



Northern Cape Department of Health

Policy on Recruitment of Employees

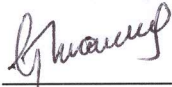
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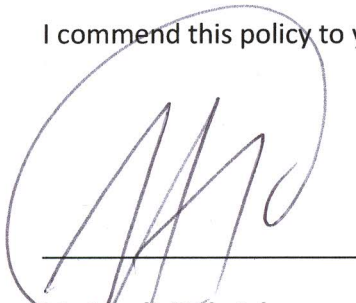
Foreword by the MEC for Health

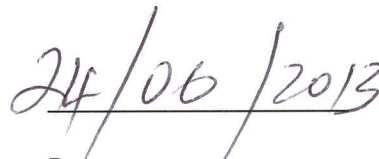
The Government has set the Department of Health, both nationally and provincially, major goals to achieve over the coming years. These goals include, among others, to provide strategic leadership and improve management; to accelerate the revitalisation of all health care infrastructure; to improve the quality of health services in preparation for the National Health Insurance (NHI), to accelerate the management of HIV/AIDS, STIs, TB and other communicable diseases; and to promote mass mobilisation for better health for all.

It is against this backdrop that the Northern Cape Department of Health is reviewing and updating all existing Policies and Procedures and, where needed, introducing new ones. These policies will ensure that staff knows what is expected from them as individuals and as employees of the Department, as well as informing the public and its representatives of what they can expect from the Department.

We will ensure that the recruitment processes are adhered to in line with the relevant legislations.

I commend this policy to you.



Mr Mxolisi Sokatsha
MEC for Health

Date

Vision, Mission and Values

Vision

Health Service Excellence for All

Mission

Working together, we are committed to provide quality health care services. We will promote a healthy society in which we care for one another and take responsibility for our own health. Our caring, multi-skilled professionals will integrate comprehensive services, using evidence-based care-strategies and partnerships to maximize efficiencies for the benefit of all.

Values

- Respect (towards colleagues and clients, rule of law and cultural diversity)
- Integrity (Honesty, Discipline, and Ethics)
- Excellence through effectiveness, efficiency, innovation and quality health care.
- Humanity (Caring Institution, Facility and Community)
- Empower our people (employees and community)

Policy Aim

1. This Policy aims to ensure that the Northern Cape Department of Health has a competent and skilled workforce that will provide high quality health services to the public. This policy further seeks to give effect to the Human Resource plan.

Policy Scope

2. This policy applies to all employees and prospective employees of the Northern Cape Department of Health, including, contract and temporary employees.

Policy Statement

3. It is the policy of the Northern Cape Department of Health that recruitment of employees will be according to the following guidelines:

3.1. General principles:

3.1.1. The Department's employment equity targets must guide the preferential order of appointments that favours only those applicants who meet the requirements of the job. The requirements must not be constructed in such a way as to exclude historically/previously disadvantaged individuals.

3.1.2. The post specifications must be informed by the job description as determined through the job evaluation and analysis process.

3.1.3. The selection process should promote and be guided by principles of, consistency, fairness, equity, objectivity, transparency and fair discrimination.

3.1.4. The objective of the recruitment process is to:

- a) Attract, recruit, appoint and retain a highly qualified workforce whose abilities may be transferred to best fit the requirements of the job in which they are to be employed.

- b) Ensure that the recruitment, selection and appointment practices comply with the legislative and regulatory framework and the vision of the Northern Cape Department of Health.
 - c) Provide job opportunities through achieving a balance between the need to increase accessibility for external applicants, whilst maintaining a worthwhile and progressive career structure for current employees.
 - d) Promote workforce diversity.
- 3.1.5. A declaration of a conflict of interest must be made if any candidate is related to or is a friend of an official involved in any part of the recruitment process, together with steps taken to uphold fairness, equity and objectivity, if such relationships exist.
- 3.1.6. All officials involved in the recruitment process are required to confidentiality forms prior to the commencement of the process.

3.2. Advertising of vacancies

- 3.2.1. A funded vacant post should be advertised within six months of the post becoming vacant.
- 3.2.2. No post will be advertised without approval in writing from the Executing Authority, subject to the Delegations of Authority in force at the time.
- 3.2.3. No post should be advertised without ensuring that the post exists in the organisational structure and is funded for the remaining period of the mid-term expenditure framework.
- 3.2.4. All newly created posts should not be advertised and filled before they have been subjected to job evaluation or benchmarking.
- 3.2.5. The Headhunting principle will be applicable to all scarce and critical skills.
- 3.2.6. Advertisements must indicate that the appointment will be subject to the signing of a performance agreement.
- 3.2.7. The advertisement will specify the inherent requirements of the job, job title, and criteria to be used for selection, as well as the number of posts being advertised.

- 3.2.8. All posts from level 1 to 12 may be advertised both internally and /or externally and should be accessible to all employees.
- 3.2.9. Any vacant post in the SMS shall be advertised nationwide both within and outside the public service as well as locally.
- 3.2.10. Qualifications will not be defined solely in terms of formal qualifications but will include skills and relevant experience. Formal qualifications and those professions requiring registration with a statutory body will be stated.
- 3.2.11. The advertisement must make it clear that the Department is committed to employment equity, and that disabled persons and designated groups are encouraged to apply.
- 3.2.12. The language and style of the advertisement must be clear, simple and professional.

3.3. Long-listing

- 3.3.1. The Human Resources unit will record and screen all applications based on the approved screening criteria as advertised.
- 3.3.2. Long-listing should be done within 5 working days after the closing date.
- 3.3.3. The selection process commences after the closing date of the advertisement and is concluded when approval is granted regarding the selection of the most suitable candidate to the position.

3.4. Short-listing

- 3.4.1. The Accounting Officer shall appoint a selection committee to make recommendations on appointments to posts. The selection committee will be responsible for short listing, interviewing and recommending a suitable candidate(s).
- 3.4.2. The selection committee should comprise of at least a minimum of (3) three and a maximum of (5) five members on an equivalent or higher grading than the post being filled and/or persons from outside the Department and in the Public Service. The chairperson of the selection

committee must be an employee of the department and be of a grading higher than the post to be filled.

3.4.3. The committee should be supported by an official from the Human Resources Directorate as a scribe.

3.4.4. The composition of the committee should be representative in terms of gender, race and disabilities.

3.4.5. The selection committee must draft and agree on the criteria that will be followed for short listing and interviewing of the advertised post.

3.4.6. The selection committee will undertake the short listing based on agreed criteria.

3.4.7. Appointees may be requested to supply medical information in line with legislative requirements only if it is an inherent requirement of the job. Medical examinations will not, however, include pre-employment testing for HIV/AIDS unless it is clinically and legally justifiable. The Human Resources Officer will advise on these matters.

3.5. Interviewing

3.5.1. The selection process must acknowledge and adhere to the principle of equal employment opportunity and ensure that any person who rightfully qualifies will be in a position to present his/her case for appointment.

3.5.2. The interview atmosphere will be free from a patronising or intimidating approach e.g. comfortable seating arrangements, interview panel of an appropriate size, and friendly style of questioning.

3.5.3. The interview should either use a prescribed/semi-prescribed set of questions (structured or semi-structured) or flow naturally, based on the questions and responses that arise during interview.

3.5.4. Presentations will be allowed provided they form part of the advertisement of the job.

3.5.5. No questions which contain traces of direct or indirect discrimination may be asked during the interview. Examples of inappropriate areas include questions about marital status, sexuality, partners, children or future plans

to have children, etc. Interview questions should be relevant to the requirements of the post.

3.5.6. The selection committee will make a recommendation that is free from bias or discrimination on the suitability of a candidate(s), based on:

- a) The valid methods, criteria and/or instruments for selection.
- b) The training, skills, competence and knowledge required for the job.
- c) The needs of the department for developing its workforce in the longer term.
- d) The representativity, employment equity plan and affirmative action programme of the organization.

3.5.7. All applicants for Senior Management Services (SMS) posts will be subjected to the compulsory Competency Assessment (see SMS Handbook from DPSA).

3.5.8. The key points to be considered in the final selection process are an applicant's ability to function effectively in the new job as demonstrated by following criteria :

- a) Knowledge,
- b) Skills/Expertise
- c) Experience/Exposure
- d) Aptitude/attitude/behaviour

3.5.9. Full notes of interviews and score rating will be retained to justify decisions. All notes made by the panel must be kept as part of this record. Reasons for decisions must be recorded in writing, making proper reference to the selection criteria being used. The Human Resources Officer will advise.

3.5.10. Before a final recommendation is made, information provided by the applicant must first be verified (qualifications, citizenship, work permit, references, etc.) and security clearance be conducted, depending on the nature of the post. The Human Resources Officer will advise on gender disparities.

- 3.5.11. The proceedings of the selection panel, including all documents and correspondence considered by the panel are to be treated with the strictest confidentiality.

3.6. References

- 3.6.1. Reference checks must be done either before or after the interview depending on the information necessary for the job.
- 3.6.2. Key points obtained from referees should be documented and fed back to the applicant for verification. Any adverse comments obtained from referees should be provided to the applicant for comment prior to the process being finalised.
- 3.6.3. The department may contact referees not specified/ nominated by the applicant.

3.7. Recommendations

- 3.7.1. All recommendations will be signed by all committee members before submission, together with draft letters of appointments, to the Accounting Officer for approval (subject to Delegations of Authority enforce at the time).
- 3.7.2. Submissions will be prepared in a prescribed format by the Human Resources Unit.
- 3.7.3. First and second choices may be identified by the panel 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.
- 3.7.4. All motivations for nominating the successful candidate and declining the unsuccessful candidates will be included in the interview notes and submission.

3.8. Employment offer

- 3.8.1. The Executing Authority will make the final decision on the appointment of a candidate, after receiving the recommendations of the selection committee and Accounting Officer.
- 3.8.2. Only the Human Resources Practitioners are permitted to prepare the necessary documentation and to inform the successful candidate of the employment offer. The Human Resources practitioner must inform the successful candidate that the appointment is subject to:
 - a) A positive security clearance by the State Security Agency (if applicable to the job) and the internal security unit.
 - b) The signing of a performance agreement by the candidate.
- 3.8.3. The Accounting Officer will sign the appointment letters after the employment offer is accepted by the successful candidate.

3.9. Appointment

- 3.9.1. A person will be appointed to a position as advertised. Both successful and unsuccessful candidates will be notified by the HR practitioner who acted as a scribe in the interview.
- 3.9.2. Appointments will be undertaken in line with the Public Service Regulations, Code of Remuneration or Occupation Specific Dispensation requirements. The Contract of Employment will stipulate the conditions and all service benefits offered to the appointee.
- 3.9.3. No person can start employment without a Letter of Appointment from the Accounting Officer.
- 3.9.4. Only Human Resource Practitioners are permitted to inform the successful candidates of their appointments.
- 3.9.5. The appointment will be captured by the Human Resources unit on the PERSAL system within five working days of the employee commencing. A personnel file for the new employee must be opened within 30 days of appointment and should include copies of the following:
 - a) Job Description and Person Specification
 - b) Advertisement

- c) Application and curriculum of the new employee
- d) Certified copy of ID/Passport (and work permit if applicable)
- e) Submission for appointment
- f) Letter of Appointment
- g) Letter of Acceptance
- h) Contract of employment
- i) Performance Agreement

3.9.6. Appointment of foreigners must be made in line with the Immigration Act¹.

3.10. Probationary period

3.10.1. All new employees except fixed term employees will be appointed on probation for a period of 12 months whereby the employees' performance will be monitored and evaluated on a quarterly basis.

3.10.2. The new employee will enter into a performance agreement with his/her immediate supervisor within thirty days of commencing employment. This agreement should include the objectives, expected outputs and enabling resources or tools to assist him/her to achieve the objectives during the probation period.

3.10.3. At the end of the 12 month probation period, the supervisor will assess the employee's performance and make recommendations to either appoint permanently or terminate the services of the employee based on poor performance.

3.10.4. The probation period will be extended if:

- a) The employee is undergoing a period of prescribed occupational training.
- b) The employee was absent for authorised purposes (e.g. sick leave, but excluding annual leave) during the probationary period. In this

¹Immigration Act no 13. Of 2002

case the probation period may be extended by the same number of days that he/she was absent from work.

- c) If there is a need to further monitor the employee's performance.

3.10.5. During probation, it is the responsibility of the supervisor to ensure that:

- a) The employee undergoes an orientation programme, which should provide the basic information that he or she will need in order to function in the job.
- b) The employee receives written feedback on his/her performance and on a quarterly basis.
- c) The employee receives training, counselling or other assistance to meet the requirements of the job.
- d) The employee receives written confirmation of appointment at the end of the probation period if he/she has been found suitable for the relevant post.

3.11. Fixed or temporary contract appointments

3.11.1. The Accounting Officer may, within the relevant budget, employ persons additional to the approved establishment:

- a) If there is a temporary increase in workload.
- b) If an employee occupying a post is expected to be absent for a period and his/her duties may not be performed by other personnel.

3.11.2. Before an employment of such persons, the Accounting Officer must be satisfied that sufficient budget exists to cover all costs likely to be incurred.

3.11.3. Employees may be appointed on a fixed or temporary employment contract. These employees must have a written employment contract that will ensure that rights of existing employees are protected.

3.11.4. The terms and conditions of employment must be in line with legislation and collective agreements to ensure uniformity in the organisation.

3.11.5. The contract must stipulate the duration of employment, duties to be performed and remuneration offered to the employee.

3.11.6. Contractual employment must be implemented on the PERSAL system and a file be opened for the employee.

Roles and Responsibilities

4. The **Executing Authority** must approve the submission to advertise subject to the delegations enforced at the time.
5. The **Senior Manager or his/her delegate** of the respective Directorate will:
 - 5.1. Manage the performance of probationers.
 - 5.2. At the end of the probationary period either recommend permanent appointment or dismissal to the Accounting Officer.
6. Applicants will submit a job application as specified in the advertisement.
7. Employees will fulfil the requirements specified in the contract of employment, performance agreement and job description.
8. The Human Resources Manager will guide and support the line manager and selection panel in the application of this policy.

Review and Distribution

9. The Director for Human Resources is the responsible manager for this Policy and for ensuring it is reviewed and updated.
10. This policy will be reviewed after 12 months but not later than 18 months of the last publication date. If necessary an updated version will be issued, if not a formal cover letter will be issued to supplement the cover of this Policy (identifying a revised publication date).
11. The Director for Policy & Planning will distribute updated versions to:
 - Member of the Executive Council for Health

- Accounting Officer of Health
- All Chief Directors, Directors and Deputy Directors (who will in turn distribute to their staff as appropriate.)

Acknowledgements and Sources

12. This policy draws upon the following legislations:

- The Public Service Act, 1994.
- The Public Service Regulations, 2001.
- The Labour Relations Act, No. 66, 1995.
- Basic Conditions of Employment Act, No 75, 1997.
- White Paper on Human Resource Management in the Public Service
- Public Finance Management Act
- PSCBC Resolution 3 of 1999
- Public Service Regulation C.1A as inserted by the Government Notice No. 111 with effect from 08 February 2008).