



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

RECRUITMENT AND SELECTION POLICY

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A. Acronyms

ACRONYM	DEFINITION
CET	Continuous Education and Training
CETC	Community Education and Training College
CD	Chief Director
COVID-19	Coronavirus
DHET	Department of Higher Education and Training
DPSA	Department of Public Service and Administration
EEA	Employment of Educators Act
EEA	Employment Equity Act
HR	Human Resource
HRM	Human Resources Management
MPSA	Minister of Public Service and Administration
OSD	Occupational Specific Dispensation
PAM	Personnel Administration Measures
PL	Post Level
PSA	Public Service Act
PSR	Public Service Regulations
PSVC	Public Service Vacancy Circular
SL	Salary Level
SMS	Senior Management Services
TVETC	Technical and Vocational Education and Training College

B. Glossary of Terms

TERM	DEFINITION
APPLICANT	A person who is a prospective employee of the Department at any of its components.
COLLEGE	A Public College including CET and TVET.
COMPETENCY ASSESSMENT	An evaluation process to ascertain the job applicant's ability and predefined skill(s) deemed necessary for the vacant post.
COMPONENT	A part that makes up the Department at various levels, i.e. Head Office, Regional Offices and Colleges.
DELEGATED AUTHORITY	Any employee to whom power has been vested or who has been authorised to perform a duty in terms of a formal written delegation.
DEPARTMENT	Department of Higher Education and Training consisting of Head Office, Regional Offices and College components.
EMPLOYEE	A person appointed in terms of the Public Service Act, 1994 as amended, excluding an Independent Contractor, who works for another person or for the State and receives, or is entitled to receive remuneration.
EMPLOYER	Department of Higher Education and Training
FIXED TERM/ TEMPORARY EMPLOYMENT	Employment for a specified term or ascertainable period, for which the letter of appointment will specify the starting and finishing dates of that employment.
HEADHUNTING	Is a concept of sourcing and approaching a suitable candidate and is applied where specific persons with specific knowledge, qualifications, experience and skills are needed and where suitable applicants could not be obtained by means of the normal recruitment process.
INHERENT REQUIREMENTS OF THE JOB	Essential activities of the job, i.e. the core duties that must be carried out in order to fulfil the purpose of a position. More recently this also includes qualification and experience.
LINE MANAGER	Direct supervisory position to which an employee report

SELECTION PANEL	A grouping of employees appointed by the delegated official to be dedicated to the recruitment and selection process to fill a post that may be permanent, fixed term or temporary.
APPOINTING AUTHORITY	Official delegated to approve the appointment as per Approved Departmental delegations.
JOB EVALUATION	A process of the job content being evaluated through a job evaluation tool performed by the Organisational Development Unit.
HEADHUNTING	Where normal recruitment processes were unsuccessful to select a suitable candidate and potential candidates are identified and invited for interviews.
MINISTER	Executive Authority
SECURITY CLEARANCE AND VETTING	A process of checking the candidate's security records performed by the State Security Agency.
RECRUITMENT AND SELECTION UNIT	The sub-directorate within the Directorate (Human Resource Management and Administration) that is responsible for the recruitment and selection processes.
SUBSTITUTE LECTURER	A person who teaches, educates or trains other persons or provide professional educational services at a college when the regular lecturer is unavailable: e.g. because of illness, maternity leave, or other reasons.
PERMANENT EMPLOYMENT	A regular employee who works for an employer and paid directly by the employer. A permanent employee does not have a predetermined end date to employment.
DESIGNATED GROUP	Means Black people, Women and People with Disabilities

1. BACKGROUND AND INTRODUCTION

1.1 Policy Statement

The Recruitment and Selection Policy provides a standardised framework that seeks to ensure an effective and efficient recruitment and selection process which is vital to the Department for attracting and retaining quality employees. The Department strives to recruit the most suitable candidates to achieve its strategic objectives and maintain service delivery standards.

1.2 Legislative Framework

- 1.2.1 Constitution of the Republic of South Africa, Act 108 of 1996;
- 1.2.2 SMS Handbook;
- 1.2.3 Public Service Act, Act 103 of 1994, as amended;
- 1.2.4 Public Service Regulations, 2016;
- 1.2.5 Labour Relations Act, Act 66 of 1995, as amended;
- 1.2.6 Basic Conditions of Employment Act, Act 75 of 1997, as amended;
- 1.2.7 Employment of Educators Act, Act 76 of 1998;
- 1.2.8 Employment Equity Act, Act 55 of 1998, as amended;
- 1.2.9 Immigration Amendment Act, Act 19 of 2004;
- 1.2.10 Skills Development Act, Act 97 of 1998, as amended;
- 1.2.11 Public Finance Management Act, Act 1 of 1999;
- 1.2.12 Treasury Regulations;
- 1.2.13 Promotion of Access to Information Act, Act 2 of 2000;
- 1.2.14 Promotion of Administrative Justice Act, Act 3 of 2000;
- 1.2.15 South African Council for Educators Act, Act 31 of 2000;
- 1.2.16 Continuing Education and Training Act, Act 16 of 2006;
- 1.2.17 Continuing Education and Training Act, Act 3 of 2012;
- 1.2.18 White Paper on Human Resources Management in the Public Service 1997;
- 1.2.19 Public Service Co-ordinating Bargaining Council Resolution 10 of 1999;
- 1.2.20 Public Service Co-ordinating Bargaining Council Resolution 1 of 2007;
- 1.2.21 Education Labour Relations Council Resolutions 1, 2, 3 and 4 of 2013;
- 1.2.22 DHET Delegations of Authority according to the Public Service Act, Act 103 of 1994 and Public Service Regulations of 2016;
- 1.2.23 DPSA Directive on the application of minimum requirements for the appointment into entry level posts in the Public Service; and
- 1.2.24 National Archives Act, Act 43 of 1996.

2. POLICY PURPOSE, OBJECTIVES AND PRINCIPLES

2.1 Purpose

The purpose of the Recruitment and Selection Policy is to guide the process of recruitment and selection, to establish a consistent and fair recruitment methodology across the Department and to ensure that suitably qualified candidates are employed to assist the Department in achieving the organisational objectives.

2.2 Objectives

- 2.2.1 To set norms and standards, guidelines and measures to appoint a skilled and competent workforce within the stipulations of the approved Employment Equity Plan of the Department where applicable;
- 2.2.2 To enhance service excellence by attracting talented and motivated employees who will achieve and contribute to the Department's continued success;
- 2.2.3 To ensure that vacant funded posts are filled within a prescribed period as per the annual performance plan of the Department;
- 2.2.4 To provide the framework for the executive or delegated authority to manage the appointment of employees on fixed term and permanent contract of employment; and
- 2.2.5 To empower all relevant stakeholders regarding the recruitment and selection processes.

2.3 Principles

The implementation of this policy must be underpinned by the following principles:

2.3.1 Fairness

The process of selection should not discriminate against external and/or internal applicants, nor against any applicant on the ground of race, colour, gender, disability, age, religion, belief, culture, language, birth, family responsibility, creed, marital status, sexual orientation, pregnancy, HIV status, conscience, ethnic or social origin or political opinion.

However, it is not unfair discrimination to:

- (a) take affirmative action measures consistent with the purpose of the Employment Equity Act, 1998; or
- (b) distinguish, exclude or prefer any person on the basis of an inherent requirement of the job.

2.3.2 Transparency

The following confidential written records shall be accessible: selection criteria used in shortlisting applicants for the position, and the basis of the decision taken by a selection panel.

2.3.3 Confidentiality

The interview of candidates and the deliberations of selection committees, as well as their documentation and recommendations, are confidential and may not be divulged other than in the execution of official duties or to authorised persons. In this regard all selection committee members are required to sign the declaration of the interest form.

2.3.4 Equity

All candidates should be measured against the same objective criteria with due regard to the need for diversity and the representativeness of the Department. Such criteria should be drawn up in advance of the selection process.

2.3.5 Professionalism and credibility

A high standard of professional ethics and credible conduct must be promoted and maintained.

2.3.6 Nepotism

The recruitment and selection process shall be free from nepotism, favouritism, unfair discrimination and practices that are likely to prejudice any applicant.

3. SCOPE OF APPLICATION

All current and prospective employees of the Department who are appointed in accordance within the Employment of Educators Act, 1998 and PSA, 1994.

4. POLICY PROVISIONS

4.1 Recruitment Process

4.1.1 Authorisation to fill a vacancy

- (a) Before any vacancy can be filled, whether on a permanent or contract basis, the delegated authority/component head must:
 - (i) Confirm that the post is funded and is required;
 - (ii) Liaise with Organisational Development Directorate to confirm the existence of the post on the approved establishment of the component and/or unit;
 - (iii) Conduct job evaluation on all posts, where required, prior advertisement, unless the post was previously evaluated, and records of evaluation results are available.

NOTE: The job evaluation referred to in item (iii), excludes posts categorised as Occupation Specific Dispensation (OSD).

4.1.2 Advertising

(a) Advertising Principles

- (i) An advertisement shall not favour, prejudice or discriminate against any applicant.
- (ii) An advertisement must be consistent with the job content and post requirements and be brief and clear.
- (iii) The vacancy shall be advertised to attract the widest pool of applicants, especially designated groups.
- (iv) The Department reserves the right to withdraw and/or amend adverts for post(s) and retains the right not to fill the post(s) as determined by the Director-General or the delegated authority.
- (v) An advertisement for post(s) in multiple media shall run concurrently and have the same content and closing date.

(b) Advertising of Vacancy

- (i) All vacant and funded posts shall be advertised within 6 months after becoming vacant and must be filled within twelve (12) months after becoming vacant as per the Regulation 65 (7) of PSR, 2016.
- (ii) All posts in the Department will be advertised, excluding those posts contained in the Ministerial Handbook.
- (iii) All advertisements must be as per the standard template and minimum requirements for the job as outlined in the procedure manual.
- (iv) The advertisement must be aligned to the job profile used during the job evaluation.
- (v) All adverts should be approved by the executive/delegated authority and be sent out to the relevant media within the applicable time limits.
- (vi) The minimum running time for an advertisement of a permanent/fixed term/temporary post irrespective of the advertising medium used shall be fourteen (14) calendar days.
- (vii) All vacancies on salary level 2 to 8 will be advertised internally and may also be advertised in Public Service Vacancy Circular.

(c) Contents of advertisement

- (i) Job title;
- (ii) Place of work;
- (iii) Formal educational requirements as well as specific competencies and knowledge requirements (i.e. inherent requirements of the job, including any other requirements prescribed in the PSR);
- (iv) Core functions to be performed by the incumbent;
- (v) Remuneration package (salary level and salary scale);
- (vi) Contact particulars of person(s) to whom enquiries can be addressed;
- (vii) Closing date;
- (viii) Application for the post must be made using the Z83 form (electronic version thereof) and all required information must be provided;

- (ix) Failure to complete or disclose all required information will automatically disqualify the candidate;
- (x) If the appointment is for a specific term, this should be clearly stated (post is on permanent or contract basis);
- (xi) That the successful candidate will be required to enter into an employment contract and sign an annual performance agreement;
- (xii) That all shortlisted candidates will be subjected to personnel suitability checks and successful candidates will have to undergo full security vetting;
- (xiii) All MMS and SMS members' applicants to disclose any conflict or perceived conflict of interest will have to annually disclose his/her financial interests;
- (xiv) SMS members will be subjected to a technical exercise that intends to test relevant technical elements of the job; and
- (xv) Following the interviews and technical exercise the selection committee shall identify candidates to attend a generic managerial competency assessment in compliance with MPSA Directive on the implementation of competency-based assessments for SMS.

Minimum Requirements for Advertising Media

MINIMUM ADVERTISING MEDIA	SALARY LEVEL		POST LEVEL	
	2-8	9 and above	1	2 and above
DPSA Vacancy Circular	√	√	√	√
Within DHET/Website/ Intranet	√	√	√	√
National Print Media		√		√
Local Print Media	√		√	√
College Intranet	√		√	√
College Notice Boards	√		√	√

(d) Costs of Advertisements

- (i) The costs of advertisements for vacant posts shall be borne by the Directorate: HRMA in the case of Head Office and Regional Office, and TVET and CET colleges in the case of college posts in line with the HR delegations.
- (ii) At least three (3) quotations must be obtained for costs of external advertisements prior to approval by the executive/delegated authority in line with the Supply Chain Management processes.
- (iii) The delegated authority must approve any deviation, with motivation, for not utilising the lowest quotation. This will specifically apply to critical posts.

4.1.3 The measures for Public Service Vacancy Circular in light of Pandemic and other disasters

- (a) The Department must implement flexible means of response handling, to ensure effective and efficient advertisement and to accommodate all potential applicants to fairly compete for the vacancies.
- (b) All advertisement should comply with the DPSA advertisement, format and standards when submitted.
- (c) All advertisements must be signed off/approved by the Director-General or delegation authority before submission to the DPSA.
- (d) Advertisements for publication must be submitted to the dedicated email address PSVC@dpsa.gov.za at least five (5) working days before the publication date. Due to limited operational capacity and publication timeframes all submissions outside this time frame will be deferred to the next publication available in two (2) weeks.
- (e) Considering the restriction on movement and limitations of the postal services during the period of pandemic, departments should provide for online application methods such as dedicated emails that will allow applicants to at least email and attach the relevant supporting documents, e.g. CVs. Departments must also ensure that they prepare for and accept applications that may be in different electronic formats, e.g. Word, PDF, scanned images, etc. and large file sizes.

- (f) Certification of documents and printing remain a challenge during lockdown restrictions, hence, the Department should accept applications that are accompanied by uncertified documents during the lockdown period and to establish processes to manage original copies prior to the interview.

4.1.4 Submission of applications (Manual and Electronic)

- (a) Applications for advertised vacant positions must be accompanied by a signed Z83, CV and certified copies of the applicant's identity document, qualifications and driver's licence with a 6-month certification period, subject to the easing of the lockdown restrictions to a mode of business as usual as per paragraph (vi) above.
- (b) *All electronic advertisements for a vacancy must specify where and how an application must be submitted and must also allow for the submission of applications in a printed hard copy, if the situation permits for such.*
- (c) All mandatory fields to be completed by the applicants cover the same information prescribed when completing the Z-83 application form.
- (d) It is compulsory for the prospective applicant to complete all mandatory fields of the E-Recruitment System.
- (e) The applicant must confirm that he/she understands that by submitting the application electronically he/she agrees that all the information submitted is true and correct and legal binding.
- (f) All applications submitted through an electronic format must be accepted as the final application and may not be amended or supplemented in any way after the closing date indicated in the advertisement.

4.1.5 Urgent need to fill vacancy

- (a) Substitution may be considered where a lecturing employee will be temporarily absent due to foreseen or unforeseen circumstances for a period up to 6 (six) months.
- (b) An advertisement may be utilised to create a pool/database of Potential employees for a period of not more than 6 months from the

date of advertisement to fill any other vacancy in the relevant department as per the Regulations 65 (8) (a) and (b) of PSR, 2016.

- (c) A college may advertise lecturing posts locally/provincially, at least once a year for the purposes of creating a pool/database of potential temporary employees in order to fill a vacancy.
- (d) A substitute is appointed subject to availability of funds and ensuring that the recruitment and selection process is followed.
- (e) The substitute appointment may not be extended beyond the six (6)-month limit unless the need is motivated and granted by the delegated authority.

4.1.6 Application of the Employment Equity Plan

- (a) All appointments must be made in line with the employment equity targets of the Department.
- (b) The Department may partner with organisations that focus on the recruitment and selection of People with Disabilities and other designated groups with the aim of recruiting them when post(s) become available.

4.1.7 Re-advertisement of Vacancy

The re-advertisement of a vacancy should be considered and done on justifiable grounds and in exceptional circumstances only. These include:

- (a) No suitable candidate could be found. This is subject to a fair process of selection having been applied;
- (b) The operational requirements (or job contents) of the vacancy have changed drastically since the vacancy was advertised;
- (c) A long delay (i.e. more than twelve (12) months) in finalising the selection process due to unforeseen departmental circumstances resulting in candidates are no longer available; and
- (d) The exposure of the initial advertisement having been found to be too limited, not reaching all potential candidates.

4.1.8 Headhunting (Critical/Scarce Talent/Skills Search)

- (a) Headhunting can only happen after the vacant post has been advertised at least twice (Recruitment and Selection process was followed and no suitable candidate was identified).
- (b) Headhunting through referrals and use of recruitment agencies and other relevant sources may be utilised to identify possible candidates where skills are scarce or could not be attracted during the advertisement. The process should be managed by the HRM Unit.
- (c) A minimum of three (3) candidates must be identified and the normal process of selection shall be applied by the same selection panel.

4.2 Selection Process

4.2.1 Selection Principles

- (a) Selection and assessment processes should be credible, consistent, fair and transparent.
- (b) Selection on merit is fundamental to ensure that the Department recruits people of the highest calibre. It ensures that the people selected is the best suited based on skills, experience abilities, personal attributes, competencies, the need to achieve representativity and diverse workforce and evaluation of individual candidates.
- (c) The selection criteria should relate only to the inherent requirements of the job, considering: (i) Key competencies acquired through past experience (ii) Training received and (iii) Relevant skills.
- (d) The process should not discriminate against any applicant on grounds of race groups, gender, disabilities and any other arbitrary criteria.
- (e) All candidates should be measured against the same objective criteria with due regard to the need for diversity and representativeness. Criteria should be in writing and be available to the selection committee prior to the selection process. All applicants for a particular post must be assessed by the same selection committee and against the same selection criteria.

(f) **Minimum years of experience**

Salary Levels	Relevant experience
Level 7	1-2 years' experience
Level 8	2-3 years' experience
Level 9-10	3-5 years' experience at supervisory on salary level 7 or 8
Level 11-12	3-5 years' experience at junior management on salary level 9 or 10
Level 13	5 years' experience at a middle management service on salary level 11 or 12
Level 14	5 years at a senior management level on salary level 13
Level 15	5 years' experience at senior management services on salary level 14
Level 16	5 years' experience at a senior management services on salary level 15 (at least 3 years of which must be with any organ of State as defined in the Constitution, Act 108 Of 1996)

- (g) The selection committee, Union Representative and HR Representative must sign a declaration before each shortlisting and interview process, stating that they have no vested interest in any of the shortlisted candidates and that they will treat all discussions and decisions as highly confidential. Should any member of the selection committee make himself/herself guilty of breaching confidentiality, the Department has a right to apply measures as set out in Public Service Co-ordination Bargaining Chamber (PSCBC) Resolution 1 of 2003 (Disciplinary Code).
- (h) If a shortlisted candidate sends an apology in writing for not being able to attend the interview, prior to his/her scheduled interview, the relevant HR Representative must inform the selection committee. The committee would take a decision, based on the validity of the reasons presented by the candidate, whether they will re-convene to interview him/her at another time/date, if applicable.

4.2.2 Selection Panel

(a) Selection of the Panel

- (i) In appointing the selection panel, the delegated authority should, as far as possible, consider the balanced representativity of the panel members in terms of race, gender and disability.
- (ii) In cases where a quorum is not met for the selection panel on the day of the selection process, a substitute member in line with the guidelines of the composition of the selection panel may be requested to form part of the panel, and must be recorded in the minutes of the selection process.

(b) Composition of the Selection Panel

The selection panel must be constituted as follows:

- (i) The selection shall consist of a minimum of at least three (3) members and at most a maximum of five (5).
- (ii) Panel members should include the following people as per PSR:
 - Chairperson who must be an employee at least one level higher than the post to be filled;
 - Line manager/immediate supervisor of the vacant post; Chairperson of the College Council or his/her delegate, (if applicable);
 - Employment Equity Unit must submit the updated employment equity profile to the Recruitment and Selection Unit for presentation in the panel committee;
 - HR official to scribe and ensure policy compliance; and the panel members referred to above must be familiar with and understand the contents of the post(s);
 - The panel members referred to above must be persons who are familiar with and understand the contents of the post and competent in applying selection techniques, as:
 - The appointing authority may co-opt external specialist(s) where necessary to assist in the process. The appointment of an external specialist may be limited to

one person per selection committee and the name must be included in the approved selection committee;

- An employee at the same level as the post to be filled may be included in the panel for expertise and technical support; and
- In cases where selection process was not finalised, e.g. due to non-availability of a candidate, the same panel members must reconvene to finalise the process in order to maintain consistency and to ensure fair treatment of all applicants.

4.2.3 Shortlisting

- (a) The selection committee shall shortlist no fewer than three (3) and not exceeding a total number of five (5) where possible for each post. Only in exceptional cases should two (2) candidates be shortlisted, and the reason(s) must be recorded.
- (b) The selection committee of both shortlisting and interview processes should as far as possible, avoid conflict of interest. In doing so the following principles must be followed:
 - (i) Disclose the relationship with applicants to other panel members before the start of the process.
 - (ii) The Chairperson must recuse the member, or the member can recuse himself/herself, if the member's relationship with the applicant is of a personal nature and will compromise his/her objectivity and fairness.
 - (iii) A panellist who is mentioned as the applicant's referee may continue to serve as a panel member unless the relationship is personal and that will comprise his/her objectivity or fairness.
- (c) The selection committee must agree on the criteria based on the inherent requirements of the advertised post when screening the applications.
- (d) Additional criteria should be applied in order to reduce the number of candidates who meet the minimum requirements. The panel must agree on the additional criteria and eliminate the number of candidates based on the same criteria as per paragraph (c) into a reasonable number as per paragraph (a) and this must be

documented. Only applicants who qualified on initial criteria should qualify for additional criteria.

- (e) Applicant(s) who meet the minimum requirements of the post and had an opportunity to act in the same vacant post must be shortlisted in the selection process, provided they were duly appointed by the appointing/delegated authority.
- (f) The panel members may shortlist a potential applicant who does not meet the appointment criteria in terms of the inherent requirement of the post in the entry level where minimum requirement for academic qualification is only a National Senior Certificate/NCV Level 4, and/or where a bachelor's degree/National Diploma is a minimum requirement shall be entry level (salary level 5) for the targeted occupation through a Graduate Recruitment Scheme. Only if these posts fall outside any uniformly graded occupations as determined by the MPSA.
- (g) Where possible the selection panel should consider regionalising shortlisting of salary levels 1-8 (consider shortlisting of SL 1-8 at regional level).
- (h) A written record for the inclusion or exclusion of applicants from the final shortlisted pool will be kept for a minimum period of 6 months, and thereafter procedures on the disposal of records will be followed in line with the South African Archive Act.
- (i) The shortlisting form must be signed off by the chairperson of the panel.
- (j) Applications not recoded/captured on a spreadsheet or master list by the HRM Unit will not be accepted during shortlisting meeting.

4.2.4 Interview Process

- (a) Candidates must be informed within five (5) working days before the scheduled interview. The invitation for interviews shall indicate any form of assessment/test that will be conducted prior or after the interviews.
- (b) Questions asked during interviews should relate directly to the inherent requirements of the job; cover core competencies and capabilities be the same and fair to all applicants. Biased or discriminatory questions must be avoided.

- (c) The selection should not create employment expectations to candidates during interviews.
- (d) Interview questions must be drawn on the day of the interview and the confidentiality of questions must always be maintained. Possible answers must be discussed and rating of scores on 1 to 5 be agreed upon. The score sheet shall allow the panel to score a candidate interview in a uniform, objective and consistent way.
- (e) Panel members should briefly record their comments and scores regarding the suitability of the interviewed applicant.
- (f) The panel must discuss and deliberate on the performances and scores of the candidates and agree on the recommendation(s).
- (g) Candidates will be recommended based on their total scores and candidates who scored below 50% will not be considered. The test results must form part of scoring by the selection committee.
- (h) The panel member shall rank the candidates according to 1st, 2nd and 3rd choices for each position (where applicable) in case the first candidate declines the employment offer then the second candidate and/or the third candidate shall be considered.
- (i) The Chairperson has the right to take a decision in the event where the panel is unable to reach consensus, which should be in the interest of the Department. This should be minuted as such.
- (j) Each applicant must complete the interview integrity check form which must be signed by the chairperson in the presence of the other panel members and the candidate.
- (k) All interview proceedings must be recorded both manual and electronical by the HR scribe and minutes approved by the chairperson.
- (l) All cell phones must be kept away until the end of interviews, except the one for HR scriber for continuous logistical contacts.
- (m) The Chairperson to submit motivation for deviation on Employment Equity profile to the delegated authority.
- (n) The successful applicant approved by the Appointing Authority will be notified by the responsible HR Unit telephonically and in writing.
- (o) A formal letter will be issued to both successful and unsuccessful applicant(s) by the responsible HR Unit.

4.3 Recruitment And Selection Processes Held During The Lockdown Phases of Levels 5 to 1 Must Strictly Follow The Departmental Health Guidelines.

- 4.3.1 All shortlisting and interview sessions may be conducted virtually utilising the Microsoft Teams/Zooming/any other possible virtual platform in order to avoid physical contact.
- 4.3.2 In case where the above provision (4.3.1) is not possible, a face-to-face meeting(s) may be held following the strict Health Protocols.

4.4 Travel And Accommodation Expenses Related To Interviews

- 4.4.1 Travel and accommodation expenses will only be considered for salary level 9 or post level 3 and above due to budget constraints. Where pressurised by circumstances traveling for levels below level 9 may be considered prior approval by the delegated authority. Traveling and accommodation expenses will be considered across the board depending on the available budget. In case the budget is exhausted the directorate filling the post may be required to pay the traveling and accommodation expenses.

4.5 Competency Assessments

- 4.5.1 Following the interview and technical exercise for SMS positions, the selection committee shall identify candidates to attend a generic managerial competency assessment in compliance with the MPSA Directive on the implementation of competency assessments for SMS.
- 4.5.2 A maximum of up to three (3) recommended applicants may be sent for Competency Assessment.

4.6 Employment Verification

Employment verification will be conducted for all recommended candidates by the responsible HR Unit prior to appointment as follows:

- 4.6.1 Qualifications with SAQA and/or study verification;
- 4.6.2 Personnel suitability checks, which will include, criminal record checks, citizenship, financial records checks, and previous employment verification;

- 4.6.3 Security screening clearance;
- 4.6.4 Social media accounts of appointable candidates (consent or permission must be granted first by candidates);
- 4.6.5 Applicants for lecturing posts must be registered with SACE; and
- 4.6.6 Foreign qualifications must be verified by SAQA and these qualifications must be certified to the relevant REQV level in terms of SAQA's qualification standard. It is the applicant's responsibility to have foreign qualifications evaluated by SAQA.

4.7 Reference Checks

- 4.7.1 Three (3) contactable referees must be provided on the CV and at least two (2) reference checks must be done before the job offer is made. This must include the reasons for exiting the previous or current job.
- 4.7.2 **Note:** At this juncture it is imperative to verify the candidate's claims in the CV and Z83. Should it be found that there was misrepresentation, the application for employment shall be disqualified.

4.8 Appointments

All appointments in the Department shall be made in accordance with the applicable legislation, policy and/or collective agreements.

4.8.1 Offer of Employment

- (a) The recommended applicant(s) shall not be regarded as a successful candidate(s) until the executing authority/delegated authority has approved the recommendation of the selection committee, and the candidate(s) has/have received and accepted a signed offer of employment.
- (b) An appointment letter including the Code of Conduct (**Annexure A**) as an addendum must be issued by the relevant HR Unit after the recommendation for appointment is approved by the delegated authority.
- (c) A written offer must be made within five (5) working days after the recommendation for appointment is approved and successful

candidate must respond within five (5) working days on whether he/she accepts the offer or not.

- (d) Where a candidate does not accept the offer of employment in writing, the second recommended candidate will be issued with an offer of appointment letter once the selection committee has been informed of the declining offer by the recommended candidate.
- (e) Communication to unsuccessful applicants shall only be done after the assumption of duty by the successful candidate(s).

4.8.2 Counter-offer/Retention

- (a) To retain an employee, the Department may offer a higher salary notch not exceeding three (3) notches higher than the offer.
- (b) The offer shall take place on the first day of the month following the date of approval, if:
 - (i) The employee has received an employment offer ("external offer") from any other organisation or organ of state;
 - (ii) The Department has verified the validity and content of the external offer;
 - (iii) The counter-offer made is limited to the salary notch closest to the external offer; and
 - (iv) The counter-offer does not exceed the salary level of the external offer post.

4.8.3 Contract Appointments

- (a) An executive authority may, unless otherwise authorised by the Act, within the available budget and at a salary level linked to a grade determined through job evaluation or as determined in an OSD, employ persons additional to the establishment, where:
 - (i) The incumbent of a post is expected to be absent for such a period that his/her duties cannot be performed by other employees;

- (ii) Temporary increase in work occurs or it is necessary for any other reason to temporarily increase the staff of the department;
 - (iii) An employee's post has been abolished and he/she cannot be transferred into another post; or
 - (iv) An employee is part of a development programme.
- (b) Before making a decision on an appointment of a person additional to the establishment, an executive authority shall:
- (k) Satisfy himself/herself that the person qualifies in all respects for the position and that his/her claims in his/her application for the position have been verified;
 - (ii) Record that verification in writing.
- (c) The employment of a person additional to the establishment shall not exceed twelve (12) consecutive calendar months unless otherwise directed by the Minister.
- (d) In a case where the employment of a person additional to the establishment exceeds twelve (12) consecutive calendar months the executive authority should first obtain approval from the Minister of Public Service and Administration.
- (e) The executive authority should first obtain approval from the Minister of Public Service and Administration before he/she may extend/renew any contract after twelve (12) consecutive calendar months.
- (f) Contract/Fixed term appointments must follow the normal recruitment and selection processes.

4.8.4 Appointment of Foreign Nationals

- (a) Only foreigners with permanent resident statuses (with a valid SA ID) may apply/be considered for appointment in a permanent post.
- (b) Foreigners must only be recommended for appointment if there is no South African applicant suitable for the post or if they possess a scarce skill as provided by DPSA from time to time.
- (c) Only foreign nationals with a valid work permit can be considered for employment on contract basis provided all the above conditions are met.

- (d) All appointments of foreign nationals will be subjected to the relevant legislation, policy and collective agreements, and other relevant departmental guidelines.

4.8.5 Re-appointment of former employees

- (a) Re-appointment of former employees may be considered as per Regulation 60 (1) of the Public Service Regulations;
- (b) An executive authority shall not re-appoint a former employee if that employee left the Public Service:
- (i) Earlier on the condition that he/she would not accept or seek re-appointment; or
 - (ii) Due to ill health and cannot provide sufficient evidence of recovery.
- (c) Notwithstanding sub-regulation (6.5.2) (a) and subject to regulation 61: prohibition on re-employment of former employees dismissed for misconduct, an executive authority may appoint such former employees in a post if:
- (i) No other suitable candidate could be recruited in terms of these Regulations;
 - (iii) The appointment is made for a fixed term not exceeding three (3) years; and that term may be extended only once for a further term not exceeding three (3) years;
 - (iii) The employee has not been previously appointed in terms of this regulation; and
 - (iv) Notwithstanding sub-regulation (6.5.2) (a) and subject to regulation 61, an executive authority may appoint such former employee additional to the establishment if:
 - The appointment is made for a period not exceeding the period (12 months) contemplated in regulation 57 (4); and
 - The employee may not be appointed more than twice in terms of this regulation - Regulation 60 (1) (b).

5. TRADE UNIONS

5.1 Labour Representation

- 5.1.1 Only one representative per recognised Trade Union will be offered an Observer status for all posts below SL15. The responsibility of an observer is to observe but not to participate during shortlisting and interview process.
- 5.1.2 Non-attendance of Union representative(s) cannot nullify the recruitment and selection process where it can be proven that they were invited to attend and timelines for invites were adhered to.

5.2 Deviation from the Policy

Deviations from this Policy must be submitted to the relevant executing authority/delegated authority for consideration.

6. POLICY MONITORING AND EVALUATION

This Policy shall be regularly monitored and evaluated by the Directorate responsible for HRM.

7. REPORTING

The Director: HRM shall provide annual reports to the Director-General on the implementation, impact and effectiveness of this Policy.

8. POLICY REVIEW

This policy will be reviewed every 3 years or as and when a need arises..

9. DISPUTE RESOLUTION

Any dispute arising out of the interpretation and/or application of this policy shall be dealt following applicable legislations and policies.

10. COMPLIANCE AND NON-COMPLIANCE

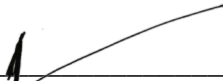
All employees must comply with the provisions of this Policy. Any unauthorised and material deviation from the provisions thereof shall invalidate the selection and /or appointment of recommended candidates.

11. CONFIDENTIALITY CLAUSE

Any breach of confidentiality by any member of the selection committee or HR official shall be dealt with in terms of the disciplinary procedures.

12. POLICY APPROVAL SIGNATURE

Signed at Pretoria on this 30 day of March 2022



Dr Nkosinathi Sishi

Director-General: Department of Higher Education and Training