Enquiries: R VORSTER
Reference no.: S4/1

education
Department of Education
FREE STATE PROVINCE

MG: /2022

TO:

SUPERINTENDENT-GENERAL
DEPUTY DIRECTORS-GENERAL
CHIEF FINANCIAL OFFICER
CHIEF DIRECTORS
DIRECTORS
PUBLIC SERVICE UNIONS
EDUCATIONAL INSTITUTIONS

HUMAN RESOURCES ADMINISTRATION CIRCULAR NO 20 OF 2022
REVISED GUIDELINES FOR RECRUITMENT AND SELECTION FOR PUBLIC SERVANTS: FREE STATE DEPARTMENT OF EDUCATION

Attached for your attention and information, please find the above circular. Kindly bring the contents thereof to the attention of all personnel concerned.

MEC: EDUCATION
DATE: 24/01/2023

HUMAN RESOURCES ADMINISTRATION CIRCULAR NO. 20 OF 2022

REVISED GUIDELINES FOR RECRUITMENT AND SELECTION FOR PUBLIC SERVANTS

FREE STATE DEPARTMENT OF EDUCATION

1. PRINCIPLES

The employment practice of the Free State Department of Education shall ensure employment equity, fairness, efficiency and the achievement of a representative public service.

Affirmative action shall be used to speed up the creation of a representative and equitable public service and to give practical support to those who have been previously disadvantaged by unfair discrimination to enable them to fulfill their maximum potential.

The employment practice must maximize flexibility, minimize administrative burdens on both employer and employee, and generally prevent waste and inefficiency.

2. CREATION AND FILLING OF POSTS

2.1 An executing authority-

(a) May appoint employees on a permanent or temporary basis, either full-time or part-time;
(b) may appoint a casual employee for a period not exceeding 12 months;
(c) shall require an employee to be subjected to security clearance only where the duties attached to the post are such as to make security clearance necessary; and
(d) shall ensure that each employee upon appointment, is provided with a written contract of employment, including the terms and conditions of her or his service.

2.2 Before creating a post for any newly defined job, or filling any vacancy, the executing authority shall:-

(a) Confirm that s / he requires the post to meet the department's objectives;

(b) In the case of a newly defined job, evaluate the job in terms of the job evaluation system;

(c) In the case of a vacant post on grade 9 or higher, evaluate the job unless the specific job has been evaluated previously; and

(d) Ensure that sufficient budgeted funds, including funds for the remaining period of the medium-term expenditure framework, are available for filling the post.

3. ADDITIONAL EMPLOYMENT

An executing authority may, within the relevant budget, employ persons additional to the approved establishment where—

(a) the incumbent of a post is expected to be absent for such a period that her or his duties cannot be performed by other personnel; or

(b) a temporary increase in work occurs; or

(c) it is necessary for any other reason to temporarily increase the staff of the department.

4. RE-APPOINTMENT OF FORMER EMPLOYEES

An executing 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.

4.1 Notwithstanding in 4 above, an executing authority may appoint a former employee referred to in that regulation provided that—

(a) the appointment is in the public interest;

(b) the appointment is made in accordance with the recruitment and selection procedures in these Regulations 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 appointed in terms of this regulation.

5. RECRUITMENT

5.1 Determination of requirements for employment

The executing authority shall determine composite requirements for employment in any post on the basis of the inherent requirements of the job.

The executing authority shall:-

(a) Record the inherent requirements of a job;

(b) Ensure that the requirements for employment do not discriminate against persons historically disadvantaged; and

(c) Comply with any statutory requirement for the appointment of employees.

(d) A funded vacant post shall be advertised within six months after becoming vacant and be filled within 12 months after becoming vacant.

(e) Candidates' applications forms & CV, who were invited for interviews, should be kept in a data base for use within 6 months to fill vacant funded posts on the same level.

5.2 REQUIREMENTS AND EXPERIENCE

The following requirements and experience will be applicable:

5.2.1 PUBLIC SERVICE ACT APPOINTEES

SALARY LEVEL	QUALIFICATION	EXPERIENCE
2	ABET	No experience required.
3	Grade 12. Valid Code B/EB Drivers license where applicable.	No experience required.
4	Grade 12. Valid Code B/EB Drivers license where applicable.	Relevant experience required.
5	Grade 12. Valid Code B/EB Drivers license where applicable.	No experience required.
6	An applicable 3-year degree / diploma or equivalent qualification. Valid Code B/EB Drivers license.	Relevant experience required.
7	An applicable 3-year degree / diploma or equivalent qualification. Valid Code B/EB Drivers license.	Relevant experience required. (Between 0 and 2 years. As prescribed by the CORE)
8	An applicable 3-year degree / diploma or equivalent qualification. Valid Code B/EB Drivers license.	Relevant applicable experience (Between 2 and 5 years. As prescribed by the CORE)
9	An applicable 3-year degree / diploma or equivalent qualification. Valid Code B/EB Driver's license.	Extensive applicable experience (Between 5 and 10 years. As prescribed by the CORE)
10	An applicable 3-year degree / diploma or equivalent qualification. Valid Code B/EB Driver's license.	Extensive applicable experience (More than 10 years. As prescribed by the CORE)

11	An applicable 3-year degree / diploma or equivalent qualification Valid Code B/EB Driver's license.	Extensive applicable experience (More than 10 years. As prescribed by the CORE)
12	An applicable 3-year degree / diploma or equivalent qualification Valid Code B/EB Driver's license.	Extensive applicable experience (More than 10 years. As prescribed by the CORE)
ALL SMS LEVELS 13 14 15 16	An appropriate bachelor's degree (NQF 7) or equivalent qualification as well as a postgraduate qualification. Valid Code B/EB Driver's license. Pre-entry certificate for the Senior Management Services. NB: NQF Level 8 applicable for salary level 15 & 16	Extensive, applicable experience at middle management level. (More than 10 years as prescribed by the CORE) Please note that Competency Tests for SMS Members are compulsory.

5.2.2 **OSD APPOINTEES** (Occupational Specific Dispensation)

Separate unique salary structures that are unique to specific identified occupations in the Public Service. E.G. Engineers, Nurses, Social Workers.

5.3 ADVERTISING

The executing authority shall ensure that vacant posts in the department are advertised as to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged.

Designated posts for youth & people with disabilities will be clearly specified in submissions for approval to advertise vacant funded posts.

An advertisement for a post shall specify the inherent requirements of the job, the job title and core functions. This must be derived from the job description and CORE for each post.

The executing authority shall advertise any other vacant post within the department as a minimum, but may also advertise such post:-

(a) Elsewhere in the public service; or

(b) Outside the public service either nationwide or locally,

5.4 THE FOLLOWING MEDIA WILL BE UTILIZED FOR ADVERTISING OF POSTS:

SALARY LEVEL	OPEN / CLOSED	WHERE
1 to 8	Open Vacancy List	➢ HRA Circulars ➢ Bulk mail ➢ Departmental Web Site ➢ DPSA Web Site
9 – 12	Open Vacancy List	➢ HRA Circulars ➢ Bulk mail ➢ Departmental Web Site ➢ Provincial News Papers ➢ DPSA Web Site
All SMS 13, 14, 15, 16	Open Vacancy List	➢ HRA Circulars ➢ Bulk mail ➢ Departmental Web Site ➢ Provincial News Papers ➢ National News Papers ➢ DPSA Web Site

5.4.1 ENSURE USE OF THE NEW Z83 APPLICATION FORM. ONLY NEW Z83 APPLICATION FORMS ARE ACCEPTED.

- As per new DPSA instruction only the fully completed, signed Z83 and comprehensive CV are submitted when applicants apply. Short-listed candidate will be requested to bring all other required documentation to the interview. E.g. certified copies of qualifications, ID, Drivers' License.

6. SELECTION

6.1 SCREENING AND RECORDING OF APPLICATIONS

Personnel in Human Resources at Head Office and District Offices shall record details as per the schedule list **(Form S1 attached at Annexure A)** of applicants based on the minimum requirements specified in an advertisement of a particular post in order to assist the short-listing committee to screen applications.

6.2 SHORT-LISTING AND INTERVIEWS

The executing authority or delegated official must appoint a selection committee to make recommendations on appointments to posts.

The Human Resource Management delegations must be used to determine level of delegated authority for particular levels of posts as per approved HR Delegations.

- The appointed panel members must be competent and knowledgeable in terms of the job requirements - all panel members must have the competency in terms of the job requirements of the post.

The selection committee shall consist of not less than three and a maximum of five members who are employees of a grading equal to or higher than the grading of the post to be filled.

However:-

(a) The chairperson of the selection committee, who shall be an employee, must be of a grading higher than the post to be filled; and

(b) In the event that the manager of the component within which the vacant post is located, is graded lower than the vacant post, such a manager may be a member of the selection committee.

(c) For posts at schools the Chairperson of the School Governing Body shall recommend to the Head of Department the appointment of non-educator staff at the school, subject to the Public Service Act, 1994

A selection committee shall, where possible, include adequate representation of historically disadvantaged persons.

Employees of a grading which is lower than the grading of the post to be filled will provide secretarial or advisory services during the selection process but shall not form part of the selection committee. Human Resource Personnel shall be utilized for this purpose. All HR Scribes must keep comprehensive minutes of the short-listing and interviewing processes and these minutes must be filed on the file. Note the submission does not count as minutes. The minutes are attached as an Annexure.

There are two processes for selection, namely short-listing of applicants for a particular post and the second is the actual interviewing of the candidates.

The committee for short-listing shall screen all applications of a particular post according to the criteria set in the advertisement.

Relevant Qualifications

- Priority must always be given to relevant qualifications as per the requirements of the advertisement.
- Candidates with relevant and specific qualifications to the post must all be short-listed as the first step of the short-listing criterion.

Relevant Experience

- Relevant minimum years of work experience must be one of the criterions for short-listing as per requirement of the post.

Probity Check and Screening of short-listed Candidates

- Chairperson to do reference check of candidates as per references indicated on CV of applicant as well as disciplinary, dismissal & misconduct checks for all short-listed candidates for all posts.
- HR Scribes to submit SAPS 91 (a) screening forms for successful candidate to Security Directorate.
- HR Scribe to submit qualification verification to SAQA for successful candidates.

A minimum of 3 and a maximum of 5 applications are to be selected for interviews; however, if the required number of 5 candidates is not arrived at, other criteria may be used as a secondary tool but must be reasonably linked to the core requirement of the post and the instrument set out in **Form 2 attached at Annexure B** can be used. Please note that no reserve candidates are short-listed.

The selection committee shall make a recommendation on the suitability of a candidate after considering only:-

(a) Information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination;

(b) The training, skills, competence and knowledge necessary to meet the inherent requirements of the post;

(c) The needs of the department for developing human resources;

(d) The representativeness of the component where the post is located; and

(e) The department's affirmative action programme.

Where a selection panel finds that a disabled person disposes of the necessary potential and experience for a targeted advertised post, but does not qualify according to the minimum requirements, the panel may request a deviation from the requirements, to include the disabled person on the short-list.

A selection committee shall record the reasons for its decision with reference to the criteria mentioned above. It is vital that detailed motivation for all candidates is provided to the secretariat for recording in order to assist the delegated authority to make a decision.

Focus should be placed on the criterion decided upon by the committee based on the CORE, but be redefined into the following merits based on the level of the position to be filled:

ß Knowledge and experience

ß Skills which are reflected in the formal training

- ß Potential of candidate as reflected in the individual self development and past involvement, interests and knowledge
- ß Leadership qualities where applicable
- ß Understanding of organizations vision and mission and individuals' commitment to them
- ß Language and communication ability
- ß Interpersonal skills
- ß Past performance and experience in previous work situation, if applicable.
- ß Capacity to learn, ability to take initiative, creativity and problem-solving skills
- ß Office or administrative skills
- ß Ability to motivate other
- ß Analytical skills

6.3 In the event there is a tie of scores during short-listing & interviewing of candidates the following criterion should be applied to decide the final outcome of the recommended candidate as part of ensuring consistency and uniformity in terms of application:

(a) Employment Equity Target (EET)
Equity target of the department to be fully applied in line with the targeted designated group for the post.

(b) Experience of the candidate
Relevant experience of the candidate with regard to the job requirements of the post.

(c) Qualifications of the candidate
Relevant/Additional qualifications relevant to the requirements of the post.

6.4 SELECTION (OF CANDIDATES) CRITERIA

6.4.1 SHORTLISTING & INTERVIEWING CRITERIA

(a) To ensure fairness and transparency of the entire selection criteria the panel must set and agree on both the first selection criterion and additional selection criterions before starting with shortlisting and interviews.

6.4.2 **ACTING CANDIDATE EMPLOYEES**

(a) In order to acknowledge experience of officials who acted or are acting, the panel must utilize experience as a criteria.

6.4.3 Quality Assurance of Short-listed Candidates

- To ensure quality candidates, the panel members are requested to put their signatures on top of the application of the short-listed candidates.
- The Chairperson of the panel must then sign the application off by also indicating his signature on top of the application before the applications are handed over to the HR Scribe.
- This Quality Assurance process should take place with the Chairperson, Panel Members and HR Scribe present.

6.4.4 Setting of Interviewing Questions

- All interviewing questions must be set and agreed upon at the interview meeting where all panel members are present.
- The weight of the questions must be at the strategic level of the post and not lower or of poor quality, thus leading to a poor selection outcome of the recommended candidate.

The instrument developed to guide the selection committee must be used only for this purpose which is **Form S3 attached at Annexure C.**

When an executing authority or his / her delegate does not approve a recommendation of a selection committee, s / he shall record the reasons for her or his decision in writing.

Before making a decision on an appointment or the filling of a post, the executing authority or delegated official shall:-

(a) Satisfy herself or himself that the candidate qualifies in all respects for the post and that her or his claims in her or his application for the post have been verified; and

(b) Record in writing that verification.

6.5 HEAD HUNTING

Regulation 67(7) of the Public Service Regulations, 2016, states "If the selection committee is unable to recommend a suitable person for appointment from those who applied in terms of sub regulation (5), the executive authority may, after that selection process has been completed, **approve the head –hunting of one or more persons** with the requisite competencies and subject such person or persons to the same selection process as those who applied." It is clear from the regulation that head-hunting can only be applied if the selection committee has agreed that no suitable candidate may be recommended for appointment from those who applied for the post.

The Executive Authority will thereafter approve head-hunting as a mechanism to source candidates or decides to re-advertise the job.

6.6 TRANSFERS WITHIN PUBLIC SERVICE

Subject to subsection 2,3 and 4 of the Act, any employee, pending the job grading of the specific post, of a department may be transferred within the Department by the Executive Authority -
or to another Department by the Executive Authorities of the two Departments.

6.7 MINISTERIAL HANDBOOK

The purpose of the Ministerial Handbook is to provide a guide for benefits, tools of trade and allowances to which Members and their families are entitled.

8. EXPLANATORY NOTES FOR SHORT-LISTING

8.1 The weight for representivity remains a constant of 50 marks out of the total weighting (100) for short-listing.

The weight for experience and qualifications may be adjusted according to the needs of the post in question. The panel should decide before the interview which is going to weigh more.

Prior to short-listing, the Committee must determine whether experience and qualifications will be weighted equally, or if more emphasis will be placed on qualifications or experience.

If one of element is preferred over the other, the weightings of the two elements are to be adjusted but may not count less than 10 marks or more than 40 marks.

For posts with an educational qualification of RQV13 / REQV 13 as a requirement, the score for educational qualifications may not be less than 15.

Relevant Formal qualification is defined as a qualification, which is relevant to the post to be filled, that one obtains from a formal recognised education institution such as a university, college or technikon.

Relevant Experience is defined as theory that is grounded in practice. To determine the length of experience, the number of years served in another, or other position related to the one to be filled, will be considered.

8.2 DETERMINING THE SCORE

Relevant Formal Qualification

Posts requiring RQV 13		=	15
Posts requiring	RQV 10/ NQF 4	=	10

See paragraph 2

If so agreed, add at intervals of 5 additional marks for higher qualifications for example:

RQV 13	=	15
RQV 14	=	20
RQV 15 +	=	25

OR

Add no further marks for higher qualifications. This will happen if the score for experience is to be adjusted upwards.

8.3 Relevant and Appropriate Experience

EXAMPLE:

See paragraph 2.

If so agreed, experience may be acknowledged as follows if it will count a maximum of 10 and qualifications will count 40:

0 – 2 years	=	2
3 – 5 years	=	4
6 – 10 years	=	6
11 – 15 years	=	8
16+ years	=	10

8.4 Representivity

Depending on the target group

Target Race	=	30
Gender of target race	=	20
Target gender	=	30
Race	=	20

9. EXPLANATORY NOTES FOR INTERVIEWS

Before the interview commences, the Selection Committee must identify the Key Performance Areas (KPA) minimum 3; maximum 5 and decide on the weightings to be allocated to each KPA.

If a practical test or case study which is relevant to the posts is to be utilised, the number and weightings of KPA's should be reduced. The Practical test or case study may not weight more than 40% of the total interview score.

Only the total score obtained for the interview, is taken into account to rank the candidates when a recommendation for appointment is made. The recommendation must be supported by a motivation, which explains the suitability or / non suitability of each interviewed candidate and why the recommended candidate is preferred. In the case of a candidate who scored the highest in the interview, is not recommended for appointment, extensive motivation is to be given.

10. THRESHOLD FOR APPOINTMENT

Considering that all candidates who are short-listed met the minimum requirements of a post, no threshold is required for candidates to make it to the shortlist. However, for recommendation for appointment, candidates should obtain at least, 50% of the total mark for the interview.

FORM S1

STRICTLY CONFIDENTIAL

SCHEDULE OF APPLICATIONS RECEIVED FOR ADVERTISED POST

POST: _____

REFERENCE NUMBER: _____

SCHEDULING FOR THE POST OF: _____ **REFERENCE NO.: PS/2022/01**

NO	SURNAME & INITIALS	RACE	GENDER	DISABLED	FORMAL QUALIFICATIONS	APPLICABLE EXPERIENCE: PLEASE NOTE ALL EXPERIENCE EG; 4 YEARS AS HR OFFICER AND 7 YEARS AS SHRO	CURRENT POSITION	CURRENT EMPLOYER	DRIVERS LICENSE: YES/NO CHECK DATE OF DL	REMAR OTHER Please check convicti crimina cases, micond retirem busines interest note it i if there any. Registra with bo

FORM S2

STRICTLY CONFIDENTIAL

SCORE SHEET FOR ADVERTISED POST: _____

POST: _____

REFERENCE NUMBER: _____

SHORT-LISTING

SURNAME & INITIALS OF APPLICANT	RELEVANT FORMAL QUALIFICATIONS	RELEVANT EXPERIENCE	REPRESENTIVENESS	TOTAL
	WEIGHT MIN 10 MAX 40	WEIGHHT MIN 10 MAX 40	50	100

Total allocation for relevant experience and relevant qualification may not exceed 50

FORM S3

STRCITLY CONFIDENTIAL

SCORE SHEET FOR ADVERTISED POST INTERVIEWS

POST: _____

REFERENCE NUMBER: _____

INTERVIEW

SURNAME & INITIALS OF CANDIDATE	KPA 1	KPA 2	KPA 3	KPA 4	PRACTICAL / CASE STUDY	TOTAL
	WEIGHT	WEIGHT	WEIGHT	WEIGHT	WEIGHT	100

SIGNATURE OF COMMITTEE MEMBER

DATE: