

CHAPTER 2

CHAPTER 2

RECRUITMENT AND SELECTION

1. INTRODUCTION

- 1.1 The purpose of this chapter is to encourage good practice in the recruitment and selection of members of the SMS, thereby assisting departments in appointing high quality candidates. This chapter is advisory in nature and must be read in conjunction with “A toolkit on recruitment and selection” issued by the Public Service Commission.
- 1.2 Compulsory elements of the recruitment and selection process are set out in the Act, the PSR and other laws of general application. Where necessary cross-references will be made to these statutory provisions.
- 1.3 A diagram reflecting the recruitment and selection cycle, is attached as Annexure A of this chapter.

2. MANDATORY AND REGULATORY FRAMEWORK

- 2.1 The legal framework for recruitment and selection is provided by the Constitution of the Republic of South Africa, 1996, the Labour Relations Act, 1995, the Employment Equity Act, 1998 and the Public Service Act, read in conjunction with the PSR.
- 2.2 In a nutshell the Constitution (Chapter 10) requires that good human resource practices be cultivated 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.
- 2.3 The Act takes these principles one step further by requiring in section 11 that “all the persons who qualify for the appointment, transfer or promotion shall be considered”. Furthermore the evaluation of persons shall be based on “training, skills, competence, knowledge and the need to redress the imbalances of the past...”, i.e. objective criteria.
- 2.4 The PSR includes a number of key principles on which recruitment and selection must be based. Some of these have general application while others focus on the SMS in particular. These include the principles of open competition and fair selection processes.
- 2.5 The Employment Equity Act stipulates that all designated employers shall submit employment equity plans, which shall include targets for employment of people from the designated groups. The Labour Relations Act outlaws discrimination in the work place and sets out measures for the protection and promotion of people who were previously disadvantaged.

3. ESTABLISHING THE NEED FOR RECRUITMENT

- 3.1 It must be determined if a “real” need exists for the position to be filled before a process of recruitment is initiated. Consideration should first be given to the deployment or absorption of existing members. Should it be impossible to fill the vacancy through such a process, the recruitment process can be initiated.
- 3.2 The PSR states clearly that human resource planning should precede any recruitment action. This includes forecasting the department’s needs with respect to members. The job must be evaluated, unless it has not been evaluated before.
- 3.3 It is also necessary to ensure that the position is budgeted for.

4. JOB PROFILE

- 4.1 The job must be properly analysed before advertising it to ensure that recruitment attempts are non-discriminatory and that they take place in accordance with the inherent requirements of the job. In other words there must be a clear understanding of the nature of the post to be filled.
- 4.2 The job profile describes the job in terms of the task requirements of the position and the requirements of the person filling the position. Development of the job profile will be informed by the results of job evaluation and job analysis.
- 4.3 Typically the job profile will include:
 - (1) A description of the role in terms of the task requirements and the responsibilities
 - (2) The competencies the person will need to demonstrate in the successful performance of the job
 - (3) Educational requirements
 - (4) Level of expertise required
 - (5) Reporting relationships
 - (6) Salary level
- 4.4 The job analysis will determine which competencies are the most important for the particular job. It will also identify the proficiency level which the person will need to demonstrate in relation to the identified competencies.

5. RECRUITMENT AGENCIES

- 5.1 An important consideration is whether to utilise recruitment agencies in recruiting staff. If a recruitment agency is used, consider the extent to which such use will contribute to the validity and efficiency of the whole process. Depending on the extent to which such an agency is involved, the cost to be incurred might also be an important consideration.

- 5.2 Because of financial constraints, it is advisable to utilise recruitment agencies only for the most senior posts. Should a department decide to utilise an agency it should ensure that the principles discussed in this chapter are adhered to. Also bear in mind that the normal tender procedures apply when utilising the services of these agencies.

6. RECRUITMENT

6.1 Introduction

- (1) Recruitment is an activity that generally takes place in response to an existing post becoming vacant or a new post being created.

Recruitment is -

- (a) one of the most important ways in which the Public Service meets its human resource capacity requirements;
- (b) the primary instrument for achieving employment equity by opening up the Public Service to all sections of society; and
- (c) an important tool to be utilised by departments in order to ensure that the skills needed to meet their operational needs, are acquired.
- (d) An important tool on which other Human Resource processes is based.

6.2 Formulating recruitment policy

- (1) The recruitment policy should -
- (a) set targets for achieving specified employment equity objectives, race, gender and disability balance, as well as obtain the skills necessary to meet the department's operational needs;
 - (b) spell out the objectives of the recruitment process;
 - (c) enable departments to attract those applicants who have the training, skills, competence and knowledge relevant to the requirements of the post; and
 - (d) include a clear specification of all the human resource needs of the department and be free from any bias and any form of discrimination.

6.3 Principles governing a recruitment programme

- (1) The HoD, who is responsible for the administration and management of his/her department, is also responsible for the recruitment programmes of the department. There are, however, basic principles which have to be adhered to in developing and formulating such a programme. These are the following:
- (a) Recruitment should be targeted for maximum accessibility. It should be aimed at reaching, as far as practically and financially possible, the broadest possible

pool of available human resources within a specific target group.

- (b) The image of the Public Service in general and the department in particular must be promoted in order to foster applicants' interest in the Public Service as an employer.
- (c) All recruitment actions should be undertaken with a view to seek from the relevant target group, the ideal applicant with the necessary training, skills, competence, potential and knowledge relevant to the requirements of the post concerned.
- (d) Recruitment strategies must be underpinned by the principle of employment equity.
- (e) Recruitment strategies must ensure the acquisition and retention of human resources with appropriate competencies.

6.4 Methods of recruitment

- (1) A variety of methods can be utilised, depending on the need and situation of a particular department. The method of recruitment used, should be in line with the department's/administration's recruitment strategy and must not discriminate against prospective candidates. In accordance with the PSR any vacant post of senior manager (level 13 or higher) shall be advertised nation-wide. Advertising will be discussed in section 7. Although not conclusive, the following recruitment methods can also be utilised in conjunction with advertising:

- (a) Posting

- This method could be used to reach communities, which cannot normally be reached through the more conventional recruitment methods.
- A department could liaise at local level with both official and private entities for the display of posters at places that are accessible, known to and frequented by the community.
- Posters should be compiled in the languages used in the relevant community.

- (b) Radio advertising

- This is another form of recruitment, which can typically be utilised to reach rural communities.
- If used in conjunction with posting, it can serve the purpose of announcing the places where advertisements are posted.

- (c) Study aid

- For purposes of recruitment, study aid is normally granted in those fields where difficulty is experienced to recruit suitably qualified candidates.

- Such candidates enter into a written agreement with the relevant department/administration for employment upon successfully concluding their studies.
- Study aid schemes must be advertised as widely as possible in order to give all potential candidates a reasonable opportunity to submit their applications for the bursaries.
- The screening system used for the selection of candidates must be fair and justifiable.

(d) Skills search (head-hunting)

- This individually based method of recruitment can be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as candidates from historically disadvantaged groups.
- This method should be used only in conjunction with the normal advertising of vacancies, i.e. an earmarked candidate should be requested to apply for the advertised position, whereafter the normal processes will apply.
- In cases where no suitable candidate could be recommended after the final interview, further head-hunting can be undertaken. Such an earmarked candidate must be assessed by the same interview committee and against the same criteria used during the other interviews.

(e) Referrals

- Employees/members can be asked to communicate information about vacancies to acquaintances.
- This method should, as in the case of head-hunting, only be applied in conjunction with advertising.

(f) Recruitment agencies

- Recruitment agencies may be used to act as intermediaries between the employer and prospective members.
- An EA may utilise an appropriate agency to identify candidates for posts, as long as the advertising and selection procedures comply with public service selection principles.

7. ADVERTISING OF POSTS

7.1 General

- (1) The advertising of vacant posts underpins human resource provisioning in the SMS. As already mentioned, departments must ensure that vacant posts are advertised to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons who are historically disadvantaged. When a department wants to advertise a vacancy, it is important to thoroughly consider the medium to be used. Any vacant post of a senior manager must be advertised nation-wide. The following options can also be utilised in collaboration with the nation-wide advertisement:
 - (a) Advertising within a defined area.
 - (b) Advertising of posts internally within the whole Public Service by means of the Public Service Vacancy Circular issued by the DPSA. The MPSA may issue directives regarding the manner in which vacancies must be advertised within the Public Service.
 - (c) Advertising of posts internally within the Public Service as a whole and/or in selected departments/provincial administrations and sectors by means of their own circulars, if they possess the means to undertake the advertising themselves.
 - (d) Advertising of posts by means of posting.
- (2) Despite the above-mentioned, a department may fill a vacant post without advertising the post if the -
 - (a) department can fill the post from the ranks of supernumerary members of equal grading;
 - (b) department can absorb into the post an employee/member who was appointed under an affirmative action programme, if he or she meets the requirements of the post;
 - (c) department plans to fill the post as part of a programme of laterally rotating or transferring members to enhance organisational effectiveness and skills;
 - (d) post is filled in terms of section 3B of the Act (deployment of HoDs); and
 - (e) post is upgraded and the incumbent employee/member complies with the stipulations in regulation V C.6 of chapter 1 of the PSR.

7.2 Guidelines for the compilation of advertisements

- (1) An advertisement should not favour or prejudice any prospective candidate who has the necessary training, skills, competence and/or knowledge. Advertisements should therefore be supportive of and in compliance with the *Constitution, the Labour*

Relations Act, the *Act* and the PSR. Qualifications should not be defined primarily or solely in terms of educational attainment, but should include skills, relevant experience and other criteria. Where educational requirements are considered to be essential, these must be set at the minimum level.

- (2) An advertisement should be fully compatible with the valid post and job specifications and should specify the inherent competencies of the job, the job title and core functions. Do not put into an advertisement any requirements and/or skills that are not directly related to the applicant's ability to perform that specific job.
- (3) The methods of advertising must attract the widest possible number of people within the target groups in the most cost-effective manner.
- (4) Departments should consider using the relevant job title or domestic rank in advertisements in order to attract applicants with the ability to perform that specific job.
- (5) Advertising should encourage competition between internal and external applicants to promote labour mobility and cross-fertilisation of energy and experience.
- (6) Advertisements must in no way discriminate either directly (race, gender, etc) or indirectly (inordinate qualifications/experience requirements) against any potential candidate, or discourage him/her from presenting his/her candidature.
- (7) The requirements for additional health and security checks must be clearly stated in the advertisements.
- (8) Job requirements should not be formulated so as to unfairly exclude candidates who may possess the necessary ability or potential.
- (9) Where the advertising of a post within and outside the Public Service is undertaken simultaneously, care must be taken that the contents of both advertisements in respect of the post description and skills stated therein, are the same. It must also be ensured that the date of placement and the closing date for applications are approximately the same for inside and outside advertisements.
- (10) Closing dates of applications for advertisements outside the Public Service should preferably not be less than four weeks after the date of placement so as to allow applicants from remote areas a fair opportunity to apply.
- (11) With regards to the language(s) to be used in advertisements, the essential principle is that the language(s) used must not have the effect of excluding potential candidates who would be capable of

performing the duties of the relevant post. The language and style of the advertisement must be clear and simple in order to enhance employment equity.

7.3 Contents of advertisement

- (1) An advertisement for a post should specify the following:
 - (a) Job title.
 - (b) Place to be stationed.
 - (c) Core functions to be performed by the incumbent
 - (d) All-inclusive package payable.
 - (e) Contact person to whom enquiries can be addressed.
 - (f) Closing date.
 - (g) If the appointment is for a specific term, this should be clearly stated (e.g. in the case of a HoD).
 - (h) That the successful candidate will be required to enter into an employment contract and a performance agreement.
 - (i) That all shortlisted candidates will be subject to security vetting
 - (j) The candidate will have to disclose her/his financial interests
- (2) An example of an advertisement appears at Annexure B of this chapter.

7.4 Methods of application

- (1) The employer's aim is to get as close a match as possible between the specified competencies and the ideal candidate. In order to identify a suitable candidate, sufficient information is needed to be able to make a judgement. It is thus important to obtain the information by way of a well-constructed application form and *Curriculum Vitae*.
- (2) A standard application form holds certain advantages. All applicants are required to provide the same information, making comparisons much easier. Applicants also have to respond to the employer's questions rather than setting their own agenda.

Note should be taken that form Z83 (application form) has been redesigned (available on government website), while form Z27 (health questionnaire) is no longer in use. Departments are encouraged to replace their old stock of the Z83 forms as soon as possible.

8. SELECTION

8.1 Introduction

- (1) The selection process commences after the closing date of the advertisement and is concluded when a recommendation is made regarding the most suitable applicant.
- (2) Selection should be undertaken in a justifiable, equitable and fair manner in compliance with the provisions of sections 10, 11 and 12 of the *Act* and the PSR.

8.2 Selection principles

(1) Merit

- (a) Selection on merit is fundamental to ensure that the Public Service recruits and promotes people of the highest calibre. It ensures that the person selected is the best applicant best suited on the basis of:
 - Skills
 - Experience
 - Abilities
 - Personal attributes
 - Competencies
 - The need to achieve a representative and diverse workforce

(2) Job related selection criteria

- (a) The criteria should relate only to the inherent requirements of the job, taking account of:
 - Competencies acquired through past experience
 - Training received
 - Learning potential
- (b) Educational qualifications should not be the sole determinant of suitability.

(3) Fairness

- (a) The process should not discriminate against any applicant on the grounds of:

<ul style="list-style-type: none"> • Race • Colour • Belief • Sexual orientation • Disability • Age • Any other arbitrary criteria 	<ul style="list-style-type: none"> • Culture • Marital status • Gender • Pregnancy • Domestic circumstances • Religion
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(4) Equity

- (a) All candidates should be measured against the same objective criteria with due regard to the need for diversity and representativeness.
- (b) Criteria should be in writing and be available to the selection committee prior to the selection process.
- (c) All applicants for a particular post must be assessed by the same selection panel.
- (d) All applicants should be assessed against the same selection criteria.

(5) Transparency

To be able to demonstrate that the process was fair and transparent, easily accessible written records of the following should be kept:

- criteria used in selecting interviewees;
- criteria used in selecting the most suitable candidate; and
- evaluation of individual candidates

8.3 Screening

- (1) After the closing date, the application documents should be screened to determine whether applicants comply with the basic criteria laid down in the advertisement. When in doubt, additional information should be requested. The thoroughness with which this phase is conducted determines the success of the selection activities to follow. During this phase candidates who do not comply with the minimum advertised requirements may be eliminated with noting of reasons, resulting in a preliminary selection pool.
- (2) During this phase legends may be used to denote the advertised criteria such as:

A = Lack of specific knowledge, competencies or high level skills;
 B = Lack of identified managerial skills;
 C = Lack of proven high level communication skills; and
 D = Non-compliance with regard to educational qualifications.

8.4 Preliminary selection pool and shortlisting

- (1) The next step entails the shortlisting of candidates using the preliminary selection pool.
- (2) The shortlist of candidates who are to be put through a further selection process, is then compiled. A rating scale may be used to identify the most suitable candidates based on the advertised criteria.

- (3) Elimination of candidates must be done in a justifiable manner and be documented so that the reasons for elimination are available when the filling of the post is finally considered. This can be done by careful consideration of the information provided by the applicant, in order to ascertain whether the candidate meets the job requirements.
- (4) Shortlisting must only be concluded on the basis of information provided in the application form and in the *curriculum vitae*. Any information from other sources should be discounted as it may unfairly benefit or disadvantage an applicant in relation to the others.

8.5 Selection Committee

- (1) The role of a selection committee is to -
 - (a) establish the suitability of a candidate who complies with the job requirements;
 - (b) determine the relative suitability of the various candidates as objectively as possible;
 - (c) render justifiable and valid advice to the final decision maker; and
 - (d) formulate and record the reasons for specific recommendations.
- (2) A selection committee should include persons who are well versed with the job content as well as persons who are competent in applying selection techniques. Members of selection committees should be known for their impartiality and objectivity.
- (3) A selection committee may include a person of stature from outside the Public Service if this will add value to the selection process.
- (4) The interviewing of candidates and deliberations of selection committees as well as their recommendations and documentation are confidential and should not be divulged other than in the execution of official duties or to authorised persons.
- (5) An EA (or his/her delegate) shall appoint a selection committee to make recommendations on appointments. A selection committee shall consist of at least three members who are managers of a grading equal to or higher than the grading of the post to be filled or suitable persons from outside the Public Service. However -
 - (a) the chairperson of a selection committee should be a manager of a grading higher than the post to be filled; and
 - (b) in the event that the manager of the component within which the vacant post is located, is graded lower than the

vacant post, such a manager may be a member of the selection committee.

- (6) Notwithstanding the above a selection committee constituted for the appointment of an HoD shall include, in the case of -
 - (a) a head of a national department, at least three Ministers; and
 - (b) a head of a provincial administration or provincial department, at least three members of the Executive Council of the relevant province.
- (7) In accordance with a Cabinet decision a selection committee for the appointment of a Deputy Director-General in a national department must include a member of the Executive (Minister or Deputy Minister).
- (8) A selection committee shall, where possible, include adequate representation of historically designated groups.
- (9) Employees/managers of a grading which is lower than the grading of the post to be filled may provide secretarial or advisory services during the selection process, but shall not form part of the selection committee.

8.6 Interviewing

- (1) The next stage in the selection process is the interview. During the interview, the selection committee is granted an opportunity to probe into the applicant's background, experience and interests. This is a step where face to face communication takes place, and where impressions are formed of the personality, values and attitudes of the applicant.
- (2) Interviews should directly assess the competencies possessed by the applicant. The interview can take one of three forms:
 - (a) A structured interview: The selection committee utilises a predetermined questionnaire to obtain certain information. The questions can be asked in a specific order.
 - (b) A semi-structured interview: The most important guiding questions are determined in advance. This provides flexibility to add questions depending on the situation and to probe deeper depending on the answers provided.
 - (c) An unstructured interview: In this case, the members of the selection committee are free to generate questions during the course of the interview. This type of interview is normally not suitable for selection purposes because of the danger of asking irrelevant questions or being inconsistent in interviewing different candidates.

- (3) Additional guidelines on interviews:
- (a) The interview must be conducted at a suitable venue that will ensure privacy.
 - (b) Plan the interview and formulate its objectives and the questions to be asked.
 - (c) Thoroughly study the relevant job descriptions before the interview.
 - (d) Study the information that appears on the candidate's application form and CV.
 - (e) Ensure that the interview is objective and unbiased.
 - (f) Put the applicant at ease.
 - (g) Encourage the applicant to participate by asking pertinent questions and listening attentively.

8.7 Recommendation on the most suitable candidate

- (1) After the last interview, the committee must reach consensus on the most suitable candidate for the post. The final decision must be supported by as wide a range of evidence as possible.
- (2) It must be remembered that the selection committee must make a recommendation on the suitability of a candidate after considering the following:
 - (a) Information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination.
 - (b) The training, skills, competence and knowledge necessary to meet the inherent requirements of the post.
 - (c) The need of the department for developing human resources.
 - (d) The representativeness of the component where the post is located.
 - (e) The department's affirmative action programme.
- (3) Before making its final recommendation the selection committee should ensure that the information provided by the nominated candidate has been verified. This typically includes information pertaining to her/his educational qualifications, citizenship and experience. The final decision-maker should be advised accordingly.
- (4) Depending on the nature of the position, it might also be necessary to subject the candidate to a security clearance.
- (5) A selection committee shall record the reasons for its decision/recommendation with reference to the criteria mentioned above. In the case of an HoD and a Deputy Director-General at national level, the appointment of the successful candidate should only be approved after consultation with the MPSA (who is responsible for obtaining Cabinet's concurrence).

Note: For more detailed guidance on the appointment of HoDs and members on the level of Deputy Director-General, please refer to Chapter 8 (Annexure B) on the employment of Heads of Departments.

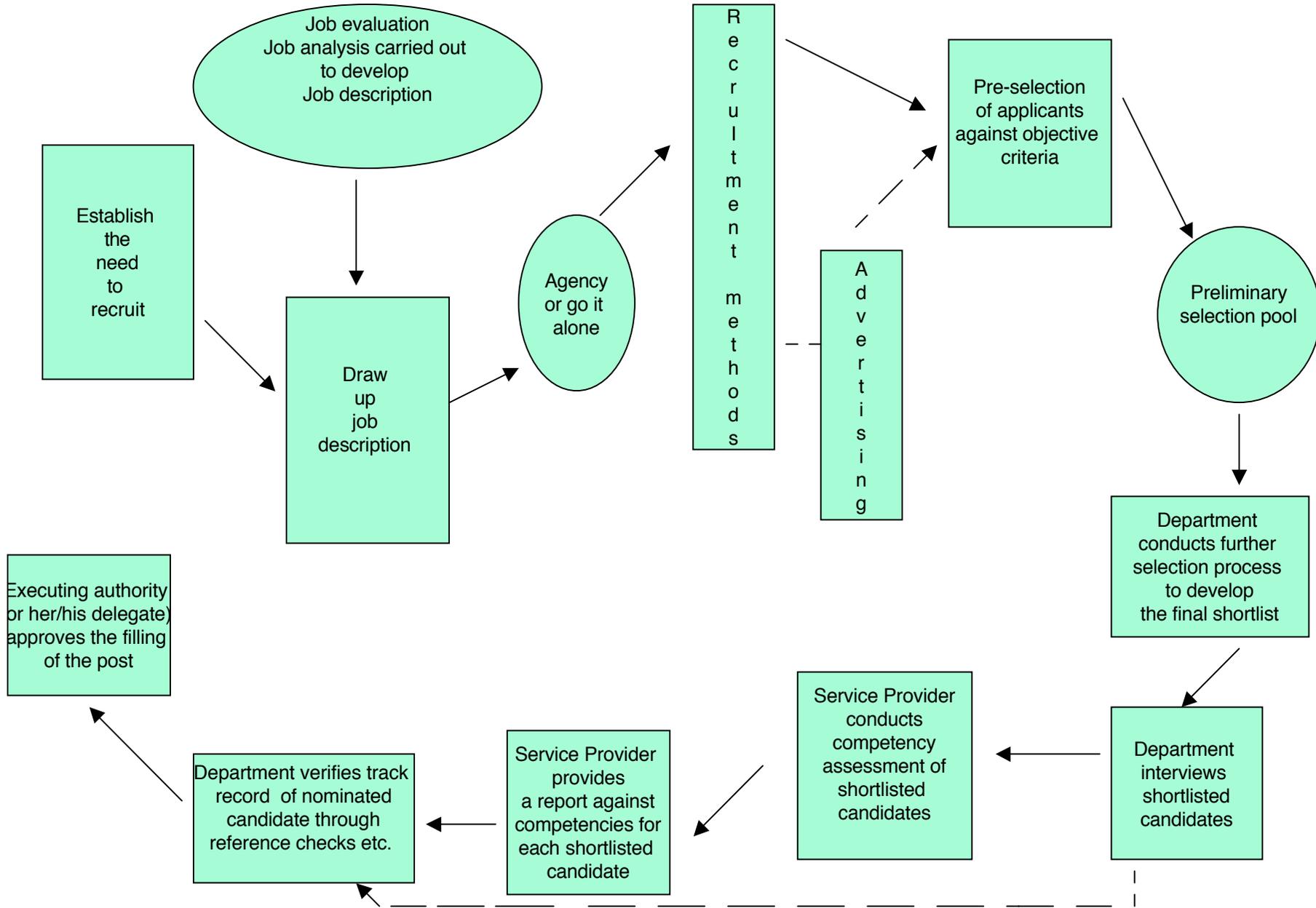
- (6) Where an EA does not accept a recommendation of a selection committee, he/she has to record the reasons for such decision in writing.

8.8 Employment contract and disclosure of financial interests

- (1) Please note that a member of the SMS can either be appointed on a permanent basis or on contract, depending on the nature of the post. In both cases the individual must enter into an employment contract. Such an employment contract must be based on one of the two contracts attached to the PSR.
- (2) Members of the SMS are also required to disclose their financial interests. The procedures that have to be followed and the form to be utilised, are prescribed in the PSR.

Note: Vetting – Before a SMS member is appointed, her/his track record and educational qualification should be checked. The checks are done to confirm the correctness of the claims of the candidate in her/his application form and CV. Also refer to chapter 8 on the employment of HoDs for the current procedure to be followed with regard to security vetting when identifying possible appointment to a vacant post of Deputy Director-General or equivalent and Director-General/ Head of Department.

RECRUITMENT AND SELECTION CYCLE



DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

MANAGER: CORPORATE SERVICES (PRETORIA)

(_____ year contract appointment)

Remuneration package: R _____ (Package can be structured according to the individual's personal needs.)

Applications are invited from persons in possession of an appropriate tertiary qualification, extensive knowledge of labour relations and extensive managerial experience.

This is a senior managerial position within the Department and would suit someone with strong communication and leadership skills, and with an ability to improve work processes.

The person appointed to this position will be responsible for:

- Ensuring the smooth running of the **internal administration** of the Department.
- Managing the **finance** section with a budget of approximately R54 m
- Managing the **personnel** section and all aspects of human resource management.
- Ensuring the proper functioning and development of **IT systems**
- Managing the **provisioning** section.

The person appointed to this position will be subjected to security clearance. Appointment will be subject to the signing of a performance agreement and an employment contract.

Applications should be submitted on form Z83 (available from any state department) together with a concise CV by not later than _____. Applicants may be subjected to a competency assessment test.

Submit applications to: The Head of Department: Public Service and Administration, P/Bag X 916, Pretoria, 0001. Contact tel: 012-314 7392; e-mail: antons@dpsa.gov.za

Enquiries: Ms _____

Closing date: _____ -

ANNEXURE B

COMPETENCY BASED JOB ADVERTISEMENT

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

MANAGER: COMPETENCY ASSESSMENTS

The Manager: Competency Assessments will play a key role in the co-ordination of competency assessments via a panel of approved service providers for senior managerial positions throughout the Public Service. This is a managerial position stationed in Pretoria.

Applications are invited from Registered Psychologists in possession of a Masters degree in Psychology. Experience in the field of competency based recruitment, interviewing and assessment is essential.

The person appointed to the position will be responsible for:

- Policy formulation and thought leadership regarding competency based recruitment, selection and assessment within the Public Service.
- Marketing a competency based approach to assessment within the Public Service for the purpose of selection and career development.
- Setting up a national database of assessment service providers who will conduct senior managerial assessments for the various national and provincial departments throughout South Africa.
- Providing a link between departments and service providers and ensuring quality control and monitoring assessments on a national level.
- Conducting statistical analysis.

The following competencies will be an advantage:

- Policy formulation and implementation
- Change management
- Knowledge management
- Problem solving and analysis
- People management and empowerment
- Client orientation and customer focus
- Communication

- Remuneration package: R_____ . (Package can be structured according to the individual's needs.)
- Applications should be submitted on form Z83 (available at any state department) together with a concise CV. Applicants may be required to undergo an assessment, a security and/or credit check.
- Previously disadvantaged individuals will receive preference in terms of employment equity.

Submit applications to: The head of department: DPSA, P/Bag X916, Pretoria, 0001.

Enquiries: Anton Swanepoel (012) 413 7392, e-mail: antons@dpsa.gov.za

Dipsy Mereotlhe (012) 314 7351, e-mail: dipsym@dpsa.gov.za;

Closing date:_____.