



DIRECTIVE ON HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT FOR PUBLIC SERVICE PROFESSIONALISATION

VOLUME 1

As issued by the Minister for the Public Service and Administration

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PART A

PREAMBLE

INTRODUCTION

- 1.1 This Directive guides Departments in implementing the National Framework towards the Professionalisation of the Public Sector (the Framework). The Directive institutionalises the Framework as part of measures to improve public sector service delivery. It also considers the aims and objectives of the 2019-2024 Medium Term Strategic Framework (MTSF) and Priority 1 of the 6th Administration for Building a Capable, Ethical and Developmental Public Service.

PURPOSE

- 1.2 This Directive aims to create an agile, public-oriented professional public service underpinned by a steadfast dedication to public welfare. This is done through repealing and consolidating existing directives to ensure an integrated approach towards cultivating an environment of perpetual growth, focusing on proficient human resources across public service echelons. The consolidation ensures a streamlined reporting process is introduced by reducing red tape.
- 1.3 To advance meritocratic selection procedures and criteria, this Directive aims to instil best practices and enable the management of the whole Human Resource Management and Development (HRMD) value chain grounded in professionalism, capability, impartiality, and fairness, contributing to a competent and ethical state.
- 1.4 This Directive also explains and clarifies the recruitment and selection process aligned with the objectives of the Framework through embedding statutory requirements for integrity, ethical norms, and standards in the recruitment and selection procedures.

SCOPE AND AUTHORISATION

- 1.5 The Directive applies to all departments unless otherwise excluded in section 2(2) of the Public Service Act, 1994.
- 1.6 The Minister for the Public Service and Administration (MPSA) issues this Directive in terms of sections 3(2) and 41(3) of the Public Service Act.

COMMENCEMENT DATE

- 1.7 The Directive shall take effect on 01 April 2024.

REPEALING OF CURRENT DIRECTIVES

The following Directives are repealed with effect from 31 March 2024 and will be replaced by this Directive:

- 1.8 Directive on the acceptance of electronic job applications and the utilisation of the prescribed Z83 application form dated 20 February 2019.
- 1.9 Amended directive on compulsory capacity development, mandatory training days and minimum entry requirements for members of the Senior Management Service (SMS) dated 01 April 2016.
- 1.10 Directive on applying minimum requirements for the appointment into entry-level posts in the public service dated 01 April 2019.
- 1.11 Directive on Personnel Suitability Checks dated 01 February 2018.

COMPLIANCE

- 1.12 Non-compliance with any provision of this Directive should be dealt with as per provisions set out in section 16A of the Public Service Act.
- 1.13 According to Section 32B (3) of the National Qualifications Framework Act No. 67 of 2008, it is unlawful to falsely or fraudulently claim to have a qualification or part-qualification registered on the NQF or awarded by an educational institution, a skills development provider, a quality council, or a recognised foreign institution. The HoD in the relevant Department shall report such violations to the South African Police Service (SAPS), and a criminal case shall be opened.

PART B

PILLAR 1

RECRUITMENT AND SELECTION

MINIMUM ENTRY REQUIREMENTS INTO SENIOR MANAGEMENT SERVICE (SMS) AND MOBILITY WITHIN THE SMS

- 1.14 Minimum qualifications for appointment into the following SMS posts shall be:
- (a) in the case of a Chief Director or Director, a qualification at NQF level 7 as recognised by the South African Qualifications Authority (SAQA).
 - (b) in the case of a Head of Department or Deputy Director-General, a qualification at NQF level 8 as recognised by the SAQA.
- 1.15 The table below reflects the minimum years of experience as an entry requirement into the SMS, excluding those that are specialist in nature without managerial responsibility:

SMS Level	Relevant Experience
Level 13	5 years of experience at a middle/senior managerial level
Level 14	5 years of experience at a senior managerial level
Level 15	8 years of experience at a senior managerial level
Level 15 (HoD post)	10 years of experience at a senior managerial level
Level 16	10 years of experience at a senior managerial level

Table 1: Minimum Years of Experience as an Entry Requirement into the SMS

- 1.16 In appointing persons within the SMS, departments shall consider the following four assessment criteria as a minimum in determining senior managerial experience:
- (a) an applicant's managerial ability and level of personnel oversight;
 - (b) an applicant's fiscal responsibility and budgetary capabilities;

- (c) an applicant's leadership track record and strategic planning expertise; and
- (d) an applicant's role in previously or currently occupied position(s), vis-a-vis operational and managerial responsibilities of the potential job.

1.17 For purposes of appointment into the SMS at salary level 13, excluding those that are centrally determined, departments should consider the following in terms of Middle Management experience, which may be determined by assessing the current and previous experience of an applicant in line with:

- (a) the extent to which an applicant has managed people (span of control);
- (b) how an applicant has been involved in the budgetary process and the management of finances;
- (c) how an applicant has led in their current and previous posts and to what extent have they been involved in strategic planning and project management as a leader; and
- (d) the complexity of the post/s an applicant has currently and previously occupied, and the operational expectations versus managerial responsibilities.

THE PRE-ENTRY CERTIFICATE FOR THE SENIOR MANAGEMENT SERVICE (SMS) (NYUKELA CERTIFICATE)

1.18 A person may only qualify for an appointment in the SMS if they have successfully completed an SMS pre-entry programme (Nyukela) and obtained a certificate for Nyukela.

1.19 An executive authority shall ensure that before the approval of any appointment to an SMS post, the candidate for such a post shall have completed and provided the Department with the Nyukela Certificate.

WAIVING OF EXPERIENCE FOR ENTRY-LEVEL POSTS IN THE PUBLIC SERVICE AND GRADUATE RECRUITMENT SCHEME

1.20 GRADUATE RECRUITMENT SCHEME

- a) Departments shall introduce a graduate recruitment scheme and identify appropriately graded posts based on service delivery needs.
- b) An executive authority shall ensure that a department has a long-term human resource development plan for assisting new appointees in developing their skills throughout their careers within the public service.

1.21 WAIVING OF EXPERIENCE REQUIREMENTS FOR ENTRY LEVEL POSTS

- a) Executive authorities must review the inherent requirements of jobs in the public service and adopt a more flexible approach towards setting minimum experience for entry-level posts, excluding those posts determined in the Occupational Specific Dispensation (OSD) and SMS.
- b) In defining an entry-level post, the executive authority shall, subject to job evaluation, apply either of the following applicable options:
 - i. The provisions of the relevant determination shall apply for entry into occupations in terms of OSDs and benchmarked job descriptions as issued by the MPSA.
 - ii. For any posts falling outside of any uniformly graded occupations as determined by the MPSA, and where a minimum requirement for academic qualification is only a national senior certificate, an entry-level shall be salary level 3.
 - iii. For any posts falling outside of any uniformly graded occupations as determined by the MPSA, and where a bachelor's degree is the only minimum requirement, the entry-level shall be salary level 6.
 - iv. In essence, jobs at salary levels 3, 4, 5, and 6 should only require minimum qualifications, with experience not being required.

- c) When making an appointment regarding this Directive, only experience should not be required. Executive authorities shall ensure that all other inherent requirements of the job are complied with and all requirements of the Public Service Act are met.

TRAINING ASSISTANCE WHEN NO EXPERIENCE IS REQUIRED AS A MINIMUM

- 1.22 Executive authorities shall, in terms of Regulation 58 of the Regulations, ensure that persons appointed to Developmental Programmes in the public service who do not readily meet the entry-level requirements participate in mechanisms and related programmes for their development.
- 1.23 In line with Regulations 26, 28, 76 and 77 of the Regulations, an executive authority shall identify specific training interventions and assistance that shall be put in place to ensure that the newly appointed employees will perform fully and effectively at the end of their probation period.
- 1.24 Further development mechanisms to prepare newly appointed employees shall be provided through in-service training, including coaching, mentorship, recognition of prior learning, and other professional development programmes.

ADVERTISING POSTS IN THE PUBLIC SERVICE VACANCY CIRCULAR (PSVC)

- 1.25 An executive authority shall ensure compliance with all legislative requirements outlined in the Public Service Act and the Public Service Regulations for creating and filling posts within the public service.
- 1.26 An executive authority shall ensure that the advert for any post within the public service shall remain open for at least two weeks from the date of advertisement.

- 1.27 Departments should consider placing advertisements for specialised posts in platforms or media that are likely to reach potential applicants from the relevant field of specialisation.
- 1.28 Submitting requests for post advertisements through the Public Service Vacancy Circular shall conform to established legislative criteria, be devoid of errors, and be forwarded to the MPSA no fewer than fourteen days before the desired publication date. Failure to adhere to these stipulations shall result in either the non-publication of the advert or delays in publication.

ELECTRONIC APPLICATIONS

- 1.29 Where an E-recruitment System is not in use, all advertisements for vacancies in the Public Service shall make an email submission option available for accepting electronic job applications.
- 1.30 Where applicants are permitted to apply for vacancies using an E-recruitment system, the following minimum requirements shall be adhered to:
- a) The advertisement for a vacancy shall specify where and how an application shall be submitted and allow for the option to submit applications in a printed hard copy.
 - b) Any E-recruitment System utilised by a department shall ensure that all mandatory fields to be completed by the applicant cover the same information prescribed by the Z-83 application form.
 - c) It is compulsory for the prospective applicant to complete all the mandatory fields of the E-recruitment System.
 - d) Once all the fields in an E-recruitment System are completed, the applicant shall confirm that they understand that by applying electronically, they agree that all the information presented is true, correct, and legally binding.
 - e) All applications submitted through an electronic format shall be accepted as the final application and may not be amended or supplemented in any way after the closing date indicated in the advertisement.

INTERVIEW PROCESS

1.31 Competent Selection Panel

- 1.31.1 An executive authority shall ensure that the selection committee has the necessary ability and competencies to administer the selection process effectively.
- 1.31.2 Subject to Regulation 67, the selection committee shall consist of at least four members, including the chairperson, who are employees of a grade equal to or higher than the grade of the post to be filled or suitable persons from outside the public service.
- 1.31.3 At least two members shall be technical experts conversant with the criteria relevant to the position.

1.32 Pre-Entry Assessments

- 1.32.1 All shortlisted candidates, including SMS, shall undertake two pre-entry assessments. One must be a practical exercise, and the other must be an Integrity (Ethical Conduct) Assessment. Selection panels shall score both technical exercises as an additional criterion in the interview process.

1.33 Practical Exercise

- (a) All shortlisted candidates shall undertake a pre-entry practical exercise as part of the assessment method to determine the candidate's suitability based on the post's technical and generic requirements.
- (b) The assessment must comprise a formal test to determine a candidate's proficiency in core functions and the technical dimensions specified in the job advertisement.

1.34 Integrity (Ethical Conduct) Assessment

1.34.1 According to section 3(1)(h) of the Public Service Act and Regulations 13, 57 and 91 of the Regulations, the MPSA may establish norms and standards for integrity, ethics, conduct, and anti-corruption within the public service. The norms and standards, such as integrity, transparency, accountability, fairness, confidentiality, honesty, trustworthiness, compliance, respect, professionalism, and dependability, shall underpin the prescribed ethical norms and behavioral expectations.

1.34.2 The stipulations of ethical conduct, as outlined in Regulations 13, 57 and 91 of the Regulations, shall be mandatory criteria for recruitment and selection procedures for all levels of appointments. Oral examinations, computer-based assessments or written evaluations shall determine a candidate's grasp of the ethical principles, ethical decision-making abilities, and ethical standards relevant to public service. Each assessment type is clarified below:

- a) **Oral Examinations:** Implement scenario-based interviews where the candidate is presented with ethical dilemmas commonly encountered in public service. Examine the candidate's rationale and proposed courses of action to assess their ethical judgement.
- b) **Computer-based Assessments:** Utilise ethical reasoning tests that simulate real-world challenges, asking candidates to prioritise or choose between multiple ethical principles. Score and analyse responses to identify ethical competencies.
- c) **Written Evaluations:** Require candidates to complete written assignments that explore ethical theories, codes of conduct in public service, or ethical challenges in past roles. Evaluate their understanding and application of ethical frameworks.

1.35 Competency-Based Management

1.35.1 The Competency Management Framework for SMS indicates the generic managerial competencies required for SMS members to perform their duties effectively.

1.35.2 A suitable candidate/s identified by the selection panel must undergo a competency assessment prior to being recommended for appointment by the executive authority.

1.35.3 The competency assessment tools are used to conduct competency assessments to determine strengths and weaknesses, learning potential, current level of work, developmental gaps, and identified training and development in the form of a Personal Development Plan.

1.35.4 The Core and Process Competencies measured are:

CORE COMPETENCIES Presents the idea behind the competency, succinctly defines what that idea means, and proposes typical behaviours which illustrate the competency.	PROCESS COMPETENCIES ¹ Explains how the function is performed by employing these competency techniques.
Strategic Capability and Leadership	Knowledge Management Service Delivery Innovation (SDI) Problem Solving and Analysis Client Orientation and Customer Focus Communication
People Management and Empowerment	
Programme and Project Management	
Financial Management	
Change Management	

Table 2: The Core and Process Competencies

1.36 Computer Literacy

1.36.1 Computer literacy is the knowledge and ability to efficiently use computers and related technology, including a range of skills covering essential use to programming and advanced use. Computerised technology is continuing to grow at a rapid rate. As the Public Service becomes more dependent on technology, the value of an SMS member may be measured in terms of their technological competency and ability to harness and utilise technology to improve performance.

¹ A depiction of how the process competency is covered within the core competency, which form part of training on each core competency.

PERSONNEL SUITABILITY CHECKS

- 1.37 The implementation of personnel suitability checks and the vetting of all candidates selected for appointment to a post shall be mandatory.
- 1.38 The personnel suitability checks contemplated in Regulation 57(1)(c) of the Regulations shall consist of the following:
- 1.38.1 Criminal record checks;
 - 1.38.2 Citizenship or Permanent Residency verification;
 - 1.38.3 Financial record checks;
 - 1.38.4 Qualification/ Study verification;
 - a) The verification of a national senior certificate is not a requirement, where a national senior certificate is not the minimum inherent requirement of the post.
 - b) Departments may verify qualifications using verified academic records where applicants do not possess certificates.
 - 1.38.5 Registration with Professional Bodies where it is part of the inherent requirements of the post;
 - 1.38.6 Verification of any dismissal for misconduct; and
 - 1.38.7 The qualifications of selected candidates for a Deputy Director-General post shall be verified by the South African Qualifications Authority to determine the NQF level and validity.
- 1.39 Departments must verify whether an applicant is listed with a disciplinary record in the DPSA's Single Discipline Register and/or PERSAL before considering an applicant's suitability.
- 1.40 All arrangements and budgeting for the personnel suitability checks shall be the responsibility of the relevant Department.
- 1.41 The relevant HoD shall report falsified or fraudulent qualifications to the SAPS, and a criminal case shall be opened.

APPOINTMENTS ADDITIONAL TO THE ESTABLISHMENT

- 1.42 Regulation 57(2) of the Regulations stipulates that, unless the Act provides otherwise, an executive authority may, within the confines of the existing budget and by a salary level linked to a grade determined either through job evaluation or as prescribed in an OSD, appoint additional personnel to the established workforce under the following circumstances:
- a) the incumbent of the post is expected to be absent for such a period that other employees cannot perform their duties;
 - b) there is a temporary increase in the volume of work for a period not exceeding 12 calendar months;
 - c) an employee's post has been abolished, and they cannot be transferred to another post;
 - d) an employee is part of a development programme as contemplated in Regulation 58;
 - e) the nature of the work for which the employee is employed is of limited or definite duration; or
 - f) it is necessary for any other justifiable reason to temporarily increase the department staff for a period not exceeding 12 calendar months.
- 1.43 While Regulation 57(2) of the Regulations offers comprehensive direction, it is essential to expound on the specifics of Regulation 57(2)(e) of the Regulations. This particular provision requires an additional appointment to be made for a limited or fixed term. It is incumbent upon departments to prepare and maintain precise project plans that reflect this temporality, with the duration of any additional appointments aligning strictly with these established timeframes. These projects shall not promote a duplication of functions provided for in the Department's structure.
- 1.44 The provisions requiring submission of requests in respect of regulation 57(2) of the Regulations as previously mandated by Circulars 14 of 2019 and 18 of 2021, which necessitated communication with the DPSA are now withdrawn.

- 1.45 Departments must manage perpetual contract renewal(s) and the potential risk of creating legitimate expectations in terms of Section 186(1)(b) of the Labour Relations Act, 1995 for continued employment.

PART C

PILLAR 2

INDUCTION AND ONBOARDING

Induction And Onboarding

- 1.46 The pre-entry courses determined by the MPSA shall be mandatory for potential public servants to participate before assuming duty.
- 1.47 Ethics and code of conduct programmes shall be established to broaden the knowledge and advocacy for best practices and values of public service.
- 1.48 HODs must ensure that new employees undergo departmental induction within the first six months of appointment.
- 1.49 All current employees shall attend a compulsory re-orientation programme once every five years.
- 1.50 The details of the Induction and Onboarding Pillar can be found under the relevant Regulations, Directives and Determinations, which remain applicable.

PART D

PILLAR 3

PLANNING AND PERFORMANCE MANAGEMENT

Integrated Planning and Performance Management

- 1.51 Departments shall utilise the reporting tools that the DPSA and DPME may issue to integrate the reporting on Annual Performance Plans (APP), including Personal Development Plans (PDP), Human Resource Plans (HRP) and Human Resource Development (HRD) Plans.
- 1.52 Departments shall ensure that performance contracting and assessment promotes greater alignment across the public sector and optimise the nexus between planning, productivity and performance management through direct linkages with institutional planning and performance management systems.
- 1.53 The details of the PMDS can be found under the relevant Regulations, Directives and Determinations, which remain applicable.

PART E

PILLAR 4

CONTINUING LEARNING AND PROFESSIONAL DEVELOPMENT

Database of Public Servants' Qualifications

- 1.54 Departments shall maintain a database of all NOF 9 and NOF 10 dissertations and theses successfully completed by public servants whose studies were funded by the Department to create a knowledge database.
- 1.55 HRD reports shall indicate how departments spend the 1% of the wage bill allocated for training on transforming the public service into a continuous learning and development environment.
- 1.56 Departments that fail to spend the 1 % training budget shall provide reasons in the report and proposals to address the under-expenditure.
- 1.57 All skills development initiatives within the Department shall align with the HRP, HRD plan, PDPs, and the identified scarce skills for their sector.
- 1.58 Every five years, as part of the revision to the Structures and Service Delivery Models of Departments, each Department shall conduct a skills audit using the Public Service Skills Audit Methodology Framework (PS-SAMF) or any other tool that the DPSA may issue.
- 1.59 The report shall be deposited with the DPSA and shall be the basis for identifying competencies, skill gaps, and future skill demands and needs within the public service.

1.60 The details under learning and professional development can be found under the relevant Regulations, Directives and Determinations, which remain applicable.

PART F: APPROVAL

A handwritten signature in black ink, consisting of a stylized initial 'H' followed by several cursive letters, enclosed within a black rectangular box.

16/02/24