



**kzn education**

Department:  
Education  
KWAZULU-NATAL

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Usuku : 30/08/2010  
Datum:

**TO: SENIOR GENERAL MANAGERS  
GENERAL MANAGERS AND MANAGERS  
SUPERINTENDENTS OF EDUCATION: MANAGEMENT (SEMs)  
HEADS OF EDUCATIONAL INSTITUTIONS/COMPONENTS/SECTIONS**

**HRM CIRCULAR No.62 OF 2010**

**IMPLEMENTATION OF THE POLICY ON RECRUITMENT AND SELECTION OF PUBLIC SERVICE EMPLOYEES**

1. The enclosed Policy on Recruitment and Selection of Public Service Employees has been approved for implementation within the Department.
2. All Heads of Offices/Directorates/Institutions are required to ensure that relevant recruitment and selection processes as contained in the Policy are adhered to.
3. The contents of this circular must be brought to the attention of all employees.

R. CASSIUS LUBISI, PhD  
SUPERINTENDENT-GENERAL

DATE: 10/10/2010

...dedicated to service and performance  
**beyond the call of duty.**

**KWAZULU-NATAL DEPARTMENT OF EDUCATION**

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## KWAZULU-NATAL DEPARTMENT OF EDUCATION

### POLICY ON THE RECRUITMENT AND SELECTION OF PUBLIC SERVICE EMPLOYEES

#### 1. INTRODUCTION

The transformational imperatives, as dictated by the Constitution of South Africa and the Employment Equity Act makes it mandatory for the KZN Department of Education to introduce strategies and measures that would achieve a diverse workforce based on the principles of objectivity, fairness, and equity. These strategies would endeavour to recruit employees who are in possession of the requisite knowledge, skills, attributes and competencies to achieve its strategic objectives.

#### 2. PURPOSE

The purpose of this policy is to provide strategic measures and procedures for the recruitment and selection of personnel in the filling of posts created in terms of the Public Service Act, 1994 (Act 103 of 1994), as amended.

#### 3. SCOPE OF APPLICABILITY

This policy document applies to the filling of posts in either a permanent, temporary or fixed term contract on Salary Levels 1-12 (below Senior Management Services) created in terms of the Public Service Act, 1994 (103 of 1994), as amended. In respect of SMS (Salary Levels 13 and above), provisions contained in the SMS Handbook are applicable.

#### 4. AUTHORISATION

The mandate for this Policy is found in the following prescripts and Policy Documents:

- Public Service Act, 1994 (Proclamation 103 of 1994), as amended
- Public Service Regulations, 2001 as amended
- Employment Equity Act, 1998 (Act 55 of 1998)
- Public Finance Management Act, 1999 (Act 1 of 1999)
- Labour Relations Act, 1995 (Act 66 of 1995)
- South African Constitution, 1996 (Act 108 of 1996)
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997)
- The Affirmative Action Policy (2002)
- PSCBC Resolution No.1 of 2007
- National Vetting Strategy
- Skills Development Act, 1998 (Act 97 of 1998)
- Promotion of Administration Justice Act, 2000 (Act 3 of 2000)
- Promotion of Access to Information Act, 2000 (Act 2 of 2000)
- Provincial Policy Framework on Recruitment and Selection issued by KZN Provincial Administration
- South African Schools Act, 1996 (Act 84 of 1996), as amended

## 5. ELIGIBILITY FOR APPOINTMENT

- 5.1 In terms of the applicable Legislation, no person shall be appointed permanently whether on probation or not to any post on the establishment of the Department unless he/she:-
- (a) is a South African Citizen or a permanent resident;
  - (b) is a fit and proper person; and
  - (c) is older than 16 and younger than 65 years of age.
- 5.2 The applicable Legislation further provides that in the making of any appointment:-
- (a) all persons who applied and qualify for the appointment concerned shall be considered ; and
  - (b) the evaluation of persons shall be based on training, skills, competence, knowledge and the need to redress, in accordance with the Employment Equity Act, 1998 (Act No. 55 of 1998), the imbalances of the past to achieve a public service broadly representative of the South African people, including representation according to race, gender and disability.
- 5.3 Former employees may be eligible for employment in accordance with prescribed stipulations as set out in this Policy.

## 6. PLACEMENT OF EXISTING PERSONNEL

- 6.1 With due regard to the legislative prescripts, the Executive Authority or his/her delegate may:
- (a) Absorb an employee who was appointed in terms of the Affirmative Action Policy, provided that he/ she meets the requirements of the posts;
  - (b) Fill a post as part of its practice of laterally rotating or transferring employees to enhance organizational effectiveness and skills;
  - (c) Absorb supernumerary and/ or excess personnel of equal grading into existing vacant positions.
- 6.2 For the purpose of applying the measures referred to in paragraph 6.1 above, the Department may advertise vacancies internally and limit applications to qualifying personnel within the Department thereafter the normal selection process will apply.

## 7. JOB EVALUATION

All newly created posts as well as vacant existing posts at Salary Level 9 and above must be subjected to Job Evaluation before being advertised. Post(s) that have already been evaluated in the twelve months period preceding the date of the advertisement need not be re-evaluated. However, posts of Assistant Manager and Deputy Manager must be advertised on Salary Level 9 and 11 respectively, irrespective of whether the posts were evaluated at 10 or 12.

## **8. METHODS OF RECRUITMENT**

### **8.1 Recruitment Agencies**

This method may be used for one or more of the following purposes:

- (a) to design a job profile and required competencies for identified vacancies and in respect of which no internal knowledge and capacity exists;
- (b) filling of specialized positions;
- (c) all response handling;
- (d) to undertake competency testing in which the consultant or agency must be knowledgeable in the specialized field.

### **8.2 Skills search (head hunting)**

The method may be utilized to seek and entice suitably qualified candidates to make an application within the normal acceptable legal transparent framework by making them aware of an existing publicly advertised vacancy. This does not translate to an "entitlement" to the position and must be done in conjunction with the normal advertising of vacancies. In this way, all applicants must contest equally for the post/s.

### **8.3 Employee Referrals**

This method should only be applied in conjunction with the advertising procedure and in terms of which serving employees should be encouraged to communicate information regarding the existence of vacancies to acquaintances to create awareness. It must, however, be ensured that all applicants contest equally for the advertised post/s.

### **8.4 Disability Agencies/Institutions**

Relationships with Disability Agencies should be established to heighten awareness in respect of advertised posts with a view to recruiting persons with disabilities.

## **9. ADVERTISING OF POSTS**

9.1 Except posts which are to be advertised in terms of paragraph 6 above, all vacant posts will be advertised within the Department by way of a circular as a minimum requirement.

9.2 In addition to the above, vacant posts will be advertised as follows:

- (a) in the National and Provincial Newspapers in respect of SMS posts;
- (b) in the Provincial Newspapers in respect of posts on Salary Levels 7-12;

(c) by way of an appropriate "Advertisement Notice" displayed at the entrance of the Office/Institution where the vacancy exists and other prominent Public Areas for example Local Post Office or Municipality within close proximity of that Office/Institution in respect of posts on Salary Levels 1-6.

9.3 It must be ensured that the National and Provincial Newspapers used to advertise vacant posts would allow accessibility to all potential applicants taking into consideration the diversity of languages and cultures.

9.4 It must be ensured that there is consistency of advertisements of similar posts for different offices.

9.5 Posts on salary levels 7 and above are not regarded as entry level posts and, as such, the advertisement must clearly indicate the minimum years of relevant experience and qualification. The recommendation in respect of experience and the required qualification for similar posts at different offices must be the same.

9.6 All advertisements must clearly specify:

- (a) The inherent requirements of the job;
- (b) The relevant qualifications, the Job Title and Key Performance Areas as identified in the job evaluation process;
- (c) The closing date for applications, which must be at least 10 working days from the date of advertisement;
- (d) The contact person and contact numbers to whom enquiries can be addressed;
- (e) That the Department is an Affirmative Action, equal opportunity employer, and that all posts will be filled with the intention of achieving the numerical goals of the Department as set out in the Employment Equity Plan;
- (f) That short-listed candidate may be subjected to a competency test;
- (g) Details regarding salary or salary packages;
- (h) Period of employment in respect of short contracts;
- (i) That prospective candidates shall be subjected to Personnel Suitability Checks (PSC);
- (j) That, if no response is received within 6 months, applicants must consider their applications as unsuccessful.

9.7 The following directives shall be included in all advertisements.

- (a) All copies of documents must be a first photocopy of an original document and bear an original certification stamp.

- (b) The prescribed form (Z83) must be accompanied by a detailed Curriculum Vitae together with all relevant supporting documents. This must be forwarded to the address indicated in the advertisement and must be received on or before the closing date.
- (c) Applications received after the closing date specified in the advertisement will not be considered.
- (d) No faxed or e-mailed applications will be accepted. However, online applications will be accepted once a system in this regard has been implemented.

**NB:** Non-compliance with these directives shall constitute fair and sufficient grounds to disqualify an applicant.

- 9.8 All vacant posts must be filled within six months from the date of advertisement unless justifiable reasons exist for the delay. However, should it not be possible to fill the post within a period of six months, an investigation must be conducted by the relevant HR Component to determine the reasons for the delay and the need for the continued existence and/or filling of that post.

## 10. ADMINISTRATION OF APPLICATIONS

It is the responsibility of the relevant HR Component within the office where the vacancy exists to:

- (a) date stamp the application on the date of receipt of application; and
- (b) capture the application on a schedule or database.

## 11. CONSTITUTION OF THE SELECTION COMMITTEE

In constituting selection committee, due regard must be taken of the following:

### 11.1 Filling of office based posts

- 11.1.1 The relevant HR Component responsible for the filling of the post must consult with relevant role players with a view to making a nomination with regard to the constitution of the Selection Committee. In making the nomination, it must be ensured that:

- (a) the Chairperson of the Selection Committee is of a higher grading than the post to be filled;
- (b) the Supervisor of the post being filled serve a member if not already nominated as Chairperson of the Selection Committee;
- (c) the Selection Committee consists of at least three but not more than five persons of a higher or equal grading than the post to be filled;
- (d) at least one member of the Selection Committee is fully familiar with the nature of the duties attached to the advertised post;

- (e) no employee who is an applicant for the advertised post is appointed as a member of the Selection Committee;
- (f) the Selection Committee is representative of race, gender and disability, where possible; and
- (g) secretarial services during the selection process are provided.

11.1.2 The relevant HR Component responsible for the filling of the posts must obtain approval for the constitution of the Selection Committee in terms of delegated authority and this must be done within 10 working days from the date on which the post was advertised.

11.1.3 The relevant HR Component must thereafter within 3 days of obtaining approval, inform the Chairperson and the members, in writing, of their appointment on the Selection Committee.

## **11.2 Post to be filled in an institution**

11.2.1 In keeping with the South African Schools Act, it is the responsibility of the School Governing Body (SGB) to appoint a selection committee within 10 working days from the date on which the post was advertised. In appointing the Selection Committee, the SGB must ensure that:

- (a) a member of the SGB is appointed as chairperson of the selection committee;
- (b) the Supervisor of the post being filled serve as either Chairperson or member of the Selection Committee;
- (c) at least two parent members of the school governing body are appointed as members of the Selection Committee;
- (d) the Principal is appointed as a member of the Selection Committee and as a representative of the Department;
- (e) a representative of the staff of the Institution where the post is being filled is appointed as a member;
- (f) at least one member of the Selection Committee be fully familiar with the nature of the duties attached to the advertised post;
- (g) no employee who is an applicant for the advertised post is appointed as a member of the Selection Committee;
- (h) the Selection Committee is representative of race, gender and disability, where possible
- (i) a member of the staff be designated by the principal to serve as secretary during the selection process.

## 12. ROLE OF THE CHAIRPERSON

The chairperson shall ensure that:

- (a) he/she initiates the selection process and is present at all stages of this process;
- (b) a copy of the approved Employment Equity Plan is obtained from the KZN Education Website or the HR Component
- (c) that the Supervisor of the post being filled provides the Employment Equity profile of the Component (Directorate/Office/Institution) within which the post is attached;
- (d) the selection process is postponed should he/she not be available during any of the stages of the process;
- (e) only formally appointed members of the selection committee participate in the process and in this regard, no member should be co-opted without the necessary approval being obtained from the delegated authority or the SGB, as the case may be;
- (f) at least two other members of the Selection Committee are present during any of the stages of the process;
- (g) no member be in a position to either prejudice or advantage any of the applicants and should this be the case, such member be requested to recuse himself /herself for the entire selection process and the reasons for recusal is be recorded;
- (h) the principles of objectivity and fairness are strictly adhered to throughout the selection process;
- (i) strict confidentiality of the selection process is maintained by all panelists and secretariat and in this regard the Declaration of Confidentiality must be completed by all persons present during all stages of the selection process; and
- (j) the directives relating to shortlisting, interviewing and nomination of the recommended candidate are adhered to.

## 13. SELECTION PROCESS

### 13.1 Shortlisting

- (a) The shortlisting process should, as far as possible, commence within twenty one (21) working days from the closing date for applications as specified in the advertisement.
- (b) The shortlisting of candidates should be undertaken by the entire Selection Committee. Where this is not possible, the chairperson and at least two members of the Selection Committee may undertake the shortlisting process.



- (c) The process of shortlisting with specific references to the criteria used must be accurately recorded and defensible. In this regard, the criteria must not deviate from the advertised requirements which must be complied with as at the closing date for applications.
- (d) Instances where the number of candidates who meet the minimum requirements is unmanageable, the Selection Committee may introduce additional criteria which must still be within the framework of the advertisement. Such criteria must be based on reasonableness and fairness and be clearly recorded in the minutes of the selection process.
- (e) The number of candidates shortlisted should as far as possible not exceed ten (10) for a post.
- (f) In cases where the Employment Equity Plan reflects that there is under-representation in the level or category of the workforce where the appointment is to be made, then persons falling within the under-represented group should be shortlisted provided that they meet the minimum requirements of the post. In this regard, candidates with disabilities must be shortlisted provided they meet the minimum requirements of the post.
- (h) Shortlisted candidates must be given at least 5 working days written notice of the interview.
- (i) The shortlisting process must be minuted and at its conclusion, signed by the Chairperson and all the members of the Selection Committee.
- (j) The Selection Committee reserves the right not to shortlist an individual/s who does not meet the requirements of the post. In the event of no suitable candidate/s being found amongst applicants, the Selection Committee has to make a written submission to the relevant delegated authority or SGB, as the case may be, for approval to re-advertise the vacancy.

### **13.2 Assessment of Candidates**

The assessment of candidates may comprise a technical competency/other assessments and/or interview process.

#### **13.2.1 Technical Competency or Other Assessments**

The suitability of the candidates may be determined by the use of technical competency or other assessments based on the inherent requirements for the post.

#### **13.2.2 Interview Process**

The interview process involves the following:

##### **(a) Setting of Interview Questions**

- (i) The interview questions must be formulated prior to the actual interview but on the day of the interview by the Selection Committee;
- (ii) The questions shall be appropriate and based on the identified dimensions or key performance areas of the post;
- (iii) The same questions must be asked to all candidates being interviewed for the same post; and

- (iv) The time limit accorded per question must be decided upon by the Committee prior to the interview.
- (b) Selection Interview**
- (i) At the commencement of the interview the chairperson must introduce the members of the Selection Committee and endeavour to place the candidate at ease.
- (ii) Should an interviewee be of the opinion that the presence of any member of the Selection Committee would prejudice him or her, such an interviewee may raise his or her objections and the reasons for such an objection must be recorded. In such instances, the Committee must consider the reasons for the objection before interviewing the candidate. Any decision taken by the Committee in addressing the matter must be recorded.
- (iii) The selection interview must be undertaken in a professional manner and in this regard, it must be ensured that: -
- (aa) there are no interruptions to the process and no persons are allowed to walk in and out of the interview room.
- (bb) Cell phones are switched off by all persons present for the duration of the process.
- (iv) The Chairperson must also advise the interviewee to express himself or herself freely when responding to questions but to keep within the stipulated timeframe.
- (v) It must be ensured that all candidates compete equally and that they are all treated fairly.
- (vi) At the conclusion of the interview the candidate should be allowed to ask questions relating to the Department and/or the post.
- (vii) Shortlisted candidates who fail to attend an interview, despite being informed of the interview, and fail to provide valid reasons for non-attendance, will be deemed disqualified and this must be recorded in the minutes.

#### 14. RECORDING OF INTERVIEWS

- (a) Accurate minutes must be kept of the entire interview process from commencement of the setting of questions to the recommendation of the suitable candidates.
- (b) The minutes of the Interview process must be signed by the Chairperson and all the members of the Selection Committee within seven (7) working days of the conclusion of the interview.

**15. RATING OF CANDIDATES DURING THE INTERVIEW PROCESS**

- (a) The members of the Selection Committee including the chairperson must, after the candidate responds to each question, rate him or her on a 10-point rating scale.
- (b) In rating the candidate, the Selection Committee must give due consideration to the responses to each question posed and the rating allocated must be fully motivated.
- (c) The Selection Committee must thereafter total the rating allocated for each question to arrive at an overall rating.
- (d) An average score must thereafter be determined by totaling the overall ratings of each member of the Selection Committee and dividing the sum by the number of members.
- (e) The average score thus determined must subsequently be expressed as a percentage.
- (f) After each interview the overall impressions of the candidate must be deliberated upon and concisely recorded.
- (f) At the conclusion of the interview process the candidate must be ranked on the basis of merit. It must be noted that at this stage of the process merit must be the only criterion used.

**16. RECOMMENDATION FOR THE FILLING OF THE POST**

- (a) No person shall be appointed to a post unless he or she is suitably qualified and obtains a score of at least 60%. This will ensure that candidates with the required skills, competencies and attributes are appointed.
- (b) Suitably qualified candidates from designated groups, especially persons with disabilities, who have obtained a score of at least 60% may, in accordance with the Department's Affirmative Action Policy and Employment Equity Plan, be given preferential consideration in the filling of posts. In such instances the Chairperson must ensure that the nomination is accompanied by detailed motivation to deviate from the criteria of "merit" in terms of rating.
- (c) In the case where none of the candidates achieves a score of at least 60%, the post must be re-advertised. The re-advertising of the post will be treated as a new process and candidates who had previously applied may re-apply.
- (d) Where there is no clear preference between persons from the designated groups, merit shall be applied as the overriding criterion in making the appointment.
- (e) The Selection Committee shall record, in writing, the reasons for its recommendation.
- (f) The Chairperson and all the members of the Selection Committee must sign the minutes of the interview process.
- (g) The minutes of the selection process (shortlisting and interview) together with all supporting documentation must thereafter be forwarded to the HR Component responsible for the filling of the post.

**17. PERSONAL SUITABILITY CHECKS**

The responsible HR Component must verify the authenticity of educational certificate(s) and/ or qualifications and undertake Personal Suitability Checks (PSC) in-keeping with existing Departmental Policy in respect of the first three candidates in terms of rating. The PSC would include: criminal record checks; citizenship verification; financial/asset record checks; qualification/study verification and previous employment verification (Reference checks).

**18. APPOINTMENT OF NOMINATED CANDIDATE**

- (a) Upon receipt of confirmation relating to the PSC the relevant HR Component must obtain approval for the appointment of the nominated candidate and upon receipt of such approval, the relevant HR Component must:
  - (i) issue a letter of appointment to the candidate concerned;
  - (ii) advise all other interviewed candidates that their application was unsuccessful.
- (b) The recommendations of the Selection Committee can only be varied in the following circumstances:
  - (i) If the person who has the authority to appoint is of the opinion that the provisions of this policy have been incorrectly applied; and/or
  - (ii) there is evidence of bias and/or procedural irregularities.
- (c) Should an Executive Authority or his/ her delegate not approve the recommendation of the Selection Committee, he/ she must record the reasons for such a decision.

**19. RIGHT TO A POST**

An applicant has no right to an appointment to a vacant post until:

- (a) he/ she has been advised in writing that his/ her appointment has been approved by the Executive Authority or his/ her delegate; and
- (b) he/ she has physically assumed duties in the post.

**20. EFFECTIVE DATE OF APPOINTMENT**

The appointment may only be effective from the first day of the month following the month in which approval was granted.

**21. TRANSPORTATION TO INTERVIEW**

All candidates invited to interviews are required to make their own arrangements with regard to traveling expenses to and from the interviews. However, written representations may be made for such expenses to be paid from State funds, which is subject to **prior written approval** being obtained from the Head of Department (Superintendent-General).

**22. RE-APPOINTMENT OF FORMER EMPLOYEES**

22.1 In terms Part VII B.3 of the Public Service Regulations, an Executive Authority may not re-appoint a former employee where-

- (a) the former employee left the public service earlier on the condition that she or he would not accept or seek re-appointment;
- (b) the original grounds for termination of service militate against re-appointment; or
- (c) the former employee left the public service due to ill health and cannot provide recent and conclusive evidence of recovery.

22.2 Notwithstanding the above, an Executive Authority may appoint a former employee referred to in Paragraph 22.1. above provided that :

- (a) the appointment is in the public interest;
- (b) the appointment is made in accordance with the recruitment and selection procedures and no other suitable candidate could be recruited;
- (c) the appointment is made for a fixed term not exceeding three years, and that term may be extended only once for a further term not exceeding three years; and
- (d) the employee has not previously been re-appointed in terms of this regulation.
- (e) the re-appointment of employees who left the service due to ill-health are recommended by the Health Risk Manager

**23. DISPUTE RESOLUTION**

Any dispute arising out of the interpretation and application of this Policy will be conciliated in accordance with the Dispute Resolution mechanism of the GPSSBC.

**24. FORMAL APPROVAL**

This Policy is approved for implementation with effect from 1 Nov. 2010 and replaces all other Policies on Recruitment and Selection of Public Service Employees issued before this date.

  
SIGNATURE

Superintendent-General  
DESIGNATION

10/10/2010  
DATE