



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS

RECRUITMENT AND SELECTION
POLICY

RECRUITMENT AND SELECTION POLICY

Policy Number 1 of 2010

1. INTRODUCTION

- 1.1. The Department of Public Works recognises the need to comply with legislation when recruiting, selecting and appointing candidates with the necessary skills and competencies in line with the departmental employment equity plan. It is therefore necessary to formulate a policy framework on recruitment and selection of employees.
- 1.2. The ability of the department to achieve its priorities and service delivery obligations is dependent on its capacity to recruit employees who have the appropriate qualifications, training, and skills.

2. OBJECTIVES

- 2.1. The main objective of the Recruitment and Selection Policy is to ensure that the Department of Public Works recruits and selects candidates who possess the required skills, competencies and knowledge by:
 - Outlining the provisions, procedures and tools necessary to undertake recruitment and selection in an objective manner,
 - Providing guidelines on the recruitment and selection of previously disadvantaged people in order to address the imbalances of the past, and
 - Ensuring that the principles of fairness, non-discrimination, transparency, efficiency and effectiveness are practiced and adhered to when recruiting and selecting candidates.
- 2.2. The recruitment and selection of candidates in the Department of Public Works will also be in line with the Employment Equity Plan of the department to ensure that barriers that adversely affect people from designated groups are eliminated. This will, in turn, ensure that there is equitable representation of suitably qualified people from the designated groups in all occupational categories.

3. LEGAL MANDATES

- 3.1. This policy is informed by the following legal mandates:
 - Constitution of the Republic of South Africa, 1996;

- Labour Relations Act, 1995;
- Public Service Act, 1994 as amended;
- Public Service Regulations, 2001 as amended;
- Employment Equity Act, 1998;
- Basic Conditions of Employment Act, 2002;
- National Vetting Strategy; and
- Cabinet Decision of 26 – 28 July 2006.

4. SCOPE OF APPLICATION

- 4.1. This policy applies to all employees of the Department of Public Works as well as external candidates seeking employment in terms of the Public Service Act, 1994, as amended, and the Labour Relations Act, 1995.

5. TOP MANAGEMENT COMMITMENT

Top management of the Department of Public Works commits itself and acknowledges the following:

- 5.1. **Section 9(3) of the Constitution of the Republic of South Africa, which provides that:**

“The State may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth”.

- 5.2. **Section 23(1) of the Constitution of the Republic of South Africa, which provides that:**

“Every employee has a right to fair labour practices”.

- 5.3. **Section 195(1)(l) of the Constitution of the Republic of South Africa, deals with:**

“Public Administration that must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation”.

- 5.4. **Chapter 4 and 5 of the White Paper on Human Resource Management, provide that:**

5.4.1. Employment in the Public Service is open to anyone between the age of eighteen and sixty-five. Selection criteria should be based on the inherent requirements of the job to be filled.

5.4.2. Recruitment strategies must be cost effective and designed to reach and attract suitably qualified candidates from all sections of the population.

5.5. **Section 5 of the Employment Equity Act provides that:**

“Every employer must take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice”.

6. **DEFINITION OF TERMS**

(a) **“Unfair labour practice”** means any unfair act or omission that arises between an employer and an employee, involving (i) the unfair discrimination, either directly or indirectly, against an employee on any arbitrary ground, (ii) the unfair conduct of the employer relating to the promotion, demotion or training of an employee or relating to the provision of benefits to an employee;

(b) **“Employee”** refers to a person, excluding an independent contractor, who works for the department and receives, or is entitled to receive remuneration, and any other person, who assists in carrying or conducting the business of the department;

(c) **“Department”** herein refers to the Limpopo Department of Public Works.

(d) **“EA”** herein refers to the Executive Authority who is the MEC for Limpopo Public Works.

(e) **“AO”** herein refers to the Accounting Officer who is the Head of Department for Limpopo Public Works.

7. **RECRUITMENT METHODS**

There are a number of methods used to recruit candidates. The following methods will be utilised to attract candidates to the department:

7.1. **PRINT MEDIA ADVERTISING**

Advertising forms the basis for attracting and selecting the most suitable candidate(s) for a vacant post. All advertisements should comply with Part VII C2 of the Public Service Regulations, 2001, as amended.

Advertisements contain the inherent requirements to a post and should reach as wide an area as possible.

7.2. HEAD HUNTING (SKILLS SEARCH)

This method of recruitment will only apply to scarce skills where the department has a proven history of difficulties in recruiting suitable candidates. Head hunted candidates will still be subjected to the normal selection process. In instances where no suitable candidates are identified during shortlisting or post interviews, further head hunting can be undertaken without re-advertising. Such identified candidates will be assessed through the normal selection process in order to establish their suitability.

7.3. RECRUITMENT AGENCIES

This method will be used mainly to assist the department ensure that disabled candidates are sourced for the achievement of Employment Equity targets. The recruitment agencies will act as intermediaries between the department and prospective employees by establishing and identifying a pool of suitable candidates to select from. The normal selection process will then follow.

7.4. JOB POSTING

This method of recruitment has a low cost impact and should be used for entry level posts. Job posting therefore refers to the practice of publicising an open job to employees (often by literally posting it on bulletin boards) and listing its attributes, such as criteria of knowledge, qualifications, skills and experience. Job posting methods include traditional bulletin boards in various provincial departments and public institutions such as post offices and police stations, and computer e-mail-based systems. In instances where no suitable candidates are found through this method, such posts will be advertised through the print media.

7.5. STUDY GRANTS

This method will enable the department to provide for specific and scarce human resources on a long term basis. Study grants entail full time study by means of a bursary awarded to an outside recruited candidate, a serving employee who receives a salary whilst studying, or part time study by means of financial assistance to an official. This provision should form part of the Human Resource Plan in order to ensure the suitable absorption of students within the establishment when they become available after completion of their study programmes.

7.6. PROMOTION

Part VII F1 of the Public Service Regulations and Chapter IV Section 11 (3) of the Public Service Act provide for the promotion of an employee to a vacant post on the departmental establishment provided sufficiently budgeted funds are available to fill the post, and the vacancy has been advertised and the candidate subjected to the normal selection process.

8. RECRUITMENT PROCESS

8.1. ADVERTISING

8.1.1. Policy measures regarding advertising: Senior Management Echelon posts

Vacant posts at SMS level shall be advertised nationally through national newspapers and the DPSA's circular of vacancies. A maximum of three newspapers shall be utilised for this purpose.

8.1.2. Policy measures regarding advertising: Posts on salary level 12 and below

Vacant posts at these levels shall be advertised internally within the provincial government. Posts will be advertised nationally through national newspapers and the DPSA's circular of vacancies if no suitable candidates could be found within the province. A maximum of three newspapers shall be utilised for this purpose.

8.1.3. Requirements for advertisements

- An advertisement must include an accurate description of the duties to be performed as well as the inherent requirements of the job.
- The language and style of the advertisement must be clear and simple.
- The advertisement must not favour or prejudice any prospective candidate or employee who has the required skills, competencies and knowledge, except in cases of target advertising which is deemed fair discrimination to achieve employment equity.
- Posts must be advertised with the minimum requirements as informed by the job evaluation process.
- The advertisement must be compatible with the job specification for a post as outlined in its job description.

8.1.4 THE ROLE OF ORGANISED LABOUR (UNIONS)

Organised labour will continuously monitor the advertising of posts in the department to ensure that fairness is promoted and maintained at all times and that the provisions of the Public Service Regulations and Public Service Act are adhered to.

8.2. SELECTION

The selection process shall commence after the closing date of the advertisement and conclude when a recommendation is made regarding the most suitable candidate(s).

8.2.1. COMPOSITION OF SELECTION COMMITTEE

8.2.1.1. A Selection Committee (the Committee) or Panel shall be established and duly appointed by the MEC (for salary level 11 - 15) or the HOD (for posts on salary level 10 and below) to make recommendations on short listed candidates and appointments to posts.

8.2.1.2. The Committee shall comprise of at least three but not more than five members, who are employees of a grading one level higher than the grading of the post to be filled. At least one panel member should be fully familiar with the nature of the duties attached to the post. Where circumstances do not permit, a member who is of equal rank to the post advertised can serve on the Committee.

8.2.1.3. One member of the Committee has to come from outside the department, preferably from other government departments.

8.2.1.4. The manager of the component within which the vacant post exists shall be Chairperson of the Committee.

8.2.1.5. The Committee shall, where possible, include adequate representation of historically disadvantaged or designated groups as defined by the Employment Equity Plan.

8.2.2. THE ROLE OF THE SELECTION COMMITTEE

8.2.2.1. The Chairperson is responsible for directing and guiding members during the selection process.

8.2.2.2. The Chairperson is charged with the responsibility of providing expert knowledge of the job and the required competencies.

8.2.2.3. The Committee shall make a recommendation on the suitability of a candidate after considering:

- (a) Information based on valid methods, criteria and/or instruments for selection that are free from any bias or discrimination;
- (b) The training, skills, competence and knowledge based on the inherent requirements of the job;
- (c) The needs of the Department for developing human resources;
- (d) The representativeness of the component where the post located; and
- (e) The Department's affirmative action programme.

8.2.2.4. The Committee shall record the reasons for its decision with reference to the criteria used.

8.2.2.5. In the event the MEC or HOD does not approve the Committee's recommendation, he or she shall record the reasons for his or her decision in writing.

8.2.2.6. The Chairperson of the Committee shall appoint a member from the panel to do reference checks. It is highly preferable that the Committee makes direct contact with referees rather than rely on written reports presented by applicants. Reference checks may be done before or after the selection process, depending on the information necessary for the job.

8.2.2.7. The Senior Manager for the Directorate: Human Resource Services must ensure at all the times that the recommendations of the Committee are in compliance with the advertisement and applicable prescripts to avoid unnecessary disputes premised on unfair labour practices.

8.3. PRELIMINARY SCREENING

8.3.1. The recruitment unit of the department shall undertake the initial screening of applications with the focus on whether:

- (a) Application forms (Z83) are completed in full; and
- (b) Comprehensive curriculum vitae (CV) are attached.

8.3.2 All applications which do not meet the advertised criteria shall be disqualified

8.4. SHORTLISTING OF CANDIDATES

- 8.4.1. The Selection Committee shall constitute the shortlisting committee.
- 8.4.2. Criteria for shortlisting shall be formulated based on the advertisement. Shortlisting proceedings shall be documented and signed by the Selection Committee.
- 8.4.3. The shortlisting process shall be objective and unbiased and shall be documented. The Committee shall also formulate and record the reasons for specific recommendations.
- 8.4.4. Uniform standards shall be maintained during the shortlisting process ensure equal treatment and fair competition amongst all selected candidates.
- 8.4.5. **THE ROLE OF ORGANISED LABOUR (UNIONS)**
Oversee in terms of compliance to relevant Labour Laws.

8.5. INTERVIEWS

8.5.1. INTERVIEW QUESTIONS

- (a) Interview questions shall be prepared on the day of the interview so as to prevent leakage of information and to promote fair competition.
- (b) Interview questions must be based on the key performance areas and job content.
- (c) All candidates shall be asked the same set of questions.

8.5.2. INTERVIEWING

- (a) Selection interviews shall be undertaken in a professional and objective manner.
- (b) Selection committee members must have knowledge of interviewing techniques.
- (c) Candidates shall be allowed to ask questions after the formal question and answer session.
- (d) Candidates, who do not avail themselves for interviews after confirmation of attendance, shall be automatically disqualified. Such disqualification shall be recorded in the minutes of the interview.

8.5.3. THE ROLE OF ORGANISED LABOUR (UNIONS)

Oversee in terms of compliance to relevant Labour Laws.

8.6. PERSONNEL SUITABILITY CHECKS

8.6.1. Employees in the Public Service are always at risk of being targeted of sabotage, surveillance, treason, corruption and other criminal and unlawful activities. It is therefore imperative that proper processes pertaining to screening and security vetting of candidates and employees be put in place as per a directive issued by the Minister for the Public Service and Administration. All applicants' personal details, educational qualifications, security competencies, etc. shall be verified for employment in the Public Service.

8.6.2. Department of Public Works shall be assisted by the National Intelligence Agency (NIA) to conduct Personnel Suitability Checks (PSCs), that is, criminal record checks; citizenship verifications; financial/asset record checks and qualification/study verifications of all candidates selected for appointment or deployed to a post.

8.7. COMPETENCY BASED ASSESSMENTS

8.7.1. Compulsory implementation of competency assessment for Senior Management Service (SMS) members shall be done for recruitment and selection purposes in conjunction with Personnel Suitability Checks (PSC's) to identify the developmental needs of a candidate prior to appointment.

8.8. RECOMMENDATIONS

8.8.1. All recommendations in respect of appointments to posts up to salary level 10 shall be submitted to the Head of Department for approval whereas in respect of appointments to posts from salary level 11 and above shall be submitted to the Executive Authority for approval.

8.8.2. The Committee shall make a recommendation on the suitability of a candidate to be appointed at the end of the interviews.

8.8.3. The Committee shall identify and recommend its first and second candidate for appointment. Only after the offer has been declined in writing by the first candidate, may the second candidate be considered for appointment.

8.8.4. All motivations for nominating the successful candidates may be included in the minutes and submission.

8.8.5. A candidate appointed to a post shall be issued with an appointment letter which will stipulate the terms and conditions including all the service benefits accruing to the employees offered by the Department.

8.8.6. A personal file for newly appointed employees must be opened within 30 days of appointment.

9. MONITORING, EVALUATION AND REVIEW OF POLICY

9.1. The Chief Directorate: Strategic Human Resource Management is responsible for the development of the Recruitment and Selection Policy and its continuous monitoring and evaluation.

9.2. This policy will be reviewed annually or when legislation so requires. All inputs to this policy should be directed to the General Manager: Strategic Human Resource Management.

10. TRAVEL ARRANGEMENTS FOR CANDIDATES

10.1. The department shall bear reasonable costs in terms of the following:

- Airfares (as arranged by the department).
- Accommodation (as arranged by the department).

10.2. Payments for all costs shall be considered subject to proof of expenditure and applicable rates shall apply in all instances.

11. COMMUNICATION

11.1. The contents of the Recruitment and Selection Policy shall be made available to all employees of the Department of Public Works.

12. REVIEW OF THE POLICY

The policy will be reviewed annually.



MEMBER OF EXECUTIVE COUNCIL
M.G. PHADAGI

2010-07-26
DATE