

# **DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT**



## **RECRUITMENT POLICY**

**2012**

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## **PURPOSE**

The purpose of this policy is to give directions and consistency in the implementation of the recruitment, selection and retention processes in the Department

## **LEGISLATION FRAMEWORK**

- Public Service Act
- Public Service Regulation
- Employment Equity Act
- Labour Relation Act
- Basic Conditions of employment Act

## **1. OBJECTIVES**

- 1.1 To achieve a workplace that is broadly representative of the South African people.
- 1.2 To utilize employment and personnel management practices that are based on ability, objectivity, fairness;
- 1.3 To redress the imbalances of the past.
- 1.4 To facilitate the outcomes of AA and employment equity.
- 1.5 To establish norms, measures and guidelines regarding recruitment in order to ensure an effective recruitment programme.

## **2. POLICY PRINCIPLES**

- 2.1 Fair and equitable recruitment practices to current and Prospective employees...
- 2.2 Transparent and fair recruitment for both internal and external applicants,
- 2.3 To ensure that relatives of an employee do not work-either directly or indirectly under the supervision of any relative (by blood or marriage)
- 2.4 That any offer for employment may be subjected to reference checks
- 2.5 That all recruitment methods should state equal opportunity.
- 2.6 That all positions in the department shall be clearly marked for Affirmative Action until the Employment Equity Plan is realized.

## **3. INTERNAL RECRUITMENT:**

- 3.1 All level 1-7 vacant posts shall be advertised internally to allow opportunity for personnel in the establishment to express interest before that advert is placed externally.

#### **4. EXTERNAL RECRUITMENT:**

- 4.1 Those positions that cannot find sufficiently qualified personnel in the establishment shall be circulated outside the establishment to recruit personnel from outside the structure.
- 4.2 Compliance issues such as Employment Equity and Affirmative Action

#### **5. Recruitment**

##### 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 toll to be utilized by departments in order to ensure that the skills needed to meet their operational needs, are required.
- (d) An important tool on which other Human Resource processes is based.

##### Principles governing recruitment 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.

#### **Methods of recruitment**

##### (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.

- The following methods of recruitment may be used:
- That late and incomplete application forms will not be considered;
- That applicants must indicate in their CVs whether they have a criminal record, were found guilty of misconduct or have pending criminal or misconduct charges; and
- That the applicants may be subjected to any of the following: a security clearance; a competency assessment; signing a performance contract on appointment; signing an employment contract on appointment.

#### Skill Searching (Head-hunting)

- Head-hunting can be used-
- To encourage suitable qualified, skilled and competent people to apply for a position when advertised; and
- If it proves difficult to recruit suitable-qualified candidates and/or candidates from historically disadvantaged groups, following the normal recruitment processes.
- This method should be used only in conjunction with the normal advertising of vacancies, i.e. an identified suitable candidate should be requested to apply for the advertised position, and there after the normal processes will apply.
- In cases where no suitable candidates were identified after the final interviews, further head-hunting may be undertaken. Such an identified candidate must, however, be assessed by the same selection committee and against the same criteria used during the interviews of the other candidates.

#### A skills database

A skills database may be maintained at departmental level to facilitate the identification of potential appointees. However, the application of this method would be akin to head-hunting.

### **6. Advertisements**

#### 1. Obtaining approval for the filling of posts

- Before creating a post for any newly defined job, or filling any vacancy, the CEO must-
- Confirm that the post is required to meet the Department of Agriculture's objectives;
- In the case of a newly defined post, the post will be evaluated in terms of the job evaluation system;
- In the case of a vacant post on DPSA grade 9 or higher, the post will be evaluated, unless the specific job has been evaluated previously and the findings have been approved by the HOD.
- Ensure that sufficient budgeted funds, including funds for the remaining period of the medium-term expenditure framework, are available for the filling of the post

- On resignation, retirements, dismissals and promotions the post will be advertised within 3 months time.

## 2. Drafting of Advertisements

The advertisement for a post shall be compiled by the Unit Manager; Recruitment based on the job profile and specifying the following:

- Job title
- Place to be stationed
- Core functions and requirements of the post
- All-inclusive package
- Contact person
- Closing date
- Term (if applicable)
- Reference to employment contract and performance agreement.

## 3. Placing of advertisements

The White Paper addresses a number of important principles with regard to the advertising of posts. In short, these are as follows:

- The advertisement should contain an accurate description of the duties and the criteria that will apply in selection.
- Qualifications required should include skills and relevant experience.
- The advertisement should make a clear that the Public Service is committed to employment equity.
- Advertising should be designed to reach the widest possible number of people in the most cost-effective manner.
- The effectiveness of advertising campaigns should be reviewed from time to time.
- Requirements for additional health and security clearances should be clearly stated in advertisements.
- Advertisements for targeted competition must provide reasons which are consistent with the purpose of the White Paper.

## 4. Placing an advertisement on record

A filling system is in place; all posts advertised will be recorded and kept on record.

### Advertising

Any vacant post of a senior manager must be advertised nation-wide and all the scarce skill posts. The following options can also be utilized in collaboration with nation-wide advertisement:

- Advertising within a defined area.
- Advertising internally by means of the Public Service Vacancy Circular.
- Advertising internally by means of departmental circulars.
- Advertising by means of posting
- All scarce skill posts will be advertised in the National Papers, irrespective of level.

- All other posts will be advertised in the Provincial Papers irrespective of level ranging from 3 – 12.

A vacant post may still be filled without having it advertised if the:

- department can fill the post from the ranks of supernumerary members of equal grading;
- 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;
- department plans to fill the post as part of a programme of laterally rotating or transferring members to enhance organizational effectiveness and skills;
- post is filled in terms of section 3B of the PSA (deployment of HODs); and

#### Processing of applications

- The following methods for processing will be used
- All applications will be filled at registry during the two week period while the advertisements are placed.
- All applicants will receive acknowledgement letters for post applied a long list will be compiled of all the applications received per post.
- Applications received two weeks after closing date will not be considered as well as incomplete application forms.

#### Screening of applications

The following procedure for screening of applications will be considered:-

- Determine whether applicant comply with basic criteria laid down in the advertisement.
- When in doubt, additional information should be requested.
- Applicants not complying may be eliminated with noting of reasons.
- That applicants must indicate in their CVs whether they have a criminal record, were found guilty of misconduct or have pending criminal or misconduct charges; and
- That the applicants may be subjected to any of the following: a security clearance; a competency assessment; signing a performance contract on appointment; signing an employment contract on appointment.

### **7. Selection Process**

- The Head of Department must appoint a selection committee to conduct the short listing and interview process.
- The Head of Department or his/her delegated official must approve the members of the Selection Committee.
- The Chairperson of the Selection Committee must be of a grading higher than the post to be filled, however in all instances the Chairperson must be an employee of the Department of Agriculture
- The Human Resources representative must assist on all Selection Committees, to provide administrative support, technical advice and to ensure that the principles

of Employment Equity and Labour Relations are adhered to HR Practitioner shall be part of the panel and occupy another seat as a scribe. (2 HR Officials per panel).

- The short list shall be made of only those assessed as having met the requirements or have potential for the position

## **8. Selection Committees**

- It shall consist of at least three to five members who should at least be of a grading equal to that of the post to be filled or suitable persons from outside the Public Service.
- A committee of five members excluding the scribe will constitute the panel.
- A manager graded lower than the post advertised in his/her component, may still be a member of the committee.
- Employees of a grading lower than that of the post to be filled may only provide a secretarial and advisory service to the committee.
- The Chairperson, who shall be an employee of the Department of Agriculture, shall be of a higher grading than that of the post to be filled.
- In respect of the appointment of a head of department, a certain composition is prescribed.
- A committee shall, where possible, include adequate representation of historically disadvantaged persons.
- A committee shall make a recommendation on the suitability of a candidate after having considered certain categories of information.
- A committee shall record reasons for its decisions.
- An executing authority shall record the reasons for not approving a recommendation of a selection committee in writing.

## **9. Short-listing**

Short-listing forms an important part of the overall selective process. It too entails the identification and application of a specific set of criteria, the drawing up of shortlists and obtaining approval for the outcome of the process. If not addressed explicitly, the door is once again left open for discrimination, corruption, nepotism and favoritism.



The following procedure will be used:

- A rating scale must be used to determine the most suitable candidate
- The elimination of candidates must be done in a justifiable manner and the reasons must be conducted.
- Short-listing may only be concluded on the basis of information provided in the application form and CV of a candidate.

## **10. Interview**

An interview shall serve as a measure against which candidates' performance shall be evaluated.

- a) The panel should ensure that all candidates are at ease and compete equally.
- b) The panel should ensure that interviews are objective and unbiased.
- c) No discriminatory questions should be asked and the principles of the Labour Relation Act, 1995 must be adhered to.
- d) Interview questions should be relevant to the requirements of the post.
- e) Questions should relate to job suitability and previous experience or to the requirements of the job if of a personal nature.
- f) Panel members will prepare score sheets, in accordance with departmental guidelines to assist in deciding the suitability of a candidate.
- g) Panel must decide whether candidates are subjected to either a structured, Semi-structured interview or an unstructured interview.
- h) The panel must evaluate candidates based on performance and not by comparing candidates upon one another.
- i) In the event where candidates cannot come through for an interview video conferencing interview may be conducted. Telephone interview is not permissible in any case.

## **11. Closing the interview:**

- a) The chairperson of the panel should inform the candidate about the time it takes to make a decision and an offer of employment.
- b) The chairperson must invite questions from the applicant if he/she has any.

c) Thank the candidate for showing interest and attending the interview.

- The selection committee shall do the interviewing of the applicants
- The Unit: Recruitment shall provide secretarial and advisory services to the selection committee and such a person may be on a lower grading than the grading of the post to be filled.
- Representatives from recognized trade unions will be allowed to attend interviews for the filling of all posts as observers to ensure transparency and fairness.
- Should one or all the union representatives not be able to attend after being invited, the selection process may proceed.
- No questions that contain direct or indirect discrimination may be asked during the interview and the principles of the Labour Relations Act, 1995 must be adhered too.
- Only questions relevant to the job may be used to determine suitability of the candidate.

## **12. Reference and background Checks**

- Reference and background checks shall be conducted by the Unit: Recruitment on recommended candidates
- Such reference checks shall be recorded and form part of the selection of a suitable candidates
- Where adverse remarks which may disadvantage the applicant are made during reference checking, the candidates shall be given a right of reply which shall be done by HR consultant and feedback given to the selection committee for decision making.
- Reference checks shall also include the following where applicable
- Criminal record check;
- National Intelligence Agency (NIA) reports and
- Qualification verification

## **13. Recommendation / approval**

- All recommendations together with draft letters of appointment/promotion/transfer will be submitted to the MEC for approval

## **14. Employment of Family Members**

- The Department recognizes that every individual has a right to a just administrative system

- However managers should avoid employment of spouses/life partners and employees children in the same office
- In light of the provision of this clause in the policy, job applicants are required to declare such relationships during the selection process.
- Where such an appointment cannot be avoided, a motivation indicating the type of relation and reasons why such an appointment should be accommodated shall be presented to the executing authority or his delegate for approval/disapproval.

## **15. Counter offer**

- The practice of counter offering is applied when a prospective candidate's remuneration package is more than the offer made by the department.
- The counter offer has to be calculated within the applicable salary range applicable to the advertised post and should be based on an all inclusive remuneration package provided funds are available
- The candidates should provide sufficient and acceptable proof of the remuneration package on which the counter offer will be based.
- Once the candidate accepts the offer in writing, no further negotiation on the remuneration package shall be entered into by the recruiting manager or Human Resources Consultant
- A confirmation of the offer will be done by the HR to eliminate corruption, fraud and by ensuring authenticity, and registration of company

## **16. Probation**

- The employment of new employees is subject to a twelve (12) months probation period.
- This must be reflected in the job offer.
- The probationary period may be reduced or excluded by the delegated official.
- Conditions under which this may take place, are-
- When an employee is on probation and is transferred or promoted to another post (a lesser period of service on probation may be recommended but the total probation period should not be less than 12 months); or
- Where an employee has already completed a contract employment period of two years or more in the post
- In an event of unsatisfactory work performance, the supervisor or manager must immediately implement the relevant incapacity processes.
- If the performance does not improve, the matter should be referred to Labour Relations for incapacity processes.
- Possible actions are the extension of the probation period or termination thereof
- Termination of probation can happen during the probation period as long as the formal dismissal procedures were followed
- When dismissal is considered, the employee must be afforded the opportunity to state her or his case

## **17. Acting in a higher post**

- Purpose and policy objectives
- To provide guidelines with regard to acting in a position higher than the position one holds on the establishment
- Policy Principles
- Employees shall only be appointed in an acting position if no other work arrangement can be made and for relatively short periods of time
- Such appointments shall be in writing, specifying the nature of the employees responsibilities and the terms thereof

### Roles responsibilities

- Up to salary level eight (8) the Chief Director will authorize acting appointment the recommendation of the relevant programme/line manager and the MEC as executive Authority will authorize all acting appointments from salary level nine (9) and above.

### Conditions for acting in a higher position

- An employee appointed to act shall sign a certificate to accept the responsibilities of the higher position
- An employee appointed in terms of the Public Service Act 1994 (as amended) shall be appointed to act in any post
- An employee shall not act in a higher position for a period exceeding twelve months
- Acting in a higher position shall not give a right to automatic appointment in that position.

## **18. Transfers**

- Any request for a transfer (inter departmental or internally between offices in the Department) must be submitted to the relevant Regional office where his or her request must be kept on record to considered when a vacancy arise (refer to recruitment policy with regard to steps to be taken before a post is advertised).
- The person must at least comply with the minimum appointment requirements
- Before a request for a transfer from one office to another within the Department is considered, the head of office should approve.
- Any transfer, whether initiated by the Department or at the request of the officer or employee, should be conducted through the official channels of communication
- Any final decision on or notice of transfer should be in writing
- In the case of a transfer from one department to another department a written date of release must be obtained before a transfer can be effected

Interdepartmental transfers between government departments)

- The employing department considers the request in its own right and decides whether the application is in the public interest
- In the event of a request for a transfer or an application for an advertised post implying a horizontal transfer

#### Transfer which entails promotion

- In the case of a request for a transfer (which entails a financial gain or a more favourable service dispensation)
- The employing department may not decline a request, and such requests must be approved by the relevant persons having the authority to do so

#### Transfers to post that must normally be advertised

- Filling of posts in the senior management service may only be effective after these posts have been advertised nationwide.
- Any other post in the department must be advertised in the Department as a minimum but may also be advertised elsewhere in the Department

#### Transfer of employees within a specific office

- When local circumstances, for example staff shortages, accommodation problems, etc. occurs which necessitates a deviation from the workflow, the head of office must divide the work in such a manner that the organization in his or her office functions smoothly
- Therefore the head of office may at his/her own discretion, in order to promote workflow, representivity , effective work procedures, etc. utilize personnel in which ever section necessary, provided that there are no salary implications

### **19. Secondments**

- Secondments between departments within the public service
- An executing authority may, with the written consent of the employee concerned, second the employee to another department in the public service for a particular service or for a period of time
- An officer's/employee's secondment to another department occurs with retention of his/her salary and conditions of service.
- The approval of the MEC for the secondment must be attached
- The following information must be provided in respect of each seconded person:
  - Name
  - Original company
  - Address of original company

- Purpose for which person is seconded
- Period of secondment
- The rate of remuneration

### **Fixed term and temporary (Casual) Employment Contract**

Employees appointed on contract either on fixed-term or temporary shall be subjected to the principles of recruitment and selection

Employment equity principles shall be strictly applied.

The terms of such a contract shall be individually negotiated within the parameters of the existing, collective agreements.

These employees shall be employed in terms of the PSA and PSR and shall be remunerated from the Personnel budget via Persal.

### **Roles and responsibilities**

The delegation to approve the appointment of employees on contract into vacant posts shall be taken up in the department delegations in accordance with the PSR

### **Conditions for Recruitment and Appointment**

#### **Fixed-term employment contracts**

Employees shall be employed on a fixed contract for work of limited duration.

If obtaining particular and urgently needed skills that are temporarily or more permanently not available from within the Department and the Public Service as a whole.

On projects and activities whose long-term mature is uncertain

To support the achievement of racial, gender and disability balance.

To support the regular rotation of employees in positions where the injection of fresh experience is essential; and

To support the achievement of racial, gender and disability balance.

To support that the intake of new candidates into these vacant positions, where the recruitment of fresh experienced candidates is essential e.g. through the processes of internships and learnerships.

These contracts shall normally be for periods of up to 1 year, and may not be longer than 2 years.

Remuneration shall be determined in accordance with Resolution No) of 1999 guiding the payment of contract employees.

Service benefits will be provided in accordance will collective agreements.

Internship students will not qualify for remuneration or benefits unless there is a need to appoint them on contract.

### **Temporary (hourly paid casual employment contracts)**

Temporary employees will be appointed for very short-term. Temporary employee's contracts will not exceed three (3) months. Hourly rates shall be paid to temporary employees in accordance with a specific collective agreement and the tariffs as set out in the Financial Manual of the Public Service Coordinating, Bargaining Council's Resolution of 1999.

A daily paid employee or casual shall not be entitled to any service benefits.

HRM shall be informed of any appointments that need to be made.

### **Reappointment of Former Employees**

The re-appointment of former employee should occur with due consideration to the merit and efficiency principle. Re-appointment of former employee in the department can only occur upon recommendation of the relevant MEC. In request for the re-appointment, the following aspects must be stipulated.

- The recruitment procedures followed.
- The selection criteria were applied.
- How the interest of the department will be served by the re-appointment, especially when the original grounds for termination of service are weight against it.

### **Roles and Responsibilities**

The MEC or delegated authority may not re-appoint a former employee where:

- The former employee left the public service earlier , on the condition that she would not accept or seek re-appointment
- The original grounds for termination of service mitigate against re-appointment.
- Delegation of the authority to approve the re-appointment of former employees is taken up in the departmental delegation in accordance with the PSR.
- Employment records of all candidates will be checked by the Sub-Directorate: Human Resource Management in accordance with the guidelines issued on the National Minimum Information Requirements to ensure that only eligible candidates are re-employed.

**Conditions for reappointment**

A former employee may not be re-appointed if:

The former employee accepted a Voluntary Severance Package,

The former employee was dismissed from duty for misconduct in terms of section 17 (2) (e) of the Public Service Act, 1994 as amended, and the provisions of the Labour Relations Act, 1995; or

The former employee left the public service due to ill health and cannot provide the department with recent and conclusive evidence of recovery.

**EXIT INTERVIEW**

An Exit interview must be conducted whenever an individual leaves a position through resignation, transfer or promotion

**Purpose**

The purpose of an Exit interview is to;

- I. Evaluate and identify requirements for the replacement
- II. Ascertain the reasons for resignation
- III. Review the competency standards for the position
- IV. Provide input for the completion of the Job Evaluation and Recruitment Specifications
- V. Ascertain how the individual feels about the department.

**PROCEDURE**

- i. Exit interviews must be held with employees when they leave the department, are promoted or transferred.
- ii. It is the responsibility of the manager in which the vacancy occurs either through resignation or transfer, to ensure that the Exit Interview is carried out. Human Resources will interview the employees as soon as they are informed.
- iii. The Exit Interview form must be completed. Copies must be filed in the employee's official personal file, and given to Director: HRD, HR Manager in the department.
- iv. Copies of Exit Interviews for levels 9 – 16 must be sent to the Director Corporate Services and HR Manager in order to establish national trends.
- v. For Senior Management positions, a copy has to be given to the Deputy Director-General as well as Chief Director Human Resources.
- vi. Information obtained during the Exit Interview should be used during the Organization Review and when preparing recruitment specifications.



**POLICY APPROVAL**

The Policy was approved by Head of Department on 15..... day of September..... 2012  
at Kimberley..... (Place), and will be effective from 1st October 2012.....

  
**Mr. WVD Mothibi**  
**HEAD OF DEPARTMENT**