



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

LIMPOPO DEPARTMENT OF HEALTH

RECRUITMENT AND SELECTION POLICY

2019

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1. PREAMBLE

1.1. We believe that human resources are our most important asset and a critical factor in the success of the organization. To this end we strive in our recruitment and selection efforts to attract the most suitable candidates for appointment in accordance with the needs of the Department. We are committed to creating and maintaining a diverse workforce in pursuance of employment equity.

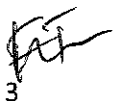
2. OBJECTIVES

- 2.1. To provide direction in the management of recruitment and selection so that all role players implement the policy consistently;
- 2.2. To serve as a self-monitoring instrument to enhance the quality of recruitment and selection, and a checklist to ensure that all important facets are covered;
- 2.3. To ensure an effective and accountable recruitment system; and
- 2.4. To provide for a flexible integrated approach to source the required human resource capital.

3. PRINCIPLES

3.1. The following are the principles that govern the process:

- 3.1.1. Utilising a diverse range of recruitment and strategies to meet the needs of the Department in the most efficient, professional and cost-effective way while addressing other human resource management imperatives;
- 3.1.2. Ensuring that no person may be unfairly discriminated directly or indirectly on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth;
- 3.1.3. It should contribute to the enhancement of a diverse culture and environment where the staff make-up is fairly representative of the Province, consistent with the purpose of Employment Equity Act, 1998;



4. RECRUITMENT AND SELECTION

4.1. This defines all processes of identifying and making available potential candidates vacant positions for the jobs and choosing the right candidates.

5. SCOPE OF THE POLICY

5.1. The policy shall apply to all appointments made within the Limpopo Department of Health.

6. LEGAL MANDATE

- 6.1. The Constitution of the Republic of South Africa, (Act No. 108 of 1996);
- 6.2. Public Service Act, (Act no. 103 of 1994), as amended;
- 6.3. Basic Conditions of Employment Act, (Act No. 75 of 1997);
- 6.4. White Paper on Human Resource Management in the Public Service, 1997;
- 6.5. Labour Relations Act, (Act no. 66 of 1995), as amended by Act no. 127 of 1998;
- 6.6. Employment Equity Act, (Act no. 55 of 1998);
- 6.7. Public Service Laws Amendment Act, (Act no. 47 of 1997);
- 6.8. Skills Development Act, (Act no. 97 of 1998);
- 6.9. Promotion of Access to Information Act, 2000;
- 6.10. Promotion of Administration of Justice Act, 2000;
- 6.11. Public Service Regulations, 2001; as amended;
- 6.12. White Paper on Transformation in the Public Service, 1995;
- 6.13. White Paper on Affirmative Action, 1998;
- 6.14. White Paper on transforming the Public Service Delivery (Batho Pele), 1997;
- 6.15. White Paper on Public Service Training and Education, 1998; and
- 6.16. Directives as issued by the Minister for Public Service and Administration and the Minister for Labour.

7. ADMINISTRATION OF THE POLICY

- 7.1. Responsibility and authority to implement this Policy is with the Head of Department.
- 7.2. This responsibility includes communication of the policy procedure;
- 7.3. Any questions should be directed to the office of the Director: Human Resources Management.

8. POLICY CONTENT

8.1. Vacant Post: Need Identification

- 8.1.1. The line manager must identify the need for the filling of a vacant post. The line manager must provide Human Resource Management with the job description and job requirements for the identified post. Any post from salary level 9 upwards must be subjected to job evaluation prior to it being advertised in line with the Employment Equity Plan. Vacant posts must be verified with the office of the Chief Director: Human Resources Organisational Strategy and Planning.

9. ADVERTISEMENT

Advertising is a method of recruitment that will help the department to make people and possible applicants aware of the existence of the post.

9.1. Employment equity

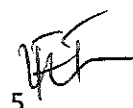
- 9.1.1. The advertisement should state that the Department is an affirmative action and equal opportunity employer and that preference should be given to qualified applicants from designated groups. People with disabilities should be targeted where possible.

9.2. Advertisement of Posts

- 9.2.1. Posts shall be advertised for open competition. A funded vacant post shall be advertised within three (3) months after becoming vacant
- 9.2.2. In the case there are officials in excess due to restructuring; vacancies must be advertised within the Department first.

9.3. Learnership and Casual posts

- 9.3.1. Casual employees may be employed temporarily for seasonal work for a period not exceeding six months.
- 9.3.2. The employment of Learnership and casual employees should be through advertisement in the local communities for local people.



- 9.3.3. The advertisement should be displayed at public places within the communities where the individuals are to be recruited. The public places may include amongst others clinics, police stations.
- 9.3.4. The advertisement of the posts shall be made by the division that wants to employ learnerships and casual employees.
- 9.3.5. The advertisement and employment of Learnership and casual employees shall only be made after the approval by the Head of Department.

9.4. Methods of Advertising

- 9.4.1. Advertising should be designed to reach the widest possible number of people within all target groups in the most cost effective manner. It is essential to explore new and innovative methods of advertising to reach people who may not be likely to respond to newspaper advertisements.
- 9.4.2. After a vacant post has been advertised and no suitable applications were received, skills search or head hunting may be used to identify candidates for posts where skills are scarce. Once candidates have been identified, the principle of selection on merit should be applied as for any other method of recruitment.
- 9.4.3. Empowerment bodies/structure in government (e.g. Status of Disabled Persons, Youth Commission and/or the Department of Labour) may be used to recruit specialised services and for fixed term/contract posts.
- 9.4.4. All advertised posts must be posted on notice boards.
- 9.4.5. Vacant posts shall also be advertised in the Public Service Vacancy Circular.
- 9.4.6. Newspaper advertisement
 - 9.4.6.1. The newspaper chosen for the advertisement should be the one that has a wide readership of the target group.

9.5. Requirements of an advertisement:

- 9.5.1. The key principles of advertising are equity, accessibility, fairness and objectivity.
- 9.5.2. The advertisement should include an accurate description of the job title and the duties and inherent requirements of the job.
- 9.5.3. Qualifications may not be defined primarily in terms of educational attainment, but should include skills, relevant expertise, prior learning and potential to acquire appropriate skills within a reasonable time period. An exception will be in the case where a professional license is required by the law.
- 9.5.4. Appropriate salary scales/package must be included in the advertisement.
- 9.5.5. All advertised posts must have reference numbers.

10. PROFILING

10.1. Profiling is a process of listing candidates, their competencies, qualifications, experience, addresses and contact numbers. Human Resource practitioners shall be utilised to profile prospective candidates after all received documents are registered after the closing date. These profiles will be used to assist the short-listing process. All applications received on and before the closing date must be profiled.

10.2. **Entry Requirements Employment of Non-South African Citizens**

10.2.1. Non-South African citizens with permanent residence permits should be treated the same as South African citizens for employment purposes.

10.2.2. With regard to non-South African citizens holding temporary residence permits, Section 10(1)(a) of the Public Service Act will apply, that is, they cannot be appointed on a permanent basis.

10.3. **Age**

10.3.1. The department may not appoint any person under the age of 16 years and may not permanently appoint a person of 65 years and above.

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Persons of 65 years and above may be appointed on contract basis in terms the relevant section of the Public Service Act.

10.4. **Security Clearance**

10.4.1. The department shall subject any potential employee to security clearance.

10.5. **Health Requirements**

10.5.1. The health questionnaire is not necessary; however the Department shall determine the health requirements for the occupation of the post where this is amongst the requirements of the post. Care should be exercised to ensure that disabled applicants are not discriminated against. Steps should be taken to accommodate them.

10.6. **Good Character**

10.6.1. Applicants should be of good character, law abiding and prepared to conform to the high standards of conduct required by the Code of Conduct.

10.7. **Appointment requirements**

10.7.1. All candidates for appointment should prove that they meet the minimum requirements for appointment before they may be short listed, interviewed and or appointed.

10.7.2. The applicants must ensure that qualifications obtained abroad are evaluated by SAQA.

11. **SELECTION PROCESS**

11.1. **Principles**

Various principles regarding selection processes should be adhered to as set out below:

11.1.1. Posts should be filled within six (6) months after becoming vacant.

- 11.1.2. The selection process shall commence after thirty (30) days from the closing date of the advertisement and is concluded when recommendation is made regarding the most suitable candidate;
- 11.1.3. Key performance areas should be used as the basis in the selection process;
- 11.1.4. The selection process should ensure equity, fairness and achievement of a representative Public Service in general in line with the Employment Equity Act and the Departmental Employment Equity Plans;
- 11.1.5. The selection policy should be linked to the departmental succession plan;
- 11.1.6. The selection criteria shall be objective and related to the inherent requirements of the job; and
- 11.1.7. Selection and recommendation for appointment of persons to the Senior Management Service shall take place in accordance with Section 11 of the Public Service Act of 1994 as amended.

11.2. **Initial Screening and Short Listing**

- 11.2.1. Criteria for short listing, selection and interviewing questions must be based on the advertisement. In order to identify a suitable candidate, sufficient information is needed to make a judgement, it is thus important to obtain the information by way of an application form (Z83) and curriculum vitae. All applicants are required to provide the same information making comparisons easier. In order to ensure that the selection process complies with all the relevant prescripts and adheres to fair labour practices, an initial screening and short-listing committee shall be convened.
- 11.2.2. If employment equity is to be applied, and the advertised post stipulates the targeted group, then applicants other than the targeted group should not be short-listed.
- 11.2.3. The short listing committee shall consist of at least the following:

- 11.2.3.1. Human Resource Practitioner

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11.2.3.2. Representatives from Organised Labour in respect of positions from level 1 to 12

11.2.3.3. Designated Chairperson of the Interview Panel

11.2.4. The role of organised labour in a short listing and interview panel is to observe and ensure that a fair process is adhered to.

11.2.5. All candidates who have applied for the advertised post must be evaluated in terms of the same criteria.

11.2.6. The initial screening and short-listing committee must jointly screen and establish whether the applicants comply with the basic criteria as set out in the advertisement. On completion of this initial phase, all candidates who met the requirements are then invited for an interview to make final selection from the short listed group.

11.3. **Preparation for Interviews**

11.3.1. An Executive Authority or his/her delegate shall appoint a selection committee to make recommendations on appointments. A selection committee shall consist of at least three members, including the chairperson who is a manager of a grading higher than the grading of the post to be filled.

11.3.2. The Interview Panel shall consist of at least 3 and not more than 5 persons:

11.3.2.1. The Chairperson;

11.3.2.2. Two or more members

11.3.2.3. Secretary (HR Practitioner) for recording purposes only;

11.3.2.4. Union Representatives (nominated by the unions) for observation purposes only in respect of positions from level 1 to 12;

- 11.3.3. Persons who are well versed with the job content and competent in applying selection techniques should be considered as panel members.
- 11.3.4. No one on the panel will be allowed to sit if he/she has a vested interest in any of the short listed applicants.
- 11.3.5. Panellists and organised labour must all sign a confidentiality form prior to the interviews.
- 11.3.6. The role of the Interview Panel is to:
- 11.3.6.1. Establish the suitability of a candidate to comply with the job requirements;
 - 11.3.6.2. Determine the relative suitability of the various candidates as objectively as possible;
 - 11.3.6.3. Formulate and record the reasons for specific recommendations; and
 - 11.3.6.4. Make a recommendation to the final decision maker.
- 11.3.7. The names and ranks of the interview panel must be submitted to the relevant Human Resources Practitioner at least 3 working days prior to the interviews.
- 11.3.8. Employees of a grading which is lower than the grading of the post to be filled may provide secretarial or advisory services during the selection process, but may not form part of the interview panel.
- 11.3.9. All interview panel members must have a basic understanding of the inherent requirements, duties and responsibilities attached to the post. Members must be totally impartial and objective.

11.4. **Short-listing, Interviewing and Final Selection.**

- 11.4.1. The same selection panel using the same selection criteria should be used to assess all applications for a post.

11.4.2. The short-listing criteria should be in writing and should be agreed upon by members of the selection committee prior to the selection process.

11.4.3. Only questions that relate to the inherent requirements of the job as outlined in the advertisement should be used in the interview. Interview questions should be compiled in the morning of the interview.

11.4.4. The same questions must be addressed to all candidates.

11.4.5. Fairness, objectivity and consistency must be the foundation of the interview process.

11.5. **Non Discrimination**

11.5.1. No candidates should, subject to any legal prescript, be discriminated against on the grounds of the following:

- 11.5.1.1. Race
- 11.5.1.2. Culture
- 11.5.1.3. Colour
- 11.5.1.4. Marital status
- 11.5.1.5. Belief
- 11.5.1.6. Gender
- 11.5.1.7. Sexual orientation
- 11.5.1.8. Pregnancy
- 11.5.1.9. Disability
- 11.5.1.10. Domestic circumstances
- 11.5.1.11. Age
- 11.5.1.12. Any other arbitrary criteria
- 11.5.1.13. Religion

12. INTERVIEWS

12.1. The interviewing of candidates and deliberations of selection committees, as well as their recommendations and documentation is highly confidential and may not, under any circumstances, be divulged other than in the execution of official

duties or to authorised persons. Any employee responsible for the leakage of information pertaining to the short-listing or interview process will be held accountable for their actions, and will be disciplined in terms of the Disciplinary Code of Conduct.

- 12.2. Short-listed candidates for all posts must be informed by telephone and in writing (fax or email) of the date of their interview, at least 5 working days prior to the interview. A form called "Confirmation of attendance at interview" will be sent to all candidates on the same day as they are informed telephonically of the interview. The said form must be signed by the interviewee and returned to the relevant person who informed him/her of the interview. Unless a valid reason is provided by the interviewee, (in writing), prior to the date of the interview, as to why he/she fails to arrive for the interview, his/her candidature for the post will not be considered.
- 12.3. Where a candidate declines a post, the panel may proceed to recommend the second most suitable candidate.
- 12.4. In order to demonstrate that the process was fair and transparent, easily accessible written records should be kept for reference purpose of the selection process i.e. the criteria used in selecting the most suitable candidate and evaluation of individual candidates. These documents also serve as a source of information for future use.
- 12.5. When an Executive Authority (or his/her delegate) does not approve a recommendation of an interview panel, he/she shall record the reasons for his/her decision in writing.
- 12.6. Before making a decision on an appointment or the filling of a post, an executive authority (or his/her delegate) shall satisfy him/herself that the candidate qualifies in all respect for the post and that his/her claims in his/her application for that post have been verified. This includes information pertaining to his/her educational qualification, citizenship and experience. This verification must be recorded in writing.



- 12.7. Throughout the process, all candidates should be treated in a professional and courteous manner. (Panel members MUST be punctual and may not engage in activities, which disrupt the interview process e.g. leaving cell phones on or excusing themselves during the interview process to attend to other matters).

13. REFERENCE CHECKING

- 13.1. Reference checking is a process whereby the applicant's previous employers are contacted in order to obtain information about the applicant's track record and previous employment.
- 13.2. Reference checking should be done by Human Resources Practitioners. The reference checking will assist in making the final decision on the candidate. Furthermore, at least two references should be obtained and therefore the final selection decision should not be based on the information from one source only.
- 13.3. The following information should, amongst others, be verified when a reference check is conducted:
- 13.3.1. Dates of employment.
 - 13.3.2. Position title and present salary package.
 - 13.3.3. Number of staff reporting to the candidate.
 - 13.3.4. Primary responsibilities, specific skills and expertise. 10.5 The candidate's strengths and weaknesses, including any negative matters that relate to the candidates employment status.

14. RECOMMENDATIONS BY THE COMMITTEE

- 14.1. In making a recommendation on the suitability of the candidate, the committee shall consider:
- 14.1.1. Information as contained in the application documents, obtained from references and what would have been supplied during interviews;
 - 14.1.2. Criteria or instrument for selection that is free from bias or discrimination;
 - 14.1.3. The training skills, competencies and knowledge necessary to meet the inherent requirements of the post.
 - 14.1.4. The need of the department for developing human resources,

- 14.1.5. The representativeness of the component where the post is located, and the department's affirmative action programme.
- 14.2. The interview panel shall record the reason for its decision with reference to the above criteria, and shall submit their final recommendation to the authorised person for final approval in line with the Departmental Delegations. The recommendations of the interview panel are not final steps in the process of selection but a subsection of the selection process.
- 14.3. Organised Labour will be part of the panel on an observer status until a recommendation has been made. For this reason labour representative will sign the recommendation documents. If a member of organised labour disagrees or has concerns with the process, a formal written complaint must be lodged with the Chairperson of the panel immediately the concern arises, where he or she can raise their concerns on the process. A copy of the written concern must be forwarded directly to the HOD and one copy must be given to labour and one attached to the submissions to the Director Human Resource Manager upon conclusion of the interview. The panel must consider the concern and include in their report such considerations.

15. COMPETENCY BASED ASSESSMENT FOR THE SENIOR MANAGEMENT SERVICE (SMS) MEMBERS

- 15.1. Candidates for posts in Senior Management Service must be subjected to Competency Assessment for selection purposes.
- 15.2. Competency Assessment shall be utilised as an aid in determining the suitability of candidates in conjunction with interviews, reference checks and security clearance in order to come to the final recommendations.
- 15.3. The final decision regarding whom to appoint remains with the Executive Authority or delegated person.

16. DIRECT APPOINTMENTS INTO ENTRY GRADES

- 16.1. All posts shall be advertised except where an approval is granted by the Executive Authority for direct appointments into entry grades (OSD covered categories) without advertisement.

- 16.2. The approval referred to in 16.1 above may not be for a period exceeding 12 months.

17. TRANSLATIONS

- 17.1. The appointment of employees into posts by way of translations upon meeting appointment requirements of a higher post shall apply only in respect of employees who are released for training by the department until 31 July 2019.
- 17.2. **EFFECTIVE DATES OF TRANSLATIONS OF EMPLOYEES RELEASED FOR TRAINING BY THE DEPARTMENT UNTIL 31 JULY 2019:**
- 17.3. Translation shall take effect from the first day of the month following that on which the qualification was registered with the statutory body, e.g. SANC. In an instance where registration was on the first (1st) of the month, translation shall take place from the first of that particular month.
- 17.4. For purposes of translations, certificates of registration should be submitted to the employer within two month from the date of issue by the statutory council; failure to comply with the timeframe, the translation shall take effect from the first day of the month following that on which the certificate of registration was submitted to the employer.

18. SESSION APPOINTMENTS

- 18.1. The Department may source session doctors through advertisement of posts or direct appointment.
- 18.2. Approval of session appointments shall be done by the Executive Authority or the delegated official.

19. COUNTER OFFERS

- 19.1. Counter offers in the Department shall be made under the following circumstances:
- 19.2. To retain an employee who falls within the scarce category in the department at an equivalent level.
- 19.3. To retain an employee who has been offered employment outside the province at an equivalent level.

20. DISPUTE RESOLUTION

- 20.1. Any dispute arising from the recruitment and selection process will be dealt with in terms of the relevant legislation.

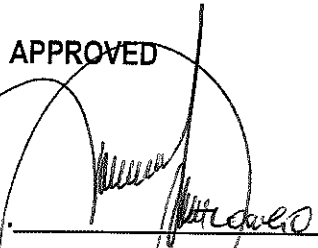
21. POLICY REVIEW

- 21.1. The policy will be reviewed by way of consultation in the Chamber when the situation dictates to ensure compliance with legislative and / or regulatory requirements.

22. EFFECTIVE DATE OF THE POLICY

- 22.1. The policy shall be effective on the date of approval by the Head of Department

APPROVED



DR. F.T MHLONGO
ACTING HEAD OF DEPARTMENT

02. 04. 2019.
DATE