

RECRUITMENT AND SELECTION

1. Preamble

The framework below will serve as the policy guidelines with regard to recruitment and selection and each department is expected to further develop their own policy.

2. Legal mandate

2.1 The recruitment, selection and placement of personnel is done in terms of the legal framework applicable to the South African public service, namely the –

- Constitution of the Republic of South Africa, 1996;
- Public Service Act, 1994 (as amended);
- Employment Equity Act, 1998;
- Labour Relations Act, 1995, and
- Public Service Regulations, 2001.

2.2 Management of the selection process according to the regulatory framework ensures accountability. Thus all applicants who qualify are given an opportunity to compete for appointment, while serving officials may compete for promotion or transfer.

3. General principles

3.1 The framework shall underpin the following principles:

- Fairness
- Equity
- Confidentiality
- Professionalism
- Human dignity

3.2 The Head of Department on whose establishment the post(s) exist(s) that is/are under review, accepts the primary managerial responsibility for the selection of candidates for appointment to the post(s) in question.

3.3 Within the limits of the applicable policy, all reasonable expenses associated with the attendance of selection interviews by candidates are to be defrayed from the budget of the department by which the candidates were invited for the interview(s).

3.3 Given the renewed focus (at national and other levels) on the authenticity of educational qualifications of candidates, especially where appointments at management level are concerned, this aspect must be handled meticulously yet diplomatically. The Province therefore reserves the right to check with the issuing institutions or persons, the authenticity of all certificates and information submitted by candidates.

- 3.4 All appointments will be subject to a probation period of 12 calendar months, which process shall be managed in terms of the policy guidelines in this regard.
- 3.5 Security clearances may be prescribed for posts level 9 and above and/or any post employer deemed it necessary e.g. security officer, finance, etc.
- 3.6 Non-SA citizens may not be appointed in a permanent capacity, but may only be considered for contract appointments not exceeding a period of five years, and that only if no suitable South African citizen is forthcoming.
- 3.7 In accordance with section 15(4) of the Employment Equity Act, 1998, no absolute barrier is established to the prospective or continued employment or advancement of applicants who are not from designated groups (as defined in the Employment Equity Act).

4. POLICY OBJECTIVES

- 4.1. The purpose of this framework is to ensure that recruitment and selection is done in a fair, efficient, effective, transparent and equitable manner,
- 4.2. to achieve equity in the workplace,
- 4.3. to promote workplace diversity,
- 4.4. to attract scarce skills and
- 4.5 to enhance service excellence.

5. POLICY STATEMENT

The WCPA intends to recruit and select highly competent individuals by using sound recruitment and selection practices.

6. IMPLEMENTATION

- 6.1. Every Executing Authority will be responsible for effectively meeting the human resources needs of his/her department to deliver on the strategic goals. Managers must ensure that employees are managed in an environment, which is enabling and supportive to all especially to those who have been disadvantaged
- 6.2.

7. Basis of the selection process

- 7.1 In terms of section 11 of the Public Service Act, 1994 (as amended), read with section 20(3) of the EEA, all persons who qualify for an appointment or transfer, or for promotion, shall be considered. The evaluation, including the selection of applicants shall be based on the training, skills, competence, knowledge, formal qualifications, recognition of prior learning, relevant experience and precocity within a reasonable time to do the job, coupled with the need to redress historical imbalances (pertaining to race, gender and disability). The Employment Equity Act, 1998, which applies to the Public Service as of 1 December 1999, prescribes the drawing up of Employment Equity plans, which must include numerical goals to achieve equitable representation of suitably qualified employees from disadvantaged groups. The selection process is designed to accommodate these imperatives, insofar possible.
- 7.2 Points allocated in the shortlisting and selection processes are not absolute cut-off points, but are indicative of a candidate's relative suitability for a post and should be considered with due regard to the employment equity targets of a department to identify the most suitable candidate.

- 7.3 Threshold requirements for positions are as advertised. Thereafter, this framework should be followed as policy of identifying an incumbent competent to fill the position, or alternatively an incumbent with the ability to acquire the competence within a reasonable time to perform in the position. What constitutes a reasonable time will be dictated by the needs and exigencies of the position as determined by the selection panel. Merit and competency as essential requirements are specifically retained in the process.

5. Preliminary screening of candidates

- 5.1 Candidates must be screened in terms of the threshold requirements of the post.

After the advertisement has closed, a transparent and accountable process has to be followed which must be correct, reasonable and fair. The equity of all candidates must be ensured with due regard to all applicable legislation. Canvassing, favouritism, nepotism or similar practices are under no circumstances allowed. Any person with any personal / vested interest in the process must declare such interest beforehand and recuse her- or himself from the process. Only relevant, objective and verified information, including that contained in CVs and other documents accompanying the application, may be taken into account during the screening process.

- 5.2 Standard procedures for compiling a short list.

5.2.1 At least 50% of the members of the Selection Panel must be involved in compiling the short list of candidates. The Head of Department and the Executing Authority must finally accept the short list.

5.2.2 A short list is compiled on the basis of an uniform methodology. During the process strong emphasis is placed on the information supplied in a candidate's curriculum vitae and in the application form, as measured against the advertised requirements. There are a variety of techniques available, but it should be ensured that equity prevails at all times. Moreover, the constitutional rights of individuals have to be taken into account.

5.2.3 Applications of persons who do not meet the threshold requirements need not be considered further. However, such applications must also be listed, and the reason(s) recorded why the candidate in question was not considered. (Should the candidate request it, these reason(s) must be supplied to her/him in writing.). Short lists should preferably be compiled according to a "grid" comprising the key requirements, competencies and performance areas (as advertised). These areas should focus on the managerial demands, functional skills and key performance areas inherent in the relevant post, as well as the employment equity targets of the department. Weighting of the total points scored may, as a transversal guideline, be considered as per the example given below, which focusses on competency/merit, provided that where possible, applicants who are members of designated groups (i.e. Blacks, female or disabled), should constitute the majority on the short list.

5.2.4 Having determined the relative candidature in accordance with the grid, short lists should be compiled as to reflect a department's needs for efficiency and representativity. The short list should ensure that in those cases where relative efficiency and representativity are not reflected in the same candidate, the most suitable candidate should be identified in a balanced manner from all focus areas.

5.2.5 No candidate, including serving officials, may be short-listed or invited to an interview through goodwill.

6. Example of a grid

The following is a framework for a grid suitable for the short-listing process. Please note however that each selection panel may allocate its own weighting and points in regard to its assessment of the relative importance of the competencies and KPAs attaching to the post in question. The fact that different competencies and KPAs have been advertised does not mean that these enjoy equal weight.

| Name of candidate | Selection criteria (Examples) | | | | | | |
|-------------------|--|---|---|--|---|---|-------|
| | Qualifications | Proven strategic managerial and leadership skills | Proven interpersonal and communication skills | Relative competency and suitability for the post | Overall compliance with other generic managerial requirements as advertised | ** Meeting of specific, post unique KPAs (as advertised) (score of 3 points for each of 5 KPAs) | Total |
| Weightings | 1 ¹ | 3 ² | 3 ² | 3 ² | 3 ² | 15 ² | 28 |
| | Points* are allocated as follows: ¹ 1: Meets the minimum qualifications as advertised, 0: Fails to meet the minimum qualifications as advertised, and is not considered further. ² For each of the KPAs points are allocated as follows: 3: Complies fully; 2: Complies partially; 1: Does not comply. | | | | | | |
| | NOTE: * Based on the information contained in the CV and other application documents. ** A certain positive premium may be placed on the fact that a candidate had completed the PEP or similar programme. | | | | | | |

7. Hearsay evidence

During both the short-listing process and the selection interview no hearsay evidence may be presented. Should a member of the Selection Panel be party to information or have knowledge supplementary to or in contradiction of that contained in a candidate's application documents, such information must be verified and declared beforehand. Any member who is party to information of this nature and who is of the opinion that it may impede his/her ability to make objective decisions, must reclude her/himself from the process.

8. Responsibilities of the Selection Panel

- 8.1 Where pre-screening (the short-listing process) takes place based on empirical information (preferably contained in the job description, but where necessary, also in other documentation), the interview situation is utilised to arrive at a qualitative assessment of the candidates. The object of the exercise is to evaluate the expertise and competencies of the candidates by means inter alia of a questionnaire. It is essential that the process be unimpeachable, objective and accountable. In addition it is the responsibility of the Panel to -
- 8.1.1 compile a questionnaire directed towards testing a candidate's skills and knowledge of the management level, competencies and KPAs;
 - 8.1.2 expose all candidates to the same questions or testing/evaluating, although follow-up questions may be inevitable depending on candidates' responses;
 - 8.1.3 set norms for evaluation (allocation of points) in accordance with standard practice, and
 - 8.1.4 attend to the probing of projected potential in support of candidates whose appointment would enhance representativeness .
- 8.2 The independent evaluations of individual panel members are to be recorded and these inputs are to be processed as a recommendation of the Panel as an entity. Allocation of points provide the Panel with an indication of the relative assessments of individual Panel members, and forms the basis for motivation by the Panel aimed at either consensus or a majority decision for identifying the most suitable candidate. The decision concerning the most suitable candidate to be recommended for appointment/promotion/transfer to the post must be based on merit as well as the employment equity targets of a department. However, "potential" may be considered by the Selection Panel as one of the facets in their horizontal comparison of candidates, provided that such potential is assessed to be realisable within a reasonable timeframe as determined by the panel, with reference to the position, exigencies and needs of the position and the employer. The candidate who has scored the highest points in the selection process may thus be passed over and a candidate with a relative lower score may be regarded as the most suitable candidate in all the circumstances.
- 8.3 Interviewing can be employed in conjunction with role-playing, testing, skills techniques, case studies, presentations etc, in which event, these techniques will insofar possible be culture and bias free. In terms of current policy/practice interviewing is a primary selection technique of the Province. Proficiency assessment will form part of the selection process for all posts on the level of Director-General and Deputy-Director-General who are Heads of Department.
- 8.4 When a candidate is referred by a participating recruitment agency, the protocol is for all communication with the candidate (for example the invitation to attend a selection interview) to be forwarded via such agency.

9. Documentation

All steps and processes must be fully documented. An applicant has the right to enquire as to why his/her candidature had not been short-listed, and a department/the Province could be taken under administrative review. In such cases only factually documented evidence together with other reliable and relevant

evidence, would be considered.

10. Filling of posts in the Senior Management Service

Posts on the level of Deputy-Director-General and higher shall be approved for filling by the Executing Authority in consultation with Cabinet. The current Cabinet memorandum shall be utilised for this purpose. Posts on the level of Director and Chief Director may be approved for filling departmentally, subject to the following conditions:

- 10.1 The approval of the Executing Authority (Minister) must be obtained.
- 10.2 The filling of the posts must meet the requirements of the relevant department's Employment Equity Plan.
- 10.3 The filling of the post must be in line with the ten strategic objectives of the Western Cape Province.
- 10.4 The current "Cabinet" memorandum should be prepared as a memorandum for the relevant Executing Authority (MEC) and not for Cabinet.
- 10.5 All other national and provincial policy guidelines and current collective agreements must be adhered to as a matter of course.

11. Follow-up sessions with unsuccessful serving officials

When necessary, departments must make arrangements for follow-up interviews with currently employed applicants whose applications had failed. During these interviews such persons must be given particulars as to why their applications were not successful. Within reason everything possible must be done to restore the motivation of these individuals so that their continued co-operation, as well as that of personnel under their supervision, may be ensured.