



ROUTE FORM
LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
LOCAL GOVERNMENT AND HOUSING**

DEPARTMENTAL

RECRUITMENT AND SELECTION POLICY

**(WITH COMPETENCY BASED ASSESSMENT USED AS A
RECRUITMENT TOOL IN CONJUNCTION WITH
STRUCTURED INTERVIEW)**

2007

TABLE OF CONTENTS

ITEM	TOPIC	PAGE NUMBER
1	Preamble	3
2	Policy Objectives	3
3	Mandates	3
4	Principles	3
5	Conditions of appointment	4
6	Determining a need to advertise vacant posts	4
6.1	Assess the need for and establish the purpose of the position	4
6.2.	Perform a position analysis	4
6.3.	Prepare the position description	4
7	<u>Recruitment and Selection Process</u>	5
7.1	Recruitment process as quoted from PSR	5
7.2	Methods of recruitment	6
7.2.1	Advertisement	6-7
7.2.2	Headhunting	7
7.2.3	Succession Planning	7
7.3.	Time Frames for Advertisement	7
7.4.	Short listing Process	7-8
7.5.	Short listing Panel	8
7.6.	<u>Roles and responsibilities of the panelists</u>	8
7.6.1	Chairperson	8
7.6.2.	HRM	8
7.6.3	Organized Labour	8
7.7.	Powers and Functions of the Shortlisting panel	8
7.8.	Short listing and/or Screening Criteria	9
7.9.	Short listing Proceedings	9-10

7.10.	Arrangements for interviews	10-11
7.11	Interview Process	11
7.12.	Powers and functions of the Interviews panel	11
7.13.	Methods of Interview	12
7.14.	<u>Interview Proceedings</u>	12
7.14.1	Structured Interview	12-13
7.14.2	Competency Based Assessment	13-14
7.15	Contract of Employment	15
7.16	Dispute about interview results	15
7.17	Probation	15
7.18	Salary Offers and Counter Offers	15
7.18.1	Salary Offer	15
7.18.2	Counter Offer	16
7.19.	Interim Accommodation	16
7.20.	Security Clearance and Vetting	16
7.21.	Appointment in an acting Capacity	16
7.22	Summarized Version Recruitment and Selection Process	17
	Signatures	18
	Glossary of terms	19-21
	Annexure A : Example of advertisement	22-23
	Annexure B : Z83	24-25
	Annexure C : Recruitment and Selection phases	26-27
	Annexure D : Individual panel member short-listing form	28
	Annexure E : Consolidated Selection Form	29
	Annexure F: Short listing Questionnaire	30
	Annexure G: Oath of Secrecy	31
	Annexure H: Guidelines on possible questions	32
	Annexure I : Individual panel Score Sheet	33
	Annexure J: Consolidated interview score sheet	34-35

1. PREAMBLE

The Department must have clearly defined effective recruitment strategies that will enable them to reach and attract candidates from all section of the population and to ensure consistency in the Department's recruitment and selection process. The Department must provide equal opportunities for advancement for people at all levels within the public service and ensure that the most capable and qualified individuals are selected in a manner that has integrity and is publicly accountable. Recruiting and selecting the right people is of paramount importance to the continued success of Department of Local Government and Housing. This Recruitment and Selection Policy sets out how to ensure, as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination

2. POLICY OBJECTIVES

The Recruitment and Selection policy strives to achieve the following

- 2.1. to ensure a fair and transparent procedure for recruitment and selection
- 2.2. to outline the criteria for recruitment and selection
- 2.3. To facilitate the implementation of the Department's HR Plan
- 2.4. To facilitate the implementation of the Department's Retention Strategy
- 2.5. to promote the realization of the Department's Equity target
- 2.6. to ensure that vacant posts are filled timeously

3. LEGAL MANDATES

- 3.1. Constitution of the Republic of South Africa
- 3.2. Public Service Act,1994 as amended
- 3.3. Public Service Regulation, 1999
- 3.4. White Paper on Human Resource Management in the Public Service
- 3.5. Employment Equity Act, No 55 of 1998
- 3.6. Labour Relations Act, No 66 of 1995
- 3.7. Basic Conditions of Employment Act, No 75 of 1997
- 3.8. PSCBC and GPSSBC Resolutions
- 3.9. Promotion of Administrative Justice Act,2000

4. PRINCIPLES

- 4.1. Fairness and Objectivity
- 4.2. Openness and Transparency
- 4.3. Equity and Redress
- 4.4. Efficiency and Effectiveness
- 4.5. Competency
- 4.6. Consultation and Participation
- 4.7. Accessibility
- 4.8. Accountability and Professionalism
- 4.9. Service Standards
- 4.10. Value for money

5. CONDITIONS OF APPOINTMENT

In accordance with the Public Service Act 1994 as amended and the Public Service Regulation 2001, The Executing Authority (MEC) and his/her delegate (HOD) shall only appoint employees:

- 5.1. Who are not less than 16 and over 60 years of age
- 5.2. Who are South African Citizen's including those who have legally acquired citizenship.
- 5.3. Who have work permit for temporary posts.
- 5.4. Subject employees to security clearance, particularly those who deal with sensitive
- 5.5. information, which needs to be protected in the interests of the security of the state

6. DETERMINING A NEED TO ADVERTISE A VACANT POST

6.1. Assess the Need For and Establish the Purpose of the Position

The Department's goals and mission statement should be clearly defined and understood prior to conducting a search for qualified individuals. It should also emphasize the people oriented nature of the organization

6.2. Perform a Position Analysis

Every sub-department should identify the characteristics and requirements of the vacant position and the personality traits that would most benefit the individual who assumes the position. It is important to create a profile that best fits the position in the context of the Department's culture.

Whether the position is new or recently vacated, there must be a careful determination of why the position is needed, precisely how it will assist the division and the Department in achieving its goals and mission, how it relates to other positions in the division, and what skills and other abilities are necessary to carry out its responsibilities. Finally, the position analysis should include a judgment as to whether other positions in the division should be reconfigured in light of the vacancy.

6.3. Prepare the Position Description

The Recruitment and Selection division should prepare a job profile with inputs from different sub-departments, consistent with the idea of choosing the person who would best fit the position. It is imperative that a position description clearly defines the Department's goals.

7. RECRUITMENT AND SELECTION PROCESS

7.1. In accordance with the PRS I.1.1 Chapter III, it is clear that no filling of Posts can commence until-

- (a) Job evaluation has been conducted and approved as far as new post and posts from level 9 and upwards are concerned.
- (b) Job descriptions developed from above-mentioned job evaluation addressing main objectives and inherent requirements of the post (job specifications)
- (c) A motivation for the filling of a post has been approved.
- (d) Job specifications for advertisement purposes drafted and inputs made by line managers
- (e) Preparation of letters to acknowledge receipt of all applications
- (f) A selection committee has been appointed and approved
- (g) Selection criteria for short listing purposes have been identified and applied consistently to shortlist candidates.
- (h) Selection criteria for the final selection of candidates have been identified before hand as e.g. structured interview and competency based assessment, and applied consistently to identify the most suitable candidate.
- (i) A memorandum for appointing the most suitable candidate approved by the executing authority or his/her delegate.
- (j) Unsuccessful candidate are notified timeously by means of a letter of regret.
- (k) Successful candidate(s) is informed in writing of his/her appointment as the most suitable candidate.
- (l) A candidate accepts, in writing his/her appointment
- (m) Upon assumption of duty a letter for confirmation of assumption of duty issued to HR Recruitment by the supervisor
- (n) Interim accommodation arranged for candidates coming from far.

7.2. Methods of recruitment

7.2.1. Advertisement

- (a) The Public Service Regulation directs that posts in the department be advertised to reach the entire pool of applicants, especially historically disadvantage groups in a cost-effective manner
- (b) In order to ensure that an advertisement specify the inherent requirement of the job, job title and core functions, and a job description shall be developed prior to a post being advertised.
- (c) The programme manager (Senior Manager) concerned shall submit duties, responsibilities and requirements of the vacant post to be filled to Human Resource Management of advertisement.
- (d) All vacant post grade 13 and higher shall be advertised nation wide
- (e) All vacant posts below Senior Managers shall be advertised within the Department of Local Government and Housing or other government Departments in the Limpopo Province as determined by the MEC, as well as elsewhere in the public service and outside public service either nationwide or locally depending on the need and
- (f) Shall be affected by means of departmental circular to all Provincial departments to reach all employees before the relevant closing date in line with the cabinet decision
- (g) Adverts shall state clearly if preference is given to any targeted population whose appointment will promote representatively.
- (h) The language and the style should be simple and clear, such as to attract candidates from all sections of the target group.
- (i) The requirements for additional health or security clearance, where these are justified by the inherent nature of the work, should be clearly stated in the advertisement as determined by the Executing Authority and in accordance with the Public Service Regulation,2001 as amended
- (j) Adverts shall be free from all discriminatory phrases
- (k) Contents of the advertisement will be as follows: -
 - 1. Job title
 - 2. Qualification plus experience
 - 3. Level of post
 - 4. Accurate description of the duties to be undertaken
 - 5. Key Competencies and skills
 - 6. Equity Provisions

7. Salary Notches/ remuneration package
8. Closing date
9. Contact person and details
10. Reference number

(l) All applications will be submitted to the Department of Local Government and Housing

7.1.2. **Head Hunting**

The Department may initiate a process to find a suitable appointee by headhunting, that person, by approaching such person directly or indirectly to apply for a job. Headhunting will only be applicable to scarce skills as outlined in the HR plan. The whole process of Recruitment and Selection will still be followed even in these cases.

7.1.3. **Succession Planning**

The employer may undertake to groom or fast track an existing employee for a job that will become available in the future, by sending that employee on training courses and exposing him/her to work experience not offered to other employees.

7.3. **Time frames for advertisement**

7.3.1. An advertisement for employment will run for three weeks

7.3.2. In case of an urgent need to fill the post the MEC or any such designated person will advise that the advertisement run for two weeks

7.3.3. After the closing date a grace period of Four (4) days will be allowed for posted applications

7.4 **Short-listing Process**

Short-listing is a paper exercise that seeks to identify a manageable size (pool) of applicants (a shortlist) who are best suited to fill the position successfully from whose ranks the most suitable candidate(s) is/are to be selected.

Principles applied in the short listing and/or screening phase

- (a) A fair set of short listing and/or screening should apply, which should have the sole purpose of identifying a pool of best-suited candidates for a specific position
- (b) Short listing must be in line with and limited to what is relevant in terms of job content as well as appointment and advertised requirements
- (c) Applicants should be informed on the criteria that apply and it should be applied to all applicants in a consistent manner
- (d) Any waivers (i.e. applicants being selected without meeting selection requirements) should be fully motivated and approved and be properly documented as prescribed by PSR VII C.1 and C.2 of Chapter 1 of the Public Service Regulation,2001

- (e) A declaration of a conflict of interest should be made if any candidate is related to or a friend of an official on the selection committee, together with steps taken to uphold fairness, equality and objectivity, if such relationships exist
- (f) The proceedings of the short listing process should be documented and put on record

7.5 Short listing panel

There will be Short listing panel constituted as follows:-

- 7.5.1 Chairperson (Official of a higher grading)
- 7.5.2 Immediate Supervisor
- 7.5.3 HRM
- 7.5.4 Recognized Organized Labour
- 7.5.5 Internal or External person of an equal or higher grading, who is an expert in the field for which Shortlisting is being conducted.

The Selection and Interview panel **must** be constituted by the MEC or any such designated person

7.6 Roles and responsibilities of the Shortlisting panel

7.6.1 Chairperson

- (i) Facilitate the proceedings of the short listing sessions
- (ii) Facilitate deliberations of the panel and make ruling where necessary
- (iii) Sign recommendations of the panel

7.6.2 HRM

- (i) To advice on adherence to legislations and policy prescripts
- (ii) To provide secretarial services to the panel
- (iii) To forward the recommendations of the panel to the MEC or any such designated person for approval
- (iv) HR secretariat must record detailed minutes of the short listing sessions

7.6.3 Organized Labour

- (i) A recognized organized Labour Union with a structure and leadership in place will participate on an observer status

7.7 Powers and functions of the short-listing panel

To select and determine applicants that must be invited for the interviews, in accordance with job requirements, as advertised.

7.8 Short listing and/or Screening Criteria

Typical Selection criteria for Short listing and/or Screening purposes may include the following

1. Criterion 1 : Closing date for the applications should be met
2. Criterion 2 : A Z83 application form must be used; CV attached and Certified copies of qualifications if they are required
3. Criterion 3 : Minimum advertised requirements should be met in terms of:
 - (a) qualifications;
 - (b) competencies (knowledge, skills and were required experience)
 - (c) Inherent job requirements e.g. Registration with statutory bodies when it is an inherent requirement of the job
 - (d) Employment Equity Plan
 - (e) Potential

7.9 Short-listing Proceedings

- (a) The HR secretariat will introduce the post to be short listed to the panel members and trade unions
- (b) She/he will ensure that each panel member have a short-listing pack which consist of the following:
 - (i) Attendance register form
 - (ii) Minutes
 - (iii) Annexure E – Oath of Secrecy
 - (iv) Annexure B – Methodology
 - (v) Annexure C – Consolidated List
 - (vi) Annexure E – Evaluation questionnaire for panel members
 - (vii) Advert of the post being short-listed
 - (viii) Schedules which covers the following:
 - (1) Surname and Initials
 - (2) Identity Number
 - (3) Gender
 - (4) Nationality
 - (5) Disability
 - (6) Qualifications
 - (7) Current employer
 - (8) Current position
 - (9) Relevant experience
 - (10) Remarks

- (c) She/he will ensure that each panel member signs all documents in the short-listing
- (d) Based on the post requirements and short-listing criteria each individual panel member will go through the schedule and identify an agreed number of candidates who meet the requirement
- (e) Once each panel member has selected the agreed number of candidates, who meet the requirements, their choices will be handed to HR Secretariat for consolidation
- (f) HR Secretariat will then consolidate the results of the individual panel members to determine the top five candidates who were selected by most panel members
- (g) Where there is a tally, panel members will enter into discussions which amongst others will focus on the following:
 - (i) Experience
 - (ii) Equity
 - (iii) Qualification
 - (iv) Potential
- (h) The five candidates identified shall constitute the short-listed candidates
- (i) All panel members will have to sign for the results
- (j) HR Secretariat will generate a memorandum on the results of short-listing for the approval of the Head of Department
- (k) After the approval by the Head of Department, the short listed candidates will be informed about the interview five (5) days before the interview date utilizing one or more of the following methods: telephonically; E- mails; Fax and Post/telegram

7.10 Arrangements for Interviews

7.10.1. Letters or e-mails to shortlisted candidates should include:

- (a) date, time and place of their interview
- (b) instructions on how to find their way to the interview venue
- (c) a request that they contact the author of the letter/message if they have any particular requirements or to discuss the interview facilities (related to access to the venue or any other need related to a disability).
- (d) if appropriate, details of any test or presentation they will be required to take or anything they should bring with them (e.g., examples of work or proof of qualifications that are essential to the post).

7.10.2. It is best practice to write to candidates who have not been shortlisted, but if this is not possible due to limited resources, the further particulars for the post should make clear that after a certain period, if they have not heard from the Department of Local Government and Housing, applicants should consider themselves not to have been short listed.

7.11. Interviews Process

Interview is the final selection phase, which is aimed to identify the most suitable Candidate from amongst a pool of best suited candidates (short-listed candidates) with due regard to the –

- (a) departments HR Plan, Equity Plan and strategic service delivery objectives
- (b) advertised post and person specification

Principles applied in the final selection phase (Interview)

- (a) A fair set of final selection criteria should apply, which should have the sole purpose of identifying the most suitable candidate(s) from a pool of best suited candidates
- (b) Final selection criteria must be in line with and limited to what is relevant in terms of job content as well as appointment and advertised requirements
- (c) Applicants should be informed on the criteria that apply and it should be applied to all applicants in a consistent manner
- (d) Any waivers (i.e. applicants being selected without meeting final selection requirements) should be fully motivated and approved and be properly documented as prescribed by PSR VII C.1 and C.2
- (e) A declaration of a conflict of interest should be made if any candidate is related to or a friend of an official on the selection committee, together with steps taken to uphold fairness, equality and objectivity, if such relationships exist
- (f) The proceedings of the final selection process should be documented and put on record

7.12. Powers and functions of the interview panel

To assess the suitability of the applicants, and recommend for appointment or otherwise, to the MEC or any such designated person.

If the MEC or any such designated person deviates from the recommendation of the panel, he/she must record the reasons in writing. The objections will be referred to Labour Relations for advice.

7.13. Methods of interview

- (a) Structured/panel Interview
- (b) Presentations
- © Testing
- (d) Group exercise/discussion
- (e) Case study

7.14. Interview Proceedings

Two types of recruitment tools will be utilized, being structured interviews and Competency Based Assessment

7.14.1. Structured Interviews

- (a) The HR secretariat will introduce the post to be interviewed to the panel members and trade unions
- (b) She/he will ensure that each panel member have an interview pack which consist of the following:
 - (i) Attendance register form
 - (ii) Minutes
 - (iii) Annexure E – Oath of Secrecy
 - (iv) Annexure G – Individual candidate interview score sheet
 - (v) Annexure H – Consolidated Interview score sheet
 - (vi) Advert of the position interview conducted on
- (c) HR secretariat will explain the interview score sheet (Annexure G) which covers the following:
 - (i) Management ability
 - (ii) Knowledge of the job contents
 - (iii) Track record of achievements
 - (iv) Understanding of Public Service Transformation
- (d) The rating of candidates by individual panel members will range from 1 (one) to 4 (four) where:
 - (i) 1 (one) means not appointable
 - (ii) 2 (two) means appointable
 - (iii) 3 (three) means highly appointable
 - (iv) 4 (four) means competent and highly appointable

- (e) Individual panel members score sheets will then be handed to HR Secretariat for consolidation.
- (f) Where there is a tally a discussion will be entered into by panel members based on the following:
 - (i) Experience
 - (ii) Equity targets
 - (iii) Qualification
 - (iv) Potential

Once the panel reach consensus which must be recorded, the top three candidates will be recommended and will be subjected to Competency Based Assessment

- (g) Questions will be prepared on the day of the interview with all panel members including organized labour and HRM present.
- (h) Re-advertisement will not be considered if the overall score of the top candidate is 50% +
- (i) Should the panel still feel that they will need to re-advertise the post, they must record their reasons and append their signatures.

7.14.2. Competency Based Assessment

- (a) For recruitment/selection purposes the assessment will only be utilized as an aid in determining the suitability of candidates in conjunction with other selection tools, in our case structured interviews and were applicable reference checks and security clearances to come to the final recommendation. The final decision regarding whom to appoint remains with the Executing Authority or his/her delegate.
- (b) The proposed formula to arrive at the final recommendation will be based on the average scores of all panel members during the structured interview, where the candidate was assessed on Management ability; Knowledge of job content; Track record of achievement and Understanding of Public Service Transformation plus the overall performance on the assessment battery, where a demonstrated proficiency level of all the 11 competencies combined will be indicated.

In structured interview the following key is used to interpret the average scores of all panel members

- (i) (indicates) NOT appointable
- (ii) Appointable
- (iii) Highly appointable
- (iv) Competent and Highly appointable

(c) In Competency Based Assessment the following Proficiency Level Key is used where

- 1 – Beginner - overall score 1,5 (Beginner with potential to develop to the Basic Proficiency level)
- 2 – Basic – overall score 2,5 (Basic with potential to develop to the Competent Proficiency level)
- 3 – Competent – overall score 3,5 (Competent with potential to develop to the advanced proficiency level)
- 4 – Advanced – overall score 4,5 (Advanced with potential to develop to the Expert Proficiency level)

(d) The top three performers in the structured interview, will be subjected to Competency Based Assessment battery, and the outcomes of both the structured interview and the Competency Assessment will determine the final recommendation for appointment. The final decision regarding whom to appoint still remains with the Executing Authority or his/her delegate.

SCENARIO A: Where the best performer amongst the three in Structured Interview gets the highest overall score when the scores for the two tools are added

NAMES OF CANDIDATES IN ORDER OF PERFORMANCE DURING STRUCTURED INTERVIEW	AVERAGE STRUCTURED INTERVIEW	AVERAGE COMPETENCY ASSESSMENT	TOTAL SCORES IN BOTH TOOLS
Candidate A	3,9 (highly appointable)	3,7 (Competent)	7,6
Candidate B	3,00 (highly appointable)	4,5 (Advanced)	7,5
Candidate C	2,9 (appointable)	4,5 (Advanced)	7,4

SCENARIO B: Where the best performer amongst the three in Structured Interview gets the lowest overall score when the scores for the two tools are added

NAMES OF CANDIDATES IN ORDER OF PERFORMANCE DURING STRUCTURED INTERVIEW	AVERAGE STRUCTURED INTERVIEW	AVERAGE COMPETENCY ASSESSMENT	TOTAL SCORES IN BOTH TOOLS
Candidate A	3,5 (highly appointable)	3,5 (Competent)	7,00
Candidate B	3,00 (highly appointable)	4,5 (Advanced)	7,5
Candidate C	2,9 (appointable)	4,5 (Advanced)	7,4

7.15. Contract of Employment

All newly appointed officials would have to enter into a contract of employment with the employer.

7.16. Disputes about interview results

All grievance and disputes relating to matters of appointment will be dealt with in accordance with the grievance procedure of the Department

7.17. Probation

- (a) All newly appointed employees will be appointed on probation period of twelve months in accordance with the Public Service Law Amendment Act, 1997
- (b) The immediate supervisor will ensure that the probationer receives constant written feedback on his/her performance and compliance with other requirements on a quarterly basis
- © If necessary the probationer receives training, counseling or other assistance to meet the requirement for confirmation
- (d) the probationer receives written confirmation of appointment at the end of the probation period if she has been found suitable for the relevant position
- (f) the probationer be afforded the opportunity to state his/her case before dismissal as a result of poor work performance, during which the probationer may be assisted by the representative, which can be a colleague or union representative
- (g) Immediate supervisors will be expected to submit the following to HRM for confirmation of permanent appointment
 - (i) Quarterly report

7.18. Counter offers and Salary offers

7.18.1. Salary offers

- (a) All new employees will be appointed at the level at which the post was advertised, and remunerated in accordance with the entry notch of the post.
- (b) No negotiation shall be entered into.
- © Positions that are classified as scarce skills can be advertised at a higher level subject to the approval by the MEC or any such designated person

7.18.2. Counter offer

- (a) Counter offer will only be considered for scarce skills positions and exceptional performance, based on reports and records of evidence

7.19. Interim Accommodation

- (a) All newly appointed permanent employees beyond a radius of 100KM will be assisted with one-month interim accommodation while they are searching for permanent accommodation. There will be no extension
- (b) The Department will make accommodation arrangements. If an employee makes his/her own arrangement with regard to accommodation, it will be regarded as a Private account and this cannot be claimed back from the Department.
- © If the employee do not utilize the booked accommodation and do not inform the Department to cancel the booking with the Service Provider in advance, the Employee will be held liable for any expenditure that might arise and a case of misconduct may be investigated against him/her.
- (d) The Department will pay for expenses towards meals (breakfast and Supper including one non-alcoholic beverage per person per meal) for employees utilizing interim accommodation. Expenses towards room service, paid TV/ movies, telephone calls and taxes, laundry, alcoholic beverages and additional non- alcoholic beverages will be regarded as a private account and cannot be claimed back from the Department
- (e) If an employee does not adhere to the set checkout times with regard to booked interim accommodation, the employee will be held responsible for extra charges to this effect.

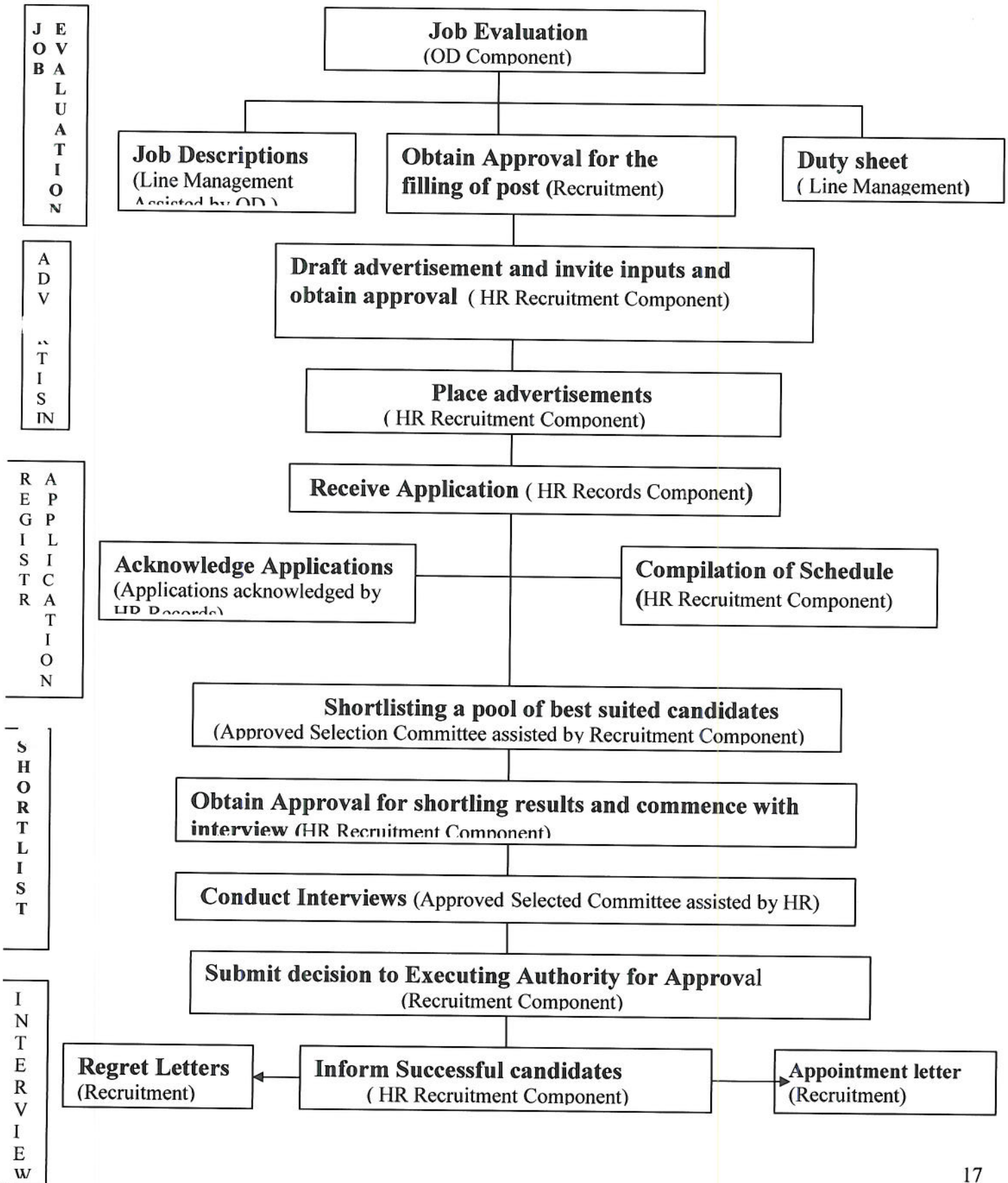
7.20. Security Clearance and Vetting

All employees appointed in the Department will be subjected to security clearance and vetting

7.21. Appointment in an acting capacity

- (a) For officials to be appointed in an acting capacity, they must meet the minimum requirement of the post in which they will be acting.
- (b) Acting appointment which is in accordance with the provision of section 32 of the Public Service Act, 1994 and the Public Service Regulation 2001, will only be effective, when processed by HRM and approved by the MEC and any such designated person
- © The employee in an acting position should be given a letter of appointment for such posts and should provide an acceptance letter for the appointment to be effective.

7.22. SUMMARISED VERSION RECRUITMENT AND SELECTION PROCESS




RECOMMENDED Recruitment Policy


HEAD OF DEPARTMENT

November
09/10/2007
DATE

APPROVED/~~DISAPPROVED~~ _____


MEC
DEPARTMENT OF LOCAL GOVT AND HOUSING

19-11-2007
DATE