidelines.
- Prior to appointment, all officials shall be subjected to record clearance.
- All incumbents on salary level thirteen (13) and higher shall be subjected to full top secret clearance prior to appointment.
- Qualifications for all post levels should be verified.

4.5 Technical Exercise and Competence assessment

- All SMS Members shall be subjected to both Technical Exercise and Competency Assessment.
- The results of Assessment will form part of the recommendation and also can be used for the purpose of their developmental.

5. APPOINTMENT

- The recommendation of the Selection / Interview panel should be submitted to the Executing Authority / delegation in writing by the secretariat (HR Representative)
- The Executive Authority or delegate will consider the recommendations of the Selection Committee.
- Appointment can only be communicated to the successful candidate after written approval has been obtained.
- A written offer of appointment (which conditions of service) shall be made to the successful candidate and the formal acceptance thereof, obtained within five (5) working days

5.1 GRIEVANCE AND DISPUTES

The procedure for resolving grievances and disputes which may arise as a result of decisions taken during the filling of a post shall be dealt with in terms of the Public Service prescripts.

5.2 REPORTING

Reporting of vacancies, staff profile in relation to race, gender and disability must be submitted to ExCO and Budget committee.

5.3 POLICY REVIEW

This policy must be reviewed every 2 years or when required by legislation.