



OFFICE OF THE PREMIER RECRUITMENT & SELECTION POLICY

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TABLE OF CONTENTS

PAGES

1. Introduction	1
2. Purpose	1
3. Regulatory framework and mandate	1-2
4. Scope of application	2
5. Definitions	2-3
6. Policy principles	3-4
7. Recruitment process	5
7.1. Advertisement	5-6
7.2. Recruitment timelines	6-7
7.3. Selection	7
7.3.1. Composition of selection panel	7-8
7.4. Shortlisting	9-10
7.5. Interviews	10-11
7.6. Competency and Technical assessments	11
7.6.1. Pre-entry assessments	11
7.6.2. Practical exercise	11
8. Personnel suitability checks and security clearance	11-12
9. Appointment	12-13
10. Employees on contract	13
11. Retention mechanism	13-14
12. The roles and responsibilities	14-17
13. Policy monitoring and review	17
14. Compliance	18
15. General conditions	18
16. Approval	18



1. Introduction

The need to source qualified and skilled staff is not only vital for the existence of the Office but also of paramount significance to improve its service offerings. Through the recruitment and selection policy, the Office seeks to establish a standard practice as a means to ensure legislative compliance and a fair competitive process in the sourcing competent work-force central to the delivery on its legislative mandate. This policy therefore governs and outlines the requirements, processes and procedures to source and appoint suitable candidates into vacant positions in the Office of the Premier.

2. Purpose

2.1 The purpose of this policy is to establish norms, measures and guidelines for recruitment and selection by:

- a) addressing the employment inequalities of the past, as well as recruitment and retention of the skills necessary to meet the Office of the Premier's operational needs
- b) creating a structured procedural framework for recruitment and selection based on the inherent requirements of the position which promotes employment equity and skills development
- c) advance meritocratic selection procedure and criteria grounded in professionalisation, capability, impartiality and fairness contributing to a competent and ethical state,
- d) establish a fair and transparent process of recruitment and selection embedded on statutory requirements for integrity, ethical norms and standards,
- e) Objectively evaluate the candidate's suitability for advertised positions in the Office of the Premier.

3. Regulatory framework and mandate

3.1. This policy is regulated by the following:

- a) Public Service Act, 1994, as amended
- b) Public Service Regulations, 2016, as amended
- c) Employment Equity Act, 1998 (Act No. 55 of 1998), as amended
- d) Labour Relations Act, 1995 (Act No. 66 of 1995), as amended

- e) Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997), as amended
- f) South African Qualifications Authority Act, 1995 (Act 58 of 1995)
- g) All relevant Public Service Coordinating Bargaining Council Resolutions
- h) Directive on Human Resources Management and Development for Public Service Professionalisation

4. Scope of application

This policy is applicable to all current and prospective employees applying for advertised vacant positions in the Office. The recruitment and selection processes for Senior Management Service positions will in addition be regulated by the Senior Management Service Handbook and Directives issued by the Minister of Public Service and Administration (MPSA), whilst the interview scoring methodology prescribed by this policy shall be applicable.

5. Definitions and abbreviations

5.1. The following are the definitions of terminology and abbreviations used in this policy:

- a) **Contract Employee:** means a person employed for a fixed term, but excluding a casual employee.
- b) **Director-General:** means Director General of the Office of the Premier
- c) **Employee:** means any person other than an independent contractor who-
 - (i) Works for another person or for the State and who receives, or is entitled to receive, any remuneration, and
 - (ii) In any manner assists in carrying on or conducting the business of an employer.
- d) **Executive Authority:** means the Premier
- e) **Foreign national:** an individual who is not a South African citizen or someone that does not have a permanent residence permit issued in terms of the Immigration Act.13 of 2002, as amended.
- f) **Inherent requirements of a job:** means competence that, according to evidence, an employee needs in order to carry out a job.
- g) **Job:** means the basic duties, tasks, functions, competency requirements and responsibilities, according to which one or more posts of the same grade are established.
- h) **Office:** means Office of the Premier



- i) **Policy:** means the Recruitment and Selection Policy.
- j) **Position:** means a position on the establishment which is budgeted for
- k) **Probation:** Means the period of time during which the Department can assess a newly appointed employee's suitability before confirming his/her appointment on a permanent basis, and, similarly, to enable the employer to evaluate the employees position and suitability in the Department while determining developmental areas.
- l) **Salary level:** means salary range or grade.
- m) **Salary range:** means a set of salaries that form part of a salary scale linked to a specific grade.

6. Policy principles

6.1. The following are the principles underpinning this policy:

- a) Recruitment and selection practices shall be free of unfair discrimination, whether direct or indirect, on all listed grounds, including but not limited to race, marital status, religion or creed, age, HIV status, culture, pregnancy, language, sexual orientation, colour, ethnicity or social origin and disability.
- b) The Office of the Premier shall implement affirmative action measures for people from designated groups to ensure that they have equal employment opportunities and are equitably represented in the Office.
- c) The selection criteria shall be based on the inherent requirements of the job in order to find a suitably qualified candidate. The most qualified candidate shall be selected from the pool of candidates who meet the minimum requirements of the job and has demonstrated a potential.
- d) Where provisions from this policy are in conflict with the Public Service Act and the Public Service Regulations and MPSA Directives, both the Act, Regulations and Directives shall take precedence.
- e) Evaluation of candidates in the competitive placement process is linked to the inherent job requirements of the advertised position.
- f) The selection panel shall assess the competency of candidates whilst the Security Management Services shall assess the integrity of the candidate.
- g) In cases where same position in terms of the job title, core functions, inherent requirements of the job and the salary level became vacant within a three calendar months period of having

- been advertised, the alternative candidate for the position, can be appointed without the position being re-advertised. A submission must be prepared for approval in such instances.
- h) The Office may approve an appointment of an employee who meets the principle of suitably qualified according to Section 20(3; 4 and 5) of the Employment Equity Act 55 of 1998 as amended.
 - i) Foreign nationals shall be considered for employment only where such talent and competencies are not readily available in the South African Labour Market. Priority will be given to South African citizens.
 - j) Prospective employees who are in possession of dual citizenship may be considered for appointment. They must however be encouraged to relinquish non-South African citizenship, failing which a substantive motivation must be prepared and authorised by the Director-General to appoint such candidates.
 - k) Consistent with section 43 and 44 of the Basic Conditions of Employment Act of 1997 as amended, no person under the age of 15 years or above 65 years shall be appointed in a position. The appointment of a person who is above 65 years will receive consideration by the delegated authority in line with the Public Service Act, section 16 (7).
 - l) The disclosure of the health status of the new employee shall be required if it is an inherent requirement of the job and where legislation permits or requires testing. HIV & AIDS testing without consent is unlawful, unless authorization is received from the Labour Court. Where HIV & AIDS testing is legally executed, pre and post-test counselling will be made available.
 - m) Employment in the Office of the Premier shall be subject to personnel suitability checks which must include reference checks, citizenship or permanent residency verification, qualification verification, financial and criminal record checks prior to appointment.
 - n) Before considering an applicant's suitability, the Office must verify whether an applicant is listed with a disciplinary record in the Department of Public Service and Administration's (DPSA) single Discipline Register and/ or PERSAL and verify any dismissal for misconduct.

7. Recruitment process

7.1. Advertisement

- 7.1.1. All vacancies to be filled must be approved by the delegated authority in line with the applicable Human Resources Delegations.



- 7.1.2. The content of the job advertisement must be sourced from the job description.
- 7.1.3. All vacancies to be filled must be supported by an approved job description, which must be in place before the commencement of the recruitment process.
- 7.1.4. Only approved and funded vacancies will be advertised upon approval by the relevant delegated authority.
- 7.1.5. All advertisements shall indicate that the successful candidate will be expected to sign a performance agreement and that applicants who do not receive feedback eight weeks after the closing date, should deem their applications as unsuccessful.
- 7.1.6. The language and style of the advertisement shall be clear and simple and aimed at attracting candidates from all sections of the targeted groups.
- 7.1.7. The advertisement shall specify the number of posts to be filled, the inherent requirements (e.g. qualification required, experience, knowledge, skills and competencies) and the key responsibilities of the position as per benchmarked or standardised job descriptions and DPSA requirements/guidelines.
- 7.1.8. The advertisement shall communicate the Office's commitment to employment equity and that applicants from designated groups are encouraged to apply.
- 7.1.9. All advertisements shall indicate that all shortlisted candidates, including SMS, shall undertake a practical exercise and an integrity (Ethical conduct) assessment which shall be scored as an additional criterion in the interview process.
- 7.1.10. When positions at salary levels 3,4 and 5 are advertised, they should only indicate the minimum qualifications as a requirement, without experience.
- 7.1.11. Responses to advertised posts shall be submitted to the Office through the postal services and/or electronic submissions as prescribed by the advertisement. Where the postal services is the prescribed medium for the submission of applications for employment, the Office shall apply a grace period of three working days following the closing date to retrieve and accommodate the applications from the Post Office only if such applications are dated and were posted prior to the closing date.
- 7.1.12. Temporary and/ or contract positions arising out of substantive employee being on a long leave such as maternity leave shall be filled without the advertisement but through the internship and WIL database.
- 7.1.13. To give effect to paragraphs 7.1.12 and 7.1.14, the Interns/ learners who previously served on the Internship and WIL Programmes in the Office and are unemployed, may be invited to participate in the interviews from which suitable candidate/s will be

identified to fill temporary and/ or contract positions.

7.1.14. In instances where the Interns/ learners who served on the Internship Programme are not available to be considered for temporary and/ or contract positions, the Office shall source the potential candidates from the Department of Employment and Labour following which conduct the selection processes to identify suitable candidate/s.

7.1.15. Directorate: Human Resources Management may pre-screen applications and eliminate those applications that immediately dis-qualify the applicant. Instances where an application is immediately dis-qualified includes but not limited to:

- a) Z83 not signed;
- b) Z83 not fully completed as directed by the advertisement.

7.1.16. A list of eliminated applications as per para. 7.1.16 stating reasons shall accompany the short listing report for approval.

7.1.17 In terms of the employment equity plan for the Office, preference will be given to people with disabilities, youth and females.

7.2. Recruitment timelines

7.2.1. The recruitment process should be initiated expeditiously following the approval to fill a new vacancy, transfer, resignation or early retirement of an incumbent. In case of normal retirement, this process should be embarked upon three months before the last day of employment of the incumbent.

7.2.2. Once a position has been advertised, all efforts must be made to have it filled within a minimum of three and a maximum of eight months from the date of the advertisement.

7.2.3. All role players in the recruitment process should ensure that the process is finalised Speedily from the date of placing the advert until the successful candidate assumes duty.

7.2.4. All vacant positions may be advertised for a period of at least two weeks in either Office Vacancy Circular, national/ local print media and/ or the Public Service Vacancy Circular to reach and increase the pool of potential applicants, especially persons who have been historically disadvantaged. The normal procurement process for acquiring publication services shall be followed. This will extent to youth who serve on the current



internship/learnership programme, contract workers in case of the internal advertisement and external bursary recipients.

- 7.2.5. Posts below Level 3 may in addition and/ or as an alternative to the platforms provided in paragraph 7.2.4, be filled through the Employment Services system administered by the Department of Employment and Labour, thus sourcing potential candidates from which the principle of selection merit shall be followed.

7.3. Selection

7.3.1. Composition of selection panel

- 7.3.1.1. The selection panel must be objective and free from bias, nepotism or favouritism at all times.
- 7.3.1.2. The recruiting line manager will identify and recommend the selection panel members based on their seniority, level of technical expertise, ability and competencies in the relevant position.
- 7.3.1.3. The selection panel must first be approved in line with the applicable Human Resources Management delegations before the commencement of the short listing and interview processes.
- 7.3.1.4. The final shortlisting should be limited to a minimum of two and maximum of six candidates who meet the inherent job requirements.
- 7.3.1.5. Where practically possible, the selection panel will be representative in terms of gender, disability and race. It will consist of a maximum of five and a minimum of three members (excluding the Human Resources Management representative) of which majority shall be at higher grade than the post being filled and minority shall be equal of the post to be filled.
- 7.3.1.6. The selection committee for the positions of Chief Director and Director that is positions on salary level 13 to 14 shall be chaired by the DG or DDGs, whilst the positions at salary level 9 to 12 that is Assistant Director and Deputy Director shall be chaired by Chief Directors and Directors shall chair positions from salary level 8 and below.
- 7.3.1.7. To ensure consistency and accountability, the selection panel members should be consistent throughout the selection process (i.e. short-listing and interviewing).

- 7.3.1.8. In instances where one panel member becomes unavailable on the day of the short listing and/ or interview, the process will continue and the absence of such a member should be recorded in the shortlisting/ interview report.
- 7.3.1.9. A selection panel member approved to take part in the selection process and he/she is not available at the short listing is still eligible to take part in the interviews.
- 7.3.1.10. The participation of a selection panel member who partially take part in the short listing and/ or interviews and had to withdraw for whatever reasons shall be discounted at the decision-making level.
- 7.3.1.11. The Human Resources Management will provide advisory and secretarial services and will not form part of the panel scoring and decision-making processes.
- 7.3.1.12. Representatives from a recognised labour union and/or employment equity committee members may serve as observers for positions up to salary level 12.
- 7.3.1.13. The non-attendance of recognised labour union and/or employment equity committee members in the selection process will not nullify the process and therefore the recruitment process will proceed as scheduled.
- 7.3.1.14. Each panel member will sign a declaration of confidentiality/ conflict of interest form as part of the selection process and any breach of confidentiality will be dealt with in accordance with the disciplinary processes.
- 7.3.1.15. The selection panel of both short-listing and interview processes should as far as possible avoid conflict of interest by disclosing the relationship with applicants to other panel members before the commencement or during the process.
- 7.3.1.16. A member must recuse him/herself if his/her relationship with the applicant is of personal nature and will affect his/her objectivity as well as fairness.
- 7.3.1.17. A member who is mentioned as the applicant's referee may continue to serve on the panel unless the relationship is of personal nature and that it will affect his/her objectivity as well as fairness.

7.4. Short listing

- 7.4.1. Short listing entails the determination of a specific set of criteria and identify candidates who meet the minimum requirements.



- 7.4.2. The elimination of candidates must be done in a justifiable manner and based on the minimum requirements as per the advertisement and must be recorded as part of the selection process.
- 7.4.3. The Human Resources Management will base the selection process on the minimum requirements of the advertisement to conduct the preliminary screening of candidates.
- 7.4.4. The short-listing of candidates must be based on the information provided in the curriculum vitae and Z83 application form. Any information from other sources should be discounted, as it may unfairly benefit or disadvantage an applicant in relation to others.
- 7.4.5. The inherent requirements of the post (inclusive of an appropriate qualification and/or equivalent NQF level/credits and experience) to be filled must form the basis for short-listing and the departmental employment equity plan must be taken into consideration.
- 7.4.6. In instances where more than sufficient candidates meet the minimum requirements of the position, only candidates with the maximum and/or more years of experience or candidates meeting the added advantage requirements (whichever is applicable) may be considered for shortlisting.
- 7.4.7. In instances where the panel identifies a suitable candidate for an alternative vacant position in the same or a different environment, the Office may at the discretion of the relevant line managers recommend the appointment of the candidate into the alternative position, provided the position has the same job title, core functions, inherent requirements and it is in the best interest of the Office.
- 7.4.8. Any deviations arising from the short-listing process should be documented in the short listing report and duly approved by the relevant delegated official.
- 7.4.9. The Human Resources Representative providing the secretarial services to the selection panel shall within two working days compile a selection report to be approved prior to the interviews in line with the delegations of authority, following which feedback to candidates will be issued in writing through a regret letter, after assumption of duty by the successful candidate.
- 7.4.10. If the selection committee is unable to recommend a suitable person during the shortlisting and interview processes, the committee may recommend headhunting of one or more persons with the requisite competencies and subject such person or persons to the same selection process as those who applied or recommend re-advertisement of the post.



7.4.11. The services of recruitment agencies and/ or employee referrals to source suitable candidates.

7.4.12. If an executive authority does not approve a recommendation of a selection committee, he or she shall record the reasons for his or her decision in writing.

7.5 Interviews

7.5.1 The interview atmosphere will be free from patronizing approach and intimidation.

7.5.2 No discriminatory questions may be asked to the candidates and interview questions shall be based on the inherent requirements of the positions.

7.5.3 It is prerogative of the selection panel to grant postponement to a short-listed candidate who cannot attend the scheduled interviews, subject to justifiable reason provided. Such a request shall be made in writing by the candidate.

7.5.4 Only shortlisted candidates will be subjected to the interviews to determine their suitability for the vacant position.

7.5.5 Each panel member will assess and rate the candidate. The candidate's final average score will be used as a guideline for final recommendation and approval of appointment into the advertised position.

7.5.6 Notwithstanding the final score, which should be within the appointable threshold of 60%, in approving the appointment the delegated authority must also take into account all the relevant factors including but not limited to employment equity and candidates' technical strengths in relation to the positional requirements.

7.5.7 At least two of interview assessment factors must be about the job knowledge and shall account for 60% overall score, while other factors including an integrity (Ethical conduct) assessment account 40% interview score.

7.5.8 Where practically possible at least two suitable candidates may be identified, recommended and submitted for approval. If for any other reasons the first choice candidate is not appointed, then the alternative candidate shall be considered. However, reasons for not appointing the preferred candidate shall be recorded.

7.5.9 Successful candidates shall have a period of five working days within which to accept the employment offer failing which an assumption would be they are no longer interested. The request for the extension of five days period must be made with reasons thereof in writing by the candidate.



7.6 Competency and Technical assessments

7.6.1 Pre-Entry Assessments

All shortlisted candidates, including SMS, shall undertake two pre-entry assessments. One must be a practical exercise, and the other must be an Integrity (Ethical Conduct) Assessment. Selection panels shall score both technical exercises as an additional criterion in the interview Process.

7.6.2 Practical Exercise

All shortlisted candidates shall undertake a pre-entry practical exercise as part of the assessment method to determine the candidate's suitability based on the post's technical and generic requirements. The assessment must comprise a formal test to determine a candidate's proficiency in core functions and the technical dimensions specified in the job advertisement.

8 Personnel suitability checks and Security Clearance

- 8.1 The Directorate: Security Management Services will conduct personnel suitability checks on all candidates for permanent and fixed-term contractors, internship and temporary positions and provide Human Resources Management with a report which must accompany the interview submission for approval.
- 8.2 The personnel suitability checks shall include verification of qualifications, citizenship verification, criminal record checks, financial record checks, candidate reference checks, registration with professional bodies where it is part of the inherent requirements of the post, and verification of any dismissal for misconduct.
- 8.3 Candidates will be subjected to a personnel suitability checks process prior to being offered employment in order to ensure that the minimum security and integrity requirements of the Office are met and to verify information provided during the selection process.
- 8.4 Where the Office has no capacity/ systems in place to conduct all or some of the personnel suitability checks, the Director-General shall by way of approval determine whether the

appointment of a suitably identified and recommended candidate may be effected subject to these checks being conducted/ confirmed at a later stage.

- 8.5 The personnel suitability checks process will be conducted by the Directorate: Security Management Services in accordance with the personnel suitability framework as outlined by the State Security Agency, Department of Public Service and Administration and other policies, or directives outlining vetting requirements from time to time.
- 8.6 All new employees, permanent and fixed-term contractors, Interns and temporary must be security cleared to the level required by the positions they occupy and in accordance with the specifications of the relevant manager. Posts are graded depending on the access and classification of information required to fulfil the functions of that position. In exceptional cases, a higher level of security clearance may be required regardless of the job level.

9 Appointments

- 9.1 An executive authority shall ensure that before the approval of any appointment to an SMS post, the candidate for such a post shall have completed and provided the Department with the Nyukela certificate
- 9.2 The interview report shall be submitted for approval within one week after the interviews, following the receipt of personnel suitability checks report and where applicable the competency/ technical assessment report.
- 9.3 The offer of employment to successful candidates and counter-offers to current employees must be in line with and within the applicable regulations.
- 9.4 Higher salary for recruitment purposes shall be offered in line with the Public Service Regulations.
- 9.5 Any overpayment/ underpayment resulting from incorrect salary, salary level and salary scale awarded to the successful candidate, shall be corrected from the date on which it occurred in line with the Basic Conditions of Employment Act, 1997 as amended.
- 9.6 Candidates recommended for appointment into positions of the same salary level as their current positions will not receive an adjustment to their total guaranteed packages unless approved otherwise by the delegated authority.
- 9.7 Requests for revised offers must be accompanied by a full motivation with a view to attract the candidate for approval in line with the delegations of authority.



10 Employees on contract

- 10.1 Contract employees who are appointed in line with the terms of Office of the Executing Authority shall be offered employment contract to sign instead of a normal appointment letter. The contract shall stipulate the duration and conditions thereof.
- 10.2 Unless otherwise advised by the recruiting line manager, contract employees who are appointed for a period of less than 12 months shall be sourced from the pool of candidates who completed an Internship and WIL Programme within the Office of the Premier and remain unemployed following completion of the Programme.
- 10.3 Contract employees who are appointed for a period not exceeding 12 months will be for the purposes of providing temporary relief in situations where officials are on maternity/long-term incapacity leave or where the filling of the position is expected to exceed six months. This is applicable in instances wherein no official has been identified to act in the vacant and funded position.

11 Retention mechanisms

- 11.1 The Office will endeavour to implement retention mechanism with a view to not only attain return on investment (ROI) but also to ensure retention of critical skills, women, people with disabilities and sustainability of operations through but not limited to both non-monetary and monetary mechanisms, which include the following:
 - 11.1.1 Improved working conditions by creating and maintaining a workplace that attracts, retains and nourishes talent within the organisation.
 - 11.1.2 Consistent with career management and development of employees, afford internal candidates opportunities for promotion through a competitive placement process and development purposes.
 - 11.1.3 Create opportunities for job rotation and job enrichment of employees between the various related/similar roles with a view to enhance employee knowledge and development, especially those on salary level 7 and below.
 - 11.1.4 Where an employee receives an external offer of employment, the Office may at its sole discretion exercise the option of providing the employee with a counter-offer in line with the Public Service Regulations. The retention candidate is responsible to provide proof of

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the external offer and Human Resources Management will confirm and verify the authenticity of the offer.

12 Roles and responsibilities

12.1 The Director-General

12.1.1 The Director-General shall:

- 12.1.1.1 Ensure that all employees adhere to the policy provisions without exception.
- 12.1.1.2 Report falsified or fraudulent qualifications to the South African Police Service (SAPS).
- 12.1.1.3 Ensure that vacant and funded positions are filled.
- 12.1.1.4 Approve of selection committees and/ or assign approval as per approved delegations.

12.2 Human Resources Management

12.2.1 The Human Resources Management shall:

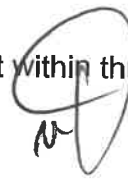
- 12.2.1.1 Administer the end to end recruitment and selection processes.
- 12.2.1.2 Provide procedural guidance and advice to line management in line with this policy.
- 12.2.1.3 Provide procedural guidance, advice and secretarial services during the short-listing and interview processes.
- 12.2.1.4 Prepare a draft advertisement and request inputs from the recruiting line management prior to publication. In the event the recruiting line management fails to provide input within three working days, the human resource management shall proceed with the advertisement with the content sourced from the job description.
- 12.2.1.5 Advertise only vacant funded posts and handle responses to applications received in respect of advertised positions.
- 12.2.1.6 Ensure that positions are filled within eight months of becoming vacant.

- 12.2.1.7 Ensure that the advertisement of positions is line with the Employment Equity Targets as provided by the approved Employment Equity plan.
- 12.2.1.8 Where required, ensure that the relevant line manager is informed immediately when approval has been granted, before informing the successful candidate about the appointment.
- 12.2.1.9 Ensure compliance to all the legislative requirements and Framework during the recruitment and selection processes.
- 12.2.1.10 Ensure proper appointment and placement of newly appointed employees.
- 12.2.1.11 Follow due recruitment processes and ensure the competitive placement of Interns and Work Integrated Learners in the Office and develop internship database which shall be utilised to fill temporary and/ or contract positions not longer than six months unless otherwise extended.
- 12.2.1.12 Ensure that new employees attend the corporate induction programme upon their assumption of duty.
- 12.2.1.13 The Human Resources Management will in consultation with the recruiting line manager make a determination whether or not to take over the training/ bursary commitments of the successful candidate at his/ her current employer subject to the approval in line with the Financial delegations.

12.3 The Line Management

12.3.1 The line management shall:

- 12.3.1.1 Identify a vacancy to be filled and submit requests for advertisement to the delegated authority via the Human Resources Management Directorate in the prescribed submission format.
- 12.3.1.2 Submit requests for the short-listing and interviewing panel to the delegated authority via Human Resources Management Directorate in the prescribed submission format.
- 12.3.1.3 Provide input on the draft advertisement within three working days prior



to publication, failing which the human resources management shall proceed with the advertisement with the content sourced from the job description.

- 12.3.1.4 Identify members of the selection committees, of which at least two shall be technical experts conversant with the criteria relevant to the position.
- 12.3.1.5 Undertake to make the necessary efforts, in collaboration with Human Resources management, in ensuring the availability of the selection committee members towards the filling of advertised positions within stipulated time-frames.
- 12.3.1.6 Chair or delegate the chairpersonship of selection committees.
- 12.3.1.7 Arrange office accommodation, office equipment, travelling for the shortlisted candidates and resettlement of successful candidates.
- 12.3.1.8 Conduct the Directorate/ Unit induction for new employees.
- 12.3.1.9 Ensure compliance to probationary requirements of a new employee.

12.4 Employment Equity Consultative Forum

12.4.1 The representatives of the Employment Equity Consultative Forum shall:

- 12.4.1.1 Participate in the drafting of the Employment Equity Plan for the Office.
- 12.4.1.2 Monitor whether the advertisement of positions is in line with the Employment Equity targets as provided for in the approved Employment Equity plan.
- 12.4.1.3 Prior to the short listing for the advertised position, advise the responsible selection committee about the target groups in terms of race, gender and people with disabilities informed by the Employment Equity plan.
- 12.4.1.4 Serve as an Observer during the selection processes and raise the observations during the discussion of all candidates which shall be recorded in the interview report of the EECF representative.
- 12.4.1.5 If the most successful candidate does not enhance the Employment
- 12.4.1.6 Equity profile, the report of the Employment Equity Committee representative shall be attached to the interview report for the filling of the post.



- 12.4.1.7 Provide the feedback to all stakeholders including the Shop Stewards on the recruitment and selection activities undertaken.
- 12.4.1.8 The union representative shall not form part of discussion and decision making during the selection process as they do not form part of the selection committee.

12.5 Security Management Services

12.5.1 The Security Management Services shall:

12.5.1.1 Conduct personnel suitability checks and provide human Resource management with the report.

12.5.1.2 Advise on the appointment of candidates with personnel suitability risks.

12.6 Union Representative

12.6.1 The union representative shall:

12.6.1.1 Serve as an observer of the shortlist and interviews process.

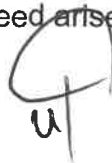
12.6.1.2 Will not form part of discussion and decision making as they do not form part of the selection committee.

12.6.1.3 Complete feedback form and provide it to the chairperson at the end of the processes.

12.6.1.4 Ensure confidentiality and integrity of the process.

13 Policy monitoring and review

13.1 The Director: Human Resources Management shall monitor the implementation of this policy and review it once every five years and/ or as the need arise.



14 Compliance

14.1 The Auditor-General and Internal Audit shall determine through regular audits compliance to this policy. Failure to comply with this policy may result in disciplinary actions.

15 General conditions

15.1 Travel, accommodation and subsistence allowance and relocation expenses

15.1.1. The Human Resources Management will make provision on its budget for the costs to be incurred in the publication of job advertisement and payment of placement fees to recruitment agencies.

15.1.2 Travel and accommodation requirements for candidates (internal and external) travelling to attend interviews will be incurred by the recruiting line management in line with Subsistence and Travel policy.

15.1.3 Relocation costs of successful candidates (whether internal or external) to new work premises will be dealt with in accordance with the Resettlement policy and incurred by the recruiting line manager.

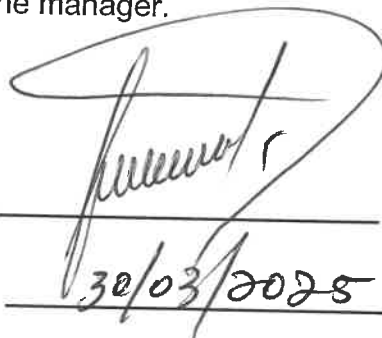
16 Approval

DIRECTOR-GENERAL

:

DATE OF APPROVAL

:

A handwritten signature, possibly 'P. M. M.', is written over a horizontal line. Below this line, the date '30/03/2025' is handwritten.