



# home affairs

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Department:  
Home Affairs  
REPUBLIC OF SOUTH AFRICA

## RECRUITMENT AND SELECTION POLICY IMPLEMENTATION GUIDELINES



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### **Definitions of Terms**

The following definitions of terms are applicable:

**Unfair labour practice:** "Unfair labour practice" means any unfair act or omission that arises between an employer and an employee, involving the unfair discrimination, either directly or indirectly, against an employee or any arbitrary ground, or family responsibility.



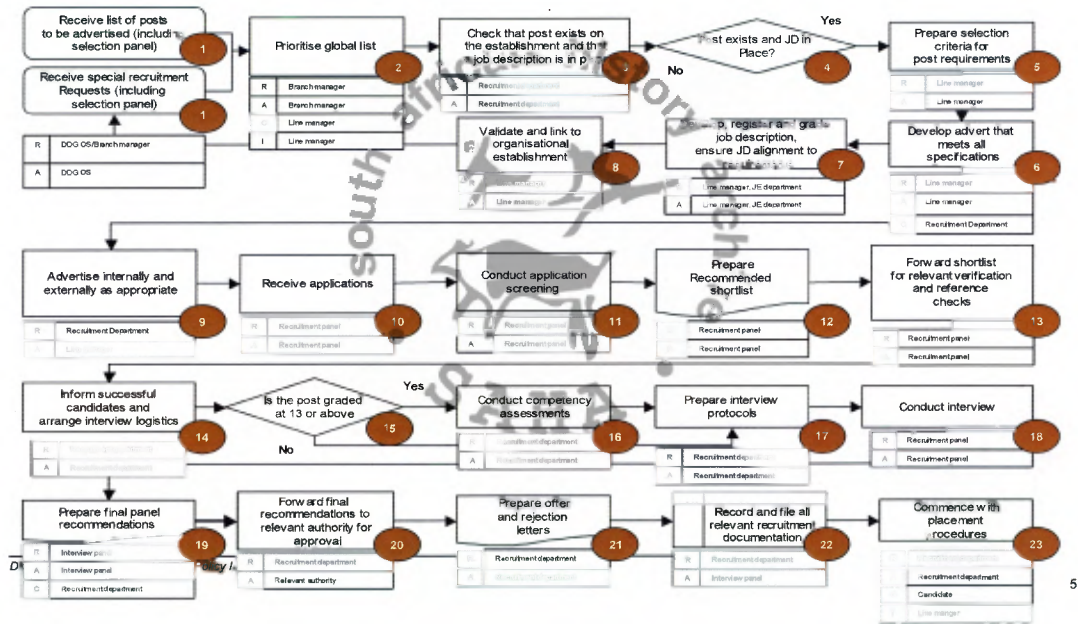
## 1 Introduction

The purpose of this implementation guideline is to standardise the Recruitment and Selection process within the Department of Home Affairs and to give effect to the Recruitment and Selection Policy of the Department. It outlines the process for attracting, screening and selecting employees as well as specifying the roles of the various stakeholders in the process.



## 2 Scope

### 2.1 The Recruitment and Selection Process



### 2.1.1 Advertising

- (i) All positions that become vacant through natural attrition or that are newly created shall be advertised to facilitate open and fair competition.
- (ii) All newly created positions and positions on salary level 9 and above shall be evaluated prior to advertising to determine appropriate remuneration levels
- (iii) Positions on salary levels 1-8 shall first be advertised internally in the Department to afford deserving employees upward mobility opportunities.

### 2.1.2 Contents of the advertisement

- (i) Line managers are responsible for developing the content of all advertisements, both internal and external based on the job description of the position.
- (ii) The standard Departmental advertising requisition form shall be adhered to at all times.
- (iii) All advertisements, both internal and external shall specify the job title, location of the position, remuneration package, closing date, inherent requirements of the job, key performance areas as well as the details of the contact person.
- (iv) Qualifications shall not primarily be defined in terms of the educational requirements, but shall take into account the provisions of Department of Public Service and Administration 1/3/8/P dated 19 September 2002 as well as Recognition of Prior Learning.
- (v) The language and style of the advertisement shall be clear, simple and understandable in order to attract candidates from the targeted group. The targeted group shall be indicated in the advertisement.
- (vi) It shall be indicated in the advertisement if the applicants will be subjected to any of the following:
  - Security clearance
  - Competency assessment
  - Signing of a performance agreement

- Signing of performance contract
- Shift worker and overtime
- Travelling
- Any other requirements as determined by the nature of the position

### 2.1.3 Internal Advertising

- (i) In the interest of developing and retaining its people, the Department shall strive to promote its existing employees where possible. To this end, all vacancies on salary level 1-8 shall be advertised internally in the first instance. If suitable candidates cannot be found, then the vacancy shall be advertised elsewhere in the Public Service or externally.
- (ii) Internal advertising for salary levels 1-8 shall be conducted through postings, circulars and Intranet.
- (iii) Where it is determined that the required competencies cannot be found internally, in particular specialized and scarce skills, vacancies shall be advertised both internally and externally in the first instance.
- (iv) The Directorate: Human Resource Administration is responsible for advertising of vacant positions on salary levels 1-8 at Head Office, whereas the Provincial Managers are responsible for advertising these positions at Provincial Offices.

### 2.1.4 External Advertising

- (i) Positions on salary levels 9-12 shall be advertised both in the Department and in the Public Service Vacancy Circular except where specific expertise is required in line with the transformation and service delivery requirements of the Department. In these instances, these positions shall be advertised outside the Public Service either nationwide or locally. Internal employee shall also be able to compete for these positions.
- (ii) All vacant positions at the Senior Management Services level (Salary level 13 and above) shall be advertised in the print and electronic media.

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- (iii) The running-time of advertisements shall be for a minimum period of 2 weeks and a maximum of 4 weeks.

#### **2.1.5 Head hunting**

- (i) Should all efforts to secure suitable candidates be unsuccessful either at shortlisting or interviewing stages, the line manager shall motivate for a targeted skills search, subject to the approval of the delegated authority.
- (ii) A targeted skills search shall only be considered for positions on salary level 13 and above.
- (iii) Once a candidate has found, the principles of selection on merit shall be applied as for any other method of recruitment and selection.
- (iv) No legitimate expectations should be created on the targeted candidate, neither should the candidate be afforded preferential treatment during the selection process.
- (v) The Department may use Recruitment Agencies for external advertisement of positions at salary levels 9 and above.
- (vi) In instances where all other sourcing mechanisms have been exhausted and suitable candidate cannot be found, the use of specialized recruitment agencies shall be considered. A motivation to this end shall be submitted to Directorate: Human Resource Administration.

#### **2.1.6 Referrals**

Employees may promote vacancies to potential candidates. These candidates shall comply with the recruitment processes and procedures

#### **2.1.7 Candidate Database**

The Directorate: Human Resource Administration shall enter all applicants' information in a central database that can facilitate the identification of future potential candidates.



## **2.2 Selection**

All candidates who have responded to the advertised vacancies shall undergo all stages of the selection process. These stages include, amongst others, screening, short listing, interviewing and, in the case of levels 13 and above, competency assessments. The selection panel shall be responsible for assessing the suitability of candidates at all stages of the process.

### **2.2.1 Selection Panel**

- (i) To ensure fairness and objectivity in the selection process, a panel shall be constituted to manage the screening, short listing and interviewing.
- (ii) The selection panel members shall be chosen for their expertise, knowledge of the functions and responsibilities of the job. In addition, the panel shall be representative in terms of race and gender.
- (iii) All selection panels shall include the line manager directly accountable for the business unit for which the potential candidate is being recruited.
- (iv) The selection panel shall consist of a Chairperson, secretary and two other subject matter experts, at the minimum, to form a quorum. The Selection Panel members shall hold posts at least one level higher than the position for which they are interviewing. The panel shall also, where possible, enlist at most, a further two external people to provide additional expertise and objectivity.
- (v) The Selection Panel shall be approved by the relevant delegated authority. In order to avoid delays, the panel shall be constituted and submitted for approval with the request to advertise a position.
- (vi) The panel members must adhere to the following guidelines:-
  - Declare whether or not they have a relationship with the candidate(s)
  - Sign the declaration of vested interest and secrecy
  - Recuse herself or himself if there is relationship with the candidate(s). Such decision shall be recorded.
  - Panelists shall only be replaced when the panel does not form a quorum as recorded in subparagraph 6.2.1 (iv) above.

### 2.2.2 Screening

Screening shall be conducted in line with the following:

- (i) Inherent requirement(s) of the position(s) as detailed in the advertisement(s), closing date(s) and preset condition(s) as far as submission of documentation is/are concerned.
- (ii) Minimum appointment requirement(s) as prescribed in section 10 and 11 of the Public Service Act, 1994
- (iii) Minimum requirement(s) for appointment guidelines as contained in the Code of Remuneration and/or Job Evaluation criteria.
- (iv) An employee shall be considered for promotion only if she/he has been in an existing position for a period of 12 months or more.

### 2.2.3 Shortlisting

Short-listing screening shall be conducted in line with the following:

- (i) Selection shall be based on the overall merit in terms of the candidate suitability to the position, as determined in line with the inherent requirements of the position.
- (ii) Reasons for short listing and not short listing a candidate(s) shall be recorded.
- (iii) The relevant delegated authority prior to interview shall approve the shortlisted candidate(s).
- (iv) The number of shortlisted candidates for one position shall not exceed six for posts at all salary levels in the Department.
- (v) All records on the applicants, decisions made and reasons for making these decisions, together with the process followed shall be kept safely for a minimum period of two years.

**2.2.4 Verification of qualifications, reference checks, security vetting and competency assessment****(i) Verification of qualifications**

Locally obtained qualifications for shortlisted candidates shall be verified prior to the interview. Should qualifications be found to be fraudulent the candidate shall not be considered for appointment. It is the responsibility of the applicants with foreign qualification(s) to submit it/them to an appropriate South African Qualification Authority for an Evaluation Certificate.

**(ii) Reference checks**

At least two written references shall be obtained for external candidate(s) and one reference report for internal candidate(s), preferably from the direct supervisor, before selection is concluded.

Only referees whose names appear on the candidate(s) CV shall be contacted. All references shall be recorded in the format provided by the Directorate: Human Resource Administration.

**(iii) Competency assessment**

All shortlisted candidates at levels 13 and above shall undergo competency assessments. Ideally, candidates for posts at other levels should undergo assessment of operational competencies such as typing, computer skills and presentation skills shall take place prior to the interview. Competency results shall not be the only aid used in determining the suitability of a candidate. The results shall, however, indicate developmental and potential capabilities of the candidate(s).

**(iii) Security Vetting**

Security vetting shall be conducted immediately after interviews. For salary levels 1-12 security checks shall be conducted by the South African Police Services whilst for

posts at salary levels 13 and above, the National Intelligence Agency shall provide security clearances. Potential problem areas identified by the security checks shall be referred to Directorate: Security Services for advice on the employability of the candidate(s).

### **2.3 Interviewing**

- 2.3.1 As far as possible the interview panel should be the same as the shortlisting panel. In the event that there are changes to the panel, this should be recorded with reasons and the interview may continue.
- 2.3.2 Interview questions should be formulated by HR Professionals prior to the interview but must be vetted by the panel as a whole on the day of the interviews. In addition, panel members may add, modify or discard questions on the interview protocol
- 2.3.4 The interview panel shall apply consistent interviewing techniques for all candidates being assessed for a particular post.
- 2.3.5 The interview panel shall prioritise and recommend suitable candidates based on the key performance areas of the job as well as the inherent requirements of the position.
- 2.3.6 The interview panel shall rank candidates in terms of 1<sup>st</sup> and 2<sup>nd</sup> choices and should indicate whether or not the 2<sup>nd</sup> choice candidate would be suitable for the position in case the first candidate turns down the appointment offer.
- 2.3.7 The interview panel shall consider alternative interviewing arrangements for applicant(s) who made prior arrangements regarding their unavailability for the scheduled interview.
- 2.3.8 The recommendation for the appointment of the suitable candidate must be signed by both the line manager and the chairperson of the interview panel. The recommendation must be submitted to the relevant delegated authority for consideration and approval.

### **2.4 Placement**

- 2.4.1 No candidate shall be informed of the outcome of the interview until such time that the final recommendation has been approved and the appointment letter has been signed by the relevant authority,.

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- 2.4.2 Prospective appointees shall be offered a starting salary on the first notch of the relevant salary level.
- 2.4.3 Where a candidate applies for a position that is linked to more than one location, the Department reserves the right to determine the centre at which the candidate shall be placed.
- 2.4.4 The Department reserves the right not to fill an advertised post where it becomes necessitated by changes in the organisation's requirements.

### 3 Reappointment of former employees

3.1 A former employee shall not be reappointed where:

- (i) The original grounds for termination of service are such that the reappointment of a former employee cannot be considered, for example, former employees who were dismissed 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
- (ii) The former employee left the public service due to ill health and cannot provide the Department with recent and conclusive evidence of recovery.

3.2 A former employee shall be reappointed where:

- (i) The former employee left the public service due to ill health and can provide the Department with recent and conclusive evidence of recovery.
- (ii) The former employee opts to rejoin the Public Service after normal resignation.

3.2.1 A former employee who left the public service on the condition that he or she would not accept or seek reappointment, in particular employees who accepted severance packages, shall be considered for re-appointment only if all the following conditions are met:

- The appointment is in the public interests

- The appointment is made in accordance with the recruitment and selection procedures in the PSR, 2001 and no other suitable candidate could be recruited
- The appointment is made for a fixed term not exceeding three years and that the term may be extended only once for a further term not exceeding three years
- The employee has not previously been appointed in terms of this regulations

#### 4 Roles and Responsibilities

| Activities  | DDG:<br>CS | Supervisor /<br>Line<br>Manager | Branch<br>Manager | Recruitment | HRA | Panel |
|---|------------|---------------------------------|-------------------|-------------|-----|-------|
| Receive Branch plans of prioritised lists of posts to be filled | R/A        |                                 | R                 | R           |     |       |
| Prioritise global list  |            | R/A                             | R/A               |             |     |       |
| Check post on establishment                                     |            |                                 |                   | R           |     |       |
| Draft and grade job description                                 |            | C                               |                   |             | R   |       |
| Prepare criteria for post requirements                          |            | R/A                             |                   |             |     |       |
| Advertise posts   |            | R                               |                   | R/A         |     |       |
| Screen applications   |            |                                 |                   | I           |     | R/A   |
| Establish shortlisting and screening criteria                   |            |                                 |                   |             |     | R/A   |
| Conduct reference checks  |            |                                 |                   | R/A         |     |       |
| Inform candidates / conduct reference checks                    |            |                                 |                   | R/A         |     |       |
| Conduct competency assessments                                  |            |                                 |                   | R/A         |     | R/A   |
| Prepare interview protocols                                     |            |                                 |                   | R           |     | R/A   |

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| Activities                          | DDG:<br>CS | Supervisor /<br>Line<br>Manager | Branch<br>Manager | Recruitment | HRA | Panel |
|-------------------------------------|------------|---------------------------------|-------------------|-------------|-----|-------|
| Conduct interviews                  |            |                                 |                   | I           |     | R/A   |
| Prepare recommendations             |            |                                 |                   |             |     | R/A   |
| Prepare offer and rejection letters | A          |                                 |                   | R           |     |       |
| Invoke take-on procedures           |            |                                 |                   | R           |     | R/A   |

