

the denc

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REPUBLIC OF SOUTH AFRICA

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# DEPARTMENT OF ENVIRONMENT AND NATURE CONSERVATION

## POLICY ON RECRUITMENT AND SELECTION

### CORPORATE SERVICES

09 October 2011

FINAL VERSION

*A PROSPEROUS AND EQUITABLE SOCIETY LIVING IN HARMONY WITH OUR NATURAL RESOURCES*



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Department:  
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REPUBLIC OF SOUTH AFRICA

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## POLICY ON RECRUITMENT AND SELECTION

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~~VERSION 2~~

Rhac Johnson

A PROSPEROUS AND EQUITABLE SOCIETY LIVING IN HARMONY WITH OUR NATURAL RESOURCES

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## Table of Contents

DEPARTMENT OF ENVIRONMENT AND NATURE CONSERVATION .....	1
<b>1. CONCEPTUAL BACKGROUND .....</b>	<b>3</b>
1.1 PREAMBLE .....	3
1.2 LEGISLATIVE REQUIREMENTS .....	3
<b>2. POLICY STATEMENT AND APPLICATION SCOPE .....</b>	<b>4</b>
2.1 PRINCIPLES .....	4
2.2 POLICY PROVISIONS .....	4
A) ADVERTISING .....	4
B) SELECTION PROCESS .....	6
C. APPOINTMENT .....	9
2.2 APPLICATION SCOPE .....	12
<b>3. POLICY FRAMEWORK .....</b>	<b>13</b>
3.1 IDENTIFICATION AND CONSULTATION OF STAKEHOLDERS .....	13
3.2 TIMEFRAMES .....	13
3.3 IMPLEMENTATION STRATEGY .....	13
The implementation date for this policy is .....	13
3.4 FINANCIAL IMPLICATIONS .....	13
3.5 COMMUNICATION .....	13
3.6 COMPLIANCE, MONITORING AND EVALUATION (M&E) .....	14
3.7 POLICY REVIEW .....	14
3.8 INTERIM MEASURES .....	14
<b>4. ADOPTION OF POLICY .....</b>	<b>15</b>



## **1. CONCEPTUAL BACKGROUND**

### **DEPARTMENTAL POLICY GUIDELINE: POLICY ON RECRUITMENT AND SELECTION**

In terms of the Public Service Co-ordinating Bargaining Council Resolution 3 of 1999 and the Public Service Regulations 2001, as amended, departments were given the mandate to develop policies and programmes which would enhance their managerial actions especially in respect of their human resource matters. The effect of the aforementioned is that departments are capacitated to develop their own policies and guidelines which will suit their needs, and with this added advantage those departments have greater autonomy in the day-to-day management of their human resource matters.

It can also be mentioned that in 1999, the then Director General for the province indicated that it was necessary to develop universal policies for the province, especially in those areas which are considered transversal. Although the then Director General had the intention to develop provincial policies for transversal issues, such intentions never materialized. For this reason, departments are still dependent on themselves to develop even those transversal policies until such time that provincial policies are developed.

#### **1.1 PREAMBLE**

- The purpose of this policy is to provide guidelines to the Department Tourism, Environment and Conservation on a fair, consistent, transparent and efficient way of attracting, selecting and appointing necessary talent to enhance performance and effective service delivery.
- Recruitment is the prime instrument for obtaining the skills necessary to meet the Department's strategic and operational needs and for achieving employment equity goals by opening up the Public Service to all sections of society.

#### **1.2 LEGISLATIVE REQUIREMENTS**

This Policy has been formulated using all relevant labour legislation but the following have specific relevance:

- **Labour Relations Act [No.66 of 1995]**
- **Employment Equity Act [No.55 of 1998]**
- **Public Service Regulations [No. of 1999]**
- **Public Service Act [No. 103 of 1994]**
- **Basic Conditions of Employment Act [No. 75 of 1997].**



## 2. POLICY STATEMENT AND APPLICATION SCOPE

### 2.1 PRINCIPLES

The stability of the organisation largely depends on its human resources. It is therefore crucial to appoint the most suitable personnel.

All vacancies shall be open to all applicants irrespective of race, gender, religion and political opinion, ethnic or social origin, sexual orientation, age, disability, culture, language, marital status and no applicant shall be prevented from taking up employment in the department on any arbitrary ground. The only exceptions are covered in Chapter VII, C.2.5 of the Public Service Regulation.

Employment practices shall ensure employment equity, fairness, efficiency and the achievement of a representative Public Service in general and the Department in particular.

This policy should be linked to succession planning and as such, internal recruitment shall take precedence over external recruitment, except if specific qualities are required in line with the transformation of the Department.

Selection criteria shall be objective, related to the inherent requirements of the job, and consistently applied.

Appointments will be done in accordance with the National guidelines (referring to Employment Equity plan of the Department) aimed at a more representative Department. The Employment Equity plan shall be used to give practical support to those who have been previously disadvantaged by unfair discrimination.

Foreigners will be appointed only if the South African market cannot provide such expertise. Priority will be given to South Africans citizens and thereafter to permanent South African residents.

### 2.2 POLICY PROVISIONS

#### A) ADVERTISING

##### 1. Internal Advertising

- (a) All vacant posts up to level 8 must be advertised within the department, as a minimum, using all reasonable avenues for such advertising to ensure maximum access.
- (b) The advertisement for a post should specify the inherent requirements of the job, job title and criteria to be used for selection.
- (c) Qualifications should not be defined primarily or solely in terms of formal qualifications but should, for example, include skills, prior learning and relevant experience. If formal qualifications are essential, these should be set in such a way that there is a balance between the need for competence and the goal of accessibility. However, qualifications which are prescribed should be stated in the



advertisement, e.g. in the case of engineers, or those other professions requiring registration.

- d) The advertisement shall make it clear that the Department is committed to employment equity, and that applications from designated groups will be encouraged.
- e) The language and style of the advertisement should be clear, simple and professional. It must present the Department of Tourism, Environment and Conservation as the "employer of choice" in order to attract the best skills available in any target group sought by the Department.
- f) The additional requirements for health or security clearances, where these are justified by the inherent nature of the work, should be clearly stated in the advertisement.

## **2. External Advertising**

- a. All vacancies on Level 8 and higher will be advertised externally and internally. Posts on senior management level (level 13 and above) will be advertised nationally both inside and outside the Public Service.
- b. An Executing Authority may determine which posts must be subjected to job evaluation before advertising of the relevant post. All newly defined posts and those from level 9 and above, must be subject to job evaluation.
- c. The Department of Tourism, Environment and Conservation may utilise recruitment agencies, which reflect diversity and have a wide network of potential candidates.
- d. The advertisement will be free of discriminatory phrases. The language and style of the advertisement should be clear and simple and be such as to attract candidates from all sections of the South African population, in particular those whom the Department wishes to attract in order to achieve employment equity.
- e. The advertisement shall specify the number of posts to be filled, competencies required for the post, the key performance areas as well as any other pertinent criteria (security clearance, registration requirements, etc).
- f. The advertisement shall make it clear that the Department is committed to the Employment Equity Plan and that application from designated groups will be encouraged.
- g. The advert will be placed in newspapers (i.e. Regional and National) that reach all target groups. The cost implications will be taken into account when selecting a newspaper.



- h. Skills search or head – hunting may be used to identify candidates for senior posts or where skills are scarce, after the labour market has been tested by advertisements. Once the candidates have been identified, the principles of selection on merit shall apply.
- i. the advertisement must indicate that if candidates have not received correspondence within 2 months after the closure of the advertisement they should assume they are unsuccessful.
- j. Qualifications should not be defined primarily or solely in terms of formal qualifications but should, for example, include skills, prior learning and relevant experience. If formal qualifications are essential, these should be set in such a way that there is a balance between the need for competence and the goal of accessibility. However, qualifications which are prescribed should be stated in the advertisement, e.g. in the case of engineers, or those professions requiring registration.

## **B) SELECTION PROCESS**

### **1. Time Frames**

- a. Applications received will be acknowledge within two weeks after the closing date.
- b. Short-listing will be done within 30 days after the closing date.
- c. Interview dates will be confirmed with the candidates at least a week before the interview.
- d. Successful candidates will be notified only after approval of appointment.
- e. Letters to unsuccessful interviewed applicants will be sent out within 5 working days after the successful candidate has accepted the offer.

### **2. Selection Panel**

- a. The Head of Department shall appoint a selection panel to make recommendations on appointment to all posts.
- b. The selection panel shall comprise of at least three members on a grading equivalent to or higher than the post to be filled, and/or persons from outside of the Public Service, and an official from HR as scribe and observer. The number of interviewers shall not exceed six.
- c. A selection panel constituted for the appointment of a head of the Department may include employees of grading equal to the post to be filled and the MEC or at least three members of the Executive Council of the Province.



- d. A selection panel shall where possible include adequate representation of designated groups.
- e. The selection panel shall make a recommendation on the suitability of a candidate after considering the following:
  - (i) Information based on valid methods, criteria and/or instruments for selection that are free from any bias or discrimination;
  - (ii) Training, skills, competence and knowledge based on the inherent requirements of the job;
  - (iii) The needs of the Department for developing human resources in the longer run;
  - (iv) The representivity or employment equity plan of the component containing the post;
- f. The selection panel shall approve the short listing.
- g. The Personnel Practitioner/Officer in the selection panel should immediately verify the foreign qualifications with the South African Qualifications Authority when short listed.

### 3. Interview

- a. The selection panel must acknowledge and adhere to the principle of equal employment opportunities and ensure that any person who rightfully qualifies will be in a position to present his/her candidature for appointment.
- b. The key points to keep in mind are that:
  - (i) Rigorous short-listing should be applied (i.e. only those assessed as having required competencies or potential for a position should be included);
  - (ii) Final short-lists should, in general, not exceed a maximum of 10 applicants;
  - (iii) The method of short-listing and final assessment is a matter for the selection panel to determine having regard to the option set out below:
    - i. Establish an interim short-list (using application evidence to identify potential "high calibre" applicants).
    - ii. Finalise short-list after contacting referees (when speaking with referees, seek verification of claims made by candidates in their



applications). The remaining applicants will be those regarded as being in close contention for selection.

- c. The interview atmosphere will be free from a patronising approach and intimidation e.g. sitting arrangements, size of the panel etc.
- d. No questions which contain traces of direct or indirect discrimination may be asked during the interview and the principles of the Labour Relations Act [No. 66 of 1995] and Human Rights Bill must be adhered to. Interview questions should be relevant to the requirements of the post.
- e. A race, gender and disability profile of all candidates who applied for the advertised post must be attached to the recommendations for the filling of the relevant post.
- f. Minutes of interviews and or score rating will be retained to justify decisions.

#### **4. Medical Examination**

Appointees may be requested to supply medical information in-line with legislative requirements, only if it is an inherent requirement of the post. Medical examinations will not, however, include pre-employment testing for HIV/AIDS unless it is legally justifiable.

#### **5. Reference Checks**

- a. Reference checks may be done before and or after the interview, depending on the information necessary for the job. The chairperson shall appoint a member from the panel to do reference checks. It is highly preferable that the selection panel makes direct contact with referees rather than rely on written reports presented by applicants.
- b. Key points obtained from referees must be documented and read back to them, for verification. Any adverse comments obtained from referees must be provided to the applicant for comment prior to the process being finalised.
- c. It is often not advisable to contact referees not specifically nominated by the applicant unless permission is sought from the applicant prior to the contact being made.

#### **6. Recommendations/Approval**

- a. All recommendations together with draft letters of appointment/ promotion/transfer will be submitted to the MEC for approval.
- b. Submissions will be prepared in a prescribed format designed by the Human Resources Management Unit.



- c. First and second choices may be identified and submitted as recommendations for approval. Only after the offer has been declined in writing by the first choice will the second choice be considered.
- d. All motivations for nominating the successful and unsuccessful candidates may be included in the minutes and submission.
- e. A personal file for new appointments must be opened within 30 days of appointment.

## **C. APPOINTMENT**

### **(1) An offer of employment will be made based on the following minimum requirements:**

- (a) The completion of an application form for employment and health questionnaire where it is an inherent requirement of the post (signed by the applicant)
- (b) The submission of detailed Curriculum Vitae, with references.

Proof of qualifications and experience (certified copies of certificates) must be provided by the new appointee assuming duty. In exceptional circumstances original copies may be required to verify the copies of the certificates that were provided with the application for the appointment. If the originals are not forwarded the relevant managers must be informed by the Human Resources Management Unit for corrective steps.

Details of the newly appointed official will be captured on the Persal system within five working days after assumption of duty.

No Appointments of persons under the age of 16 will be made.

- (c) A person will be appointed to a post as advertised.
- (d) Appointments will be done in line with the New Public Service Regulations as well as the Code of Remuneration except in cases where the MEC is requested to relax certain requirements or to approve certain requests e.g. buy – offers.
- (e) Contract of Employment

A contract of employment will be issued which stipulate the conditions and all the service benefits offered by the Department of Tourism, Environment and Conservation

## **2. Re-appointment of Former Employees**

- (a) Definition of Terms

- (i) Former employees are for the purpose of this policy all personnel who retired, resigned and whose services were terminated with pension benefits.
  - (ii) Re-appointment means any form of re-employment in a full-time or contract or casual basis.
- (b) General Conditions with Regard to the Re-employment of Former Employees
- The MEC or Delegated Authority may not re-appoint a former employee where:
- (i) the former employee left the public service earlier, on the condition that he/she would not accept or seek re-employment;
  - 1. the original grounds for termination of service mitigate against re-appointment; or
  - 2. the former employee left the public service due to ill health and cannot provide recent and conclusive evidence of recovery.
- (c) The re-appointment of former employees should occur with due consideration to the merit and efficiency principle. Re-appointments of former employees in the Department can only occur upon recommendation of the relevant MEC. In the request for re-appointment, the following aspects must be stipulated:
- (i) The recruitment procedures followed;
  - (ii) The selection criteria which were applied;
  - (iii) How the interest of the Department will be served by the re-appointment, especially when the original grounds for termination of services are weighed against it;
  - (iv) Whether the former employee is being re-appointed in the same department or post or the same comparable functions;
  - (v) Whether the need was present when the former employee's service was terminated; and
  - (vi) Reasons why further recruitment actions are not an option.
- (d) Former employees who had the opportunity of an extensive career within the Public Service should, as a rule, be required to stand back for young entrants to the labour market and other job seekers who also meet the prescribed appointment requirements.
- (e). The importance of transfer of skills should be taken into account when a decision to re-appoint is taken (especially if the former employee has skills, which render him/ her indispensable).



### 3. Appointment on contract/additional employment

- (a) The MEC may, within the relevant budget, employ persons additional to the approved establishment where: -
  - (i) the incumbent of a post is expected to be absent for such a period that her/his duties cannot be performed by other personnel; or
  - (ii) a temporary increase in work occurs; or
  - (iii) it is necessary for any other reason to temporarily increase the staff of the department.
- (b) The employment contract should stipulate the duration of employment, duties to be performed and the remuneration offered by the department.
- (c). The employment of such a person(s) can be done on the following basis's:

#### ***S3-Contract basis***

- (i) A person may be appointed on a S3 contract basis, <sup>1</sup> provided that an equal vacant funded position exists on the approved establishment of the Department.
- (ii) If the salary level of the position is lower than salary level 8, the position can be filled without advertising it; but:
  - i. candidates must firstly be selected from the departmental recruitment database or available application forms for advertised posts, depending on the vacancy, or
  - ii secondly, if no suitable candidate could be found, the relevant Director can, if he/she is aware of a person with the relevant skills and expertise, nominate such a person for the position provided that he/she is interviewed.
- (c) If the salary level of the position is higher than salary level 9, the position must be advertised provincially; and the normal recruitment process should be followed.

#### ***Day to day Contract basis***

A person can be appointed on a day to day contract basis, provided that:

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<sup>1</sup> S3-Contract worker means a person employed for a fixed term, including an educator appointed in a temporary capacity, but excluding a casual worker or an employee to whom a retirement age applies.



- (a) section 3 (i) (b) and (c) above, is followed;
- (b) the person on contract be remunerated on a daily basis and that an attendance register should be kept for this purposes; and
- (c) the employment contract should stipulate the remuneration rate per day.

## **2.2 APPLICATION SCOPE**

This policy will apply to all officials of the Department of Environment and Nature Conservation.

A handwritten signature in black ink, consisting of stylized, overlapping loops and strokes, located in the bottom right corner of the page.

### **3. POLICY FRAMEWORK**

#### **3.1 IDENTIFICATION AND CONSULTATION OF STAKEHOLDERS**

This policy document was distributed to staff members within the department and their feedback and inputs are included where changes were suggested and motivated. Information sessions were also held as part of the consultation process. The recognized Labour Unions are not excluded in the process as they do have shop stewards within the department, and them being part of the departmental staff, thus had the opportunity to participate in the process. Furthermore, it needs to be mentioned that the department cannot negotiate with the Unions (Organized Labour) as a separate entity on this policy. Especially, because there are matters of mutual interests that must be dealt with in the formal structures created for this purpose, such as the Provincial Bargaining Council.

#### **3.2 TIMEFRAMES**

In August 2007 a draft of this policy was reviewed by the departmental legal services and policy unit who submitted their comments on the policy. After incorporating those comments a second draft was sent to the policy and planning unit on the 14-18 February 2008 to align and re-check the policy. 02- 14 April 2008, the policy unit used the soft copies of this policy to align it with the provincial template. this policy was analysed by the policy development unit on the 09 March 2011.

#### **3.3 IMPLEMENTATION STRATEGY**

It is the responsibility of each Head of department to ensure that this policy is carefully followed within the department. All managers should make members of their employees aware of the obligation to familiarize themselves with and follow this policy.

An implementation plan will be drafted which will outline how and when this policy will be implemented. The plan will be drafted two months after the implementation date of this policy. In order to ensure adequate implementation of this policy the human resource unit will compile an infrastructure investment (in terms of human capital) and policy management plan. The plan will be updated on an annual basis and will contain details on future guidelines for this policy. The financial implications if any will be indicated on the plan in order to ensure that funds are available or availed.

The implementation date for this policy is 1 NOVEMBER 2011

#### **3.4 FINANCIAL IMPLICATIONS**

This policy will be funded by the Human Resource Unit.

#### **3.5 COMMUNICATION**

This policy should be communicated through the respective directorates. However, the most important unit to contact would be Human Resources.



### 3.6 COMPLIANCE, MONITORING AND EVALUATION (M&E)

The duration of the process for recruitment that is currently six (6) weeks from advertisement to filling of the post should will be extended to eight (8) weeks as a result of suitability checks, verification of qualifications and reference checks, as well as availability of panel members for short listing and interviews.

The dates for short listing and interviews will be set by HRA.

### DELEGATIONS

The authority to deal with recruitment and selection has been delegated to the MEC of the Department and the Head of Department in terms of Chapter IV of the Public Service Act, No. 103 of 1994.

### 3.7 POLICY REVIEW

This policy will be reviewed when the need arises or in case of the occurrence of extenuating circumstances (political mitigation, or pronouncement by legislation and/or regulations). The contact person for this policy will be required to submit all relevant information pertaining to this policy in conjunction with a signed memo with all amendments (addition or omission) during the third quarter annually.

***The exception***, the Policy development unit will be conducting all extenuating reviews throughout the year, therefore it is paramount that any new information received be submitted to this unit, in order to coordinate the review process of this policy.

### 3.8 INTERIM MEASURES

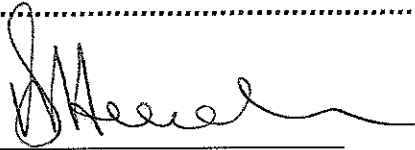
This is an interim policy document for this Department until such time that a provincial policy has been developed.



#### 4. ADOPTION OF POLICY

Approved / ~~Not Approved~~  
Comments:

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.....



**D VAN HEERDEN**  
HEAD OF DEPARTMENT

2011/009

**DATE**





