



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

DHET RECRUITMENT & SELECTION POLICY

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1. INTRODUCTION

1.1 Acronyms

ACRONYMS	DEFINITION
CET	Continuous Education and Training
CETC	Community Education and Training College
DHET	Department of Higher Education and Training
DPSA	Department of Public Service and Administration
HR	Human Resources
HRM	Human Resources Manager
SL	Salary Level
TVETC	Technical and Vocational Education and Training College

1.2 Glossary of Terms

TERMS	DEFINITION
APPLICANT	A person who is a prospective employee of the Department at any of its components
COLLEGE	A Public College including CET and TVET
COMPETENCY ASSESSMENT	An evaluation process to ascertain the job applicant's ability and predefined skill(s) deemed necessary for the vacant post
COMPONENT	A part that makes up the Department at various levels- i.e. Head Office, Regional Offices and Colleges
DELEGATED AUTHORITY	Any employee to whom power has been vested or who has been authorised to perform a duty in terms of a formal written delegation
DEPARTMENT	Department of Higher Education and Training consisting of Head Office, Regional Offices and College components

EMPLOYEE	A person appointed in terms of the Public Service Act, 1994 as amended, excluding an Independent Contractor, who works for another person or for the State and receives, or is entitled to receive remuneration
EMPLOYER	Department of Higher Education and Training
FIXED TERM/ TEMPORARY EMPLOYMENT	Employment for a specified term or ascertainable period, for which the letter of appointment will specify the starting and finishing dates of that employment
HEAD HUNTING	Is a concept of sourcing and approaching a suitable candidate and is applied where specific persons with specific knowledge, qualifications, experience and skills are needed and where suitable applicants could not be obtained by means of the normal recruitment process
HRMA	Human Resources Management and Administration
INHERENT REQUIREMENTS OF THE JOB	Essential activities of the job, i.e. the core duties that must be carried out in order to fulfil the purpose of a position. More recently this also includes qualification and experience
LINE MANAGER	Direct supervisory position to which an employee reports
RESPONSIBLE HR UNIT	An HR Unit that may be based at either the Head Office, Regional Office or a Public College depending on the authority given in terms of the Departmental delegations
SELECTION PANEL	A grouping of employees appointed by the delegated official to be dedicated to the recruitment and selection process to fill a post that may be permanent, fixed term or temporary

1.3 Policy Statement

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

1.4 Legislative Framework

- 1.4.1 Constitution of the Republic of South Africa, Act No. 108 of 1996
- 1.4.2 Public Service Act No. 103 of 1994, as amended
- 1.4.3 Labour Relations Act No. 66 of 1995, as amended
- 1.4.4 Basic Conditions of Employment Act No.75 of 1997, as amended
- 1.4.5 Employment Equity Act No. 55 of 1998, as amended
- 1.4.6 Immigration Amendment Act No. 19 of 2004
- 1.4.7 Skills Development Act No. 97 of 1998, as amended
- 1.4.8 Public Finance Management Act No. 1 of 1999
- 1.4.9 Promotion of Access to Information Act No. 2 of 2000
- 1.4.10 Promotion of Administrative Justice Act No. 3 of 2000
- 1.4.11 South African Council for Educators Act No. 31 of 2000
- 1.4.12 Continuing Education and Training Act No. 16 of 2006
- 1.4.13 Continuing Education and Training Act No. 3 of 2012
- 1.4.14 White Paper on Human Resources Management in the Public Service 1997
- 1.4.15 Public Service Regulations, 2016
- 1.4.16 Public Service Co-ordinating Bargaining Council Resolution No. 10 of 1999
- 1.4.17 Public Service Co-ordinating Bargaining Council Resolution No. 1 of 2007
- 1.4.18 Education Labour Relations Council Resolutions No. 1, 2, 3, 4 of 2013
- 1.4.19 DHET Delegations of Authority according to the Public Service Act 103 of 1994 and Public Service Regulations of 2016

- 1.4.20 DHET Labour Relations Manual
- 1.4.21 DPSA Directive on the application of minimum requirements for the appointment into entry level posts in the Public Service

*Where this Policy and the Delegations of Authority of the DHET differ the Delegations shall take precedence.

1.5 Purpose

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

1.6 Objectives

- 1.6.1 To set norms and standards, guidelines and measures to appoint a skilled and competent workforce within the stipulations of the approved Employment Equity Plan of the Department where applicable.
- 1.6.2 To enhance service excellence by attracting talented and motivated employees who will achieve and contribute to the Department's continued success.
- 1.6.3 To ensure that vacant funded posts are filled within a prescribed period of hundred and eighty days or less.
- 1.6.4 To empower all relevant stakeholders regarding the recruitment and selection processes.

1.7 Principles

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

- 1.7.1 Fairness and transparency;
- 1.7.2 Confidentiality;

1.7.3 Professionalism and credibility; and

1.7.4 Equity.

1.8 Scope of Application

This Policy applies to all current and prospective employees of the Department in accordance with the Departmental Delegations of Authority on recruitment and selection whether such employees are permanent, on contract or temporary.

2. POLICY PROVISIONS

2.1 RECRUITMENT PROCESS

2.1.1 Authorisation to fill a vacancy

Before any vacancy can be filled, whether on a permanent or contract basis, the delegated authority/component head must:

- (a) confirm that the post is funded and is required;
- (b) liaise with Organisational Development Directorate to confirm the existence of the post on the approved establishment of the component and/or unit;
- (c) in the case of a TVET college post, confirm that the compensation budget of the college is within the 63% threshold, and if not, motivation for filling the vacancy should be provided;
- (d) in the case where a TVET College is over the 63% threshold budget, a motivation must be provided requesting authority to advertise critical posts and indicating plans to reduce the compensation budget;
- (e) do job evaluation on all posts, where required, prior advertisement, unless the post was previously evaluated and records of evaluation results are available.

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

2.1.2 Advertising

(a) Advertising Principles

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

(b) Advertising of Vacancy

- (i) All vacant and funded posts shall be advertised within 6 (six) months after becoming vacant and must be filled within twelve (12) months after becoming vacant.
- (ii) All adverts must be as per the standard template and minimum requirements for the job as outlined in the procedure manual.
- (iii) The advertisement must be aligned to the job profile used during the job evaluation.
- (iv) All adverts should be approved by the executive/delegated authority and be sent out to the relevant media within the applicable time limits.

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(c) Costs of Advertisement

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

(d) Minimum Requirements for Advertising Media

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

(e) Electronic Applications

- (i) All electronic advertisement for a vacancy must specify where and how an application must be submitted and must also allow for the submission of application in a printed hard copy;

- (ii) All mandatory fields to be completed by the applicant covers the same information prescribed when completing the Z-83 application form;
- (iii) It is compulsory for the prospective applicant to complete all the mandatory fields of the E-recruitment system;
- (iv) The applicant must confirm that he/she understands that by submitting the application electronically he/she agrees that all the information submitted is true and correct and legal binding; and
- (v) All applications submitted through an electronic format must be accepted as the final application and may not be amended or supplemented in any way after the closing date indicated in the advertisement.

2.1.3 Urgent need to fill vacancy

- (a) Substitution may be considered where a lecturing employee is temporarily absent for a minimum of 21 working days up to a maximum of 6 (six) months.
- (b) A substitute is appointed subject to availability of funds, using a database/register of previous applicants and ensuring that the recruitment and selection process is followed.
- (c) The contract may not be extended beyond the 6 (six) months limit.

2.1.4 Application of the Employment Equity Plan

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

2.1.5 Re-advertisement of Vacancy

The re-advertisement of a vacancy should be considered and done on justifiable grounds and in exceptional circumstances only. These include but are not limited to:

- (a) when no suitable candidate could be identified in a previous selection process where all fair processes of selection were applied;
- (b) the operational requirements or job contents of the vacancy have changed drastically since the vacancy was advertised;
- (c) a long delay, i.e. more than twelve (12) months, in finalising the selection process due to unforeseen departmental circumstances such as a moratorium due to financial constraints and candidates are no longer available; and
- (d) failure to attract required skills as per the advert requirements.

2.1.6 Head hunting

- (a) Head hunting can only happen after the vacant post has been advertised twice.
- (b) Head hunting can only be done through using recruitment agencies and will be managed by the HRM unit.
- (c) A minimum of 3 candidates must be identified and the normal process of selection shall be applied by the same selection panel.

2.2 SELECTION PROCESS

2.2.1 Selection Principles

- (a) Selection and assessment processes should be credible, consistent, fair and open.
- (b) Selection process must be managed in an efficient and effective manner.
- (c) Where a member of the Panel is close family to an applicant he/she must disclose to the Panel and the panel must decide whether the member must recuse themselves or not from that panel.
- (d) A holistic approach must be adopted taking into consideration the applicant's Curriculum Vitae Interviews, Assessment(s)/Presentations (if applicable), Reference reports, Human Resources Plan and Employment Equity Plan of the Department and/or College.

2.2.2 Selection Panel

(a) Appointment of Selection Panel

- (i) Appointment of a selection panel representative of race, gender and disability, shall be approved by the delegated authority.
- (ii) In cases where a quorum is not met for the selection panel on the day of the selection process, a substitute member in line with the guidelines of the composition of the selection panel may be requested to form part of the panel.

(b) Composition of the Selection Panel

The selection panel must be constituted as follows:

- (i) An odd number of panellists minimum of 3 (three) and at most a maximum of 5 (five).
- (ii) Panel members should include the following people:

- Chairperson who must be an employee at least one level higher than the post to be filled;
 - Line manager/immediate supervisor of the vacant post;
 - Representative from a designated group appointed by the Employment Equity Forum;
 - Council members as appointed by the College Council (if applicable); and
 - HR official to scribe and ensure policy compliance.
- (iii) The appointing authority may co-opt external specialists where necessary to assist in the process.
- (iv) An employee at the same level as the post to be filled may be included in the panel for expertise and technical support.
- (v) In cases where selection process was not finalised, e.g. due to non-availability of a candidate, the same panel members must reconvene to finalise the process in order to maintain consistency and to ensure fair treatment of all applicants.

(c) Labour Representation

Only one representative per recognised Trade Union will be offered an Observer status for posts below SL15.

Any procedural irregularities or dissatisfaction observed by the recognised union or any panellists must be reported in writing to HR/(Labour Relations Directorate) within 3 working days after interviews.

NB: Non-attendance of union representative(s) cannot nullify the recruitment and selection process where it can be proven that they were invited to attend and timelines for invites were adhered to.

2.2.3 Short listing

- (a) The selection panel shall, short list no fewer than 3 (three) and no more than 5 (five) applicants to be interviewed for each post.
- (b) Additional criteria may be used to align with point (a) and this must be documented.
- (c) The panel members may shortlist an potential applicant's that do not meet the appointment criteria in terms of the inherent requirement of the post in the entry level (salary level 3) where minimum requirement for academic qualification is only a national senior certificate, and where a bachelor's degree is a minimum requirement shall be entry level (salary level 6) for the targeted occupation through a Graduate Recruitment Scheme. Only if these posts fall outside any uniformly graded occupations as determined by the MPSA.
- (d) A written record for the inclusion or exclusion of applicants from the final shortlisted pool will be kept for a minimum period of 6 months.
- (e) The short list must be signed off by the chairperson of the panel.

2.2.4 Employment Verification

- (a) Employment verification will be conducted for all recommended candidates by the responsible HR unit prior to appointment as follows:
 - (i) Qualifications with SAQA/ or and study verification;
 - (ii) Personnel suitability check, which will include, criminal record checks, citizenship, financial records checks, previous employment verification;
 - (iii) Security clearance as per procedure manual; and
 - (iv) Social media accounts of appointable candidates (consent or permission must be granted first by candidates).
- (b) Applicants for lecturing posts must be registered with SACE;

- (c) Foreign qualifications must be verified by SAQA and these qualifications must be certified to the relevant REQV level in terms of SAQA's qualification standards.

2.2.5 Interviews

- (a) Questions asked during interviews should relate directly to the inherent requirements of the job; cover core competencies and capabilities, be the same and fair to all applicants.
- (b) Interview questions must be drawn on the day of the interview and the confidentiality of questions must be maintained at all times.
- (c) Each applicant must complete the interview integrity check form.
- (d) Panel members should briefly record their comments and scores regarding the suitability of the interviewed applicant.
- (e) Candidates will be recommended on the basis of the total score and candidates who scored below 50% will not be recommended.
- (f) All interview proceedings will be recorded by the scribe and minutes approved by the chairperson.
- (g) The successful applicant approved by the Appointing Authority will be notified by the responsible HR Unit telephonically and in writing.
- (h) A formal letter will be issued to both successful and unsuccessful applicant(s) by the responsible HR Unit.

2.2.6 Travel and accommodation expenses related to interviews

Travel and accommodation expenses will only be considered for salary level 9 or post level 3 and above as per procedure manual.

2.2.7 Assessments

- (a) In addition to interviews, technical and competency assessments (compulsory for SMS members) will be conducted where applicable as per procedure manual.
- (b) A maximum of 3 recommended applicants must be sent for competency assessment.

2.2.8 Reference Check

Three contactable referees must be provided on the CV and at least two reference checks must be done before the job offer is made.

2.3 APPOINTMENTS

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

2.3.1 Offer of Employment

- (a) An appointment letter/contract including the Code of Conduct (**Annexure A**) as an addendum must be issued by the relevant HR Unit after the recommendation for appointment is approved by the delegated authority.
- (b) Where a candidate does not accept the offer of employment, the second recommended candidate will be issued an appointment letter/contract.
- (c) Communication to unsuccessful applicants shall only be done after the assumption of duty by the successful candidate.

2.3.2 Counter Offer

- (a) To retain an employee, the Department may offer a higher salary notch not exceeding 3 notches higher than the offer.

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

2.3.3 Contract appointments

- (a) Temporary employment contracts are a means of meeting very short-term ad-hoc work requirements not exceeding a period of 3 months.
- (b) Contract/fixed term appointments must follow the normal recruitment process.

2.3.4 Appointment of Foreign Nationals

- (a) Only foreigners with permanent resident status may apply/be considered for appointment in a permanent post.
- (b) Foreigners must only be recommended for appointment if there is no South African applicant suitable for the post or if they possess a scarce skill as provided by DPSA from time to time.
- (c) Only foreign nationals with a valid work permit can be considered for employment on contract basis provided all the above conditions are met.
- (d) All appointments of foreign nationals will be subjected to the relevant legislation, policy and collective agreements, and departmental guidelines.

2.3.5 Re-appointment of former employees

Re-appointment of former employees may be considered as per PSR and the procedure.

3. DISPUTE RESOLUTION

Any dispute arising out of the interpretation and/or application of this Policy shall be dealt with in terms of the DHET Labour Relations Manual.

4. POLICY MONITORING

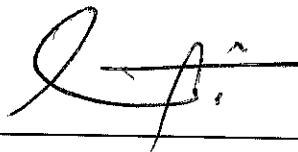
This Policy shall be monitored by the Directorate responsible for HRM.

5. POLICY REVIEW

This Policy will be reviewed every three years, unless changes in Legislation and Ministerial Directives dictate otherwise.

6. POLICY APPROVAL

Signed at Pretoria on this 12 day of MAY 20 19



Mr GF Qonde

Director-General: Department of Higher Education and Training