



# sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

## STAFFING PRACTICES POLICY

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### CORPORATE SERVICES BRANCH



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at the right time and place. NJALO!*

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**POLICY HISTORY**

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A policy document outlining a framework of procedures and processes to be followed in the case where the Agency recruits new personnel for the Agency.

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**DOCUMENT CONTROL INFORMATION**

**A. EVIDENCE OF REVIEW / APPROVAL RECORD OF THE POLICY  
(INTERNAL TO ORIGINATING BRANCH / DEPARTMENT)**

<b>Effective from</b>	<b>Version Number</b>	<b>Amendment Details</b>	<b>Nature of Change</b>	<b>Amended By:</b>	<b>Reviewed By:</b>	<b>Approval To Release By:</b>
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14 March '08	V0.10	Standardisation of Corporate Services Policies	Minor	Carin Koster	Charlotte La Grange	Charlotte La Grange
15 April '08	V1.0	Finalisation	Minor	Carin Koster	Charlotte La Grange	Sindisiswe Sibankulu

**B. LOCATION OF THE MASTER FINAL VERSION OF THE POLICY  
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To facilitate future access, the location of the master final version of any Corporate Services Policy must be recorded in three areas:

- i. Copied onto CD for clients (The Minister, the CEO and all Executive Managers and Regional Executive Managers);
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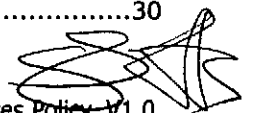
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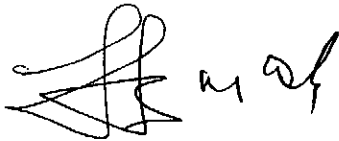


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**1. FOREWORD**

- 1.1 SASSA is committed to providing equal employment opportunities to all and, seeks to hire, and, where possible, retain and promote skilled and competent staff.
- 1.2 This policy and procedure sets consistent, fair and equitable employment practices for SASSA. The service delivery of SASSA will be enhanced through the appointment of the most suitable candidates to positions without losing sight of the need to ensure a broadly representative workforce.
- 1.3 It is trusted that you will enjoy and benefit from reading this policy and that it will provide you with a deeper insight into the Agency's approach to the implementation, monitoring and evaluation of this Policy applicable to all employees in SASSA.

**Regards**



**F. Makiwane**

**CEO: South African Social Security Agency (SASSA)**



## **2. SHORT TITLE / COMMENCEMENT / STATUTORY FRAMEWORK**

### **2.1 Short Title and Commencement**

2.1.1. This Policy and Procedures on Staffing Practices shall be called the Staffing Practices Policy and shall come into operation on a date duly authorized by the Chief Executive Officer (CEO).

### **2.2 Statutory Framework**

2.2.1 This policy is developed in terms of Chapter 3, Section 7(1) of the South African Social Security Agency Act, 2004 (Act 9 of 2004).

## **3. REFERENCE DOCUMENTS**

### **3.1 Legislative / Policy Framework**

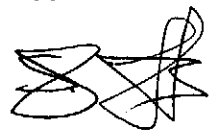
3.1.1. This Policy has been drafted within the following legislative / policy framework:

- i. Public Service Act, 1994 (Act 103 of 1994), as amended;
- ii. Public Service Regulations, 1999;
- iii. Section VII of the Collective Agreements on Remuneration, Allowances and Benefits (PSCBC Resolution 3 of 1999);
- iv. Constitution of the Republic of South Africa;
- v. Basic Conditions of Employment Act, 1997 (Act 75 of 1997);
- vi. Labour Relations Act, 1995 (Act 66 of 1995);
- vii. Employment Equity Act, 1998 (Act 55 of 1998); and
- viii. Ministerial determination on SASSA Remuneration, Grading and Performance Management, 2006.

## **4. GLOSSARY OF TERMS**

4.1. **Casual** in relation to staff, means a staff member who observes an official working week of a maximum of 40 hours (lunch time excluded); but for whom the amount of working hours per day will be determined by the job. Staff who are appointed on this basis are usually complete / perform a once-off project which may be completed in a period of less than one month or in an unknown period, which will not last very long, and are paid on an hourly basis. If the number of hours/days an employee must work per day / week is not set, the staff member must be appointed as "casual staff";

4.2. **Fixed establishment** in relation to posts means the posts which have been approved to carry out the core and support functions of SASSA;



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- 4.3. **Fixed term** in relation to temporary employment means employment for a predetermined and set period of time. E.g. 1 April 2000 to 30 June 2000;
- 4.4. **Full-time** in relation to staff, means a staff member who observes an official working week of 40 hours, lunchtime excluded. These staff members work 8 hours per day / 5 days per week and, are paid on a monthly basis;
- 4.5. **Head hunting** refers to identifying certain individuals / categories of individuals who possess the necessary skills, knowledge and competency to be able to perform the functions of the job. Inviting the candidature of suitably qualified individuals, at any stage of the selection process. Not limited to internal and/or external individuals;
- 4.6. **CEO** refers to the Chief Executive Officer of SASSA;
- 4.7. **Key Competencies** refer to the knowledge, skill and personal attributes required to successfully perform the activities attached to the job. The relevant job description and CORE must be consulted in this regard;
- 4.8. **Local Media** refers to newspapers released within the Province;
- 4.9. **National Media** refers to Sunday Newspapers in South Africa;
- 4.10. **Part-time** in relation to staff means a staff member who observes an official working week of less than 40 hours (usually 5 days per week / less than 8 hours per day, e.g. 5 hours per day), lunchtime excluded, but does not work on a random hourly basis. The number of hours to be worked per day are predetermined and set to always be the same. These staff members are paid on a monthly basis. If the number of hours/days a staff member must work per day / week is not set, the staff member must be appointed as "casual staff";
- 4.11. **Preferred Recruitment Agencies** are those Recruitment Agencies that are listed on the database of service providers for SASSA and any new services providers that become listed;
- 4.12. **Secondment** refers to the temporary filling of a vacancy with staff from another Branch / Government Department / Organization to SASSA; and
- 4.13. **Staff member** is any person employed at SASSA, on either a full time, fixed term, part-time or casual basis.





## **5. PURPOSE AND SCOPE**

### **5.1 Purpose**

5.1.1. To provide SASSA with a policy / procedures governing recruitment and selection on the basis of human capital planning, in order to ensure consistency, fairness and equity.

### **5.2 Scope of Application**

5.2.1. This Policy shall guide the appointment of all persons who are being considered for employment within the South African Social Security Agency (SASSA), in terms of the South African Social Security Act, in a permanent or contractual capacity.

5.2.2. This Policy does not apply to the appointment of Consultants, Interns or Learners.

### **5.3 Approving Authority**

5.3.1. Delegations emanating from this policy are included in the "Human Capital Management Delegations" document.

### **5.4 Deviations from this Policy**

5.4.1. Requests which constitute a deviation from any measures contained in this policy shall be approved by the Chief Executive Officer.

5.4.2. Any application which falls within the scope of paragraph 5.4.1 above must be fully motivated in writing.

5.4.3. When considering requests which constitute a deviation from the policy, the following factors shall be taken into consideration:

- i. Service delivery requirements;
- ii. Best practice;
- iii. The possible creation of a precedence;
- iv. The possible closing of career mobility opportunities for services staff; and
- v. Affordability

### **5.5 Communication Channels**

5.5.1. The official communication channels outlined in this policy and its procedures apply.

### **5.6 Policy Audit**

5.6.1. **Periodic audit** will be conducted by the Department: Human Capital Management when required or deemed necessary.

## **6. GENERAL MEASURES**

- 6.1. It is the responsibility of Line Managers to ensure that posts are filled considering affordability, and to obtain the relevant assistance from the Department / Unit: Human Capital Management to this effect. Line Managers are responsible for the overall management of the recruitment and selection process. They should ensure that all relevant activities, whether handled by themselves or by their HCM Unit are managed effectively and efficiently within reasonable time frames. In order to achieve this, a clear demarcation of tasks and responsibilities is necessary, so that Line Managers are in control of the entire process and are in a position to question activities if reasonable time frames are exceeded.
- 6.2. When a funded post which is required to be filled to ensure continued service delivery, is vacated: Managers should submit a request for the filling of the post within 30 days from the date on which the post was vacated (as a maximum). Essentially, Managers should arrange for the filling of a post the moment they become aware of the fact that the post will be vacated, to ensure the filling thereof in as short a time frame as possible.
- 6.3. For the same reason: Managers need to take all reasonable steps to ensure that the medical boarding of staff (in respect of whom such a process has become inevitable) is expedited, with due regard to statutory processes attached to such. Managers also need to ensure that disciplinary processes, which may lead to the termination of a staff member's services, are expedited in order to make effective planning in this regard possible. Absenteeism also needs to be managed assertively.

## **7. HUMAN CAPITAL PLANNING & DEVELOPMENT OF HUMAN RESOURCE STRATEGY**

### **7.1 Human Capital Planning**

- 7.1.1. Human Capital (HC) Planning can be defined as the anticipating of future human resource capacity needs.
- 7.1.2. HC planning ensures that SASSA:
- i. makes the optimum use of its existing human resources;
  - ii. is able to anticipate and manage surpluses and shortages of human resources, through timeously identifying and obtaining the quality and quantity of human resources it requires to meet its strategic objectives and operational mandates;
  - iii. does not unnecessarily continue functioning within the ambit of contractual employment, where permanent capacity is required and, potentially opens itself up to unfair labour practices;
  - iv. promotes employment equity;



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- v. continuously and progressively develops human resources towards a developmental state which is flexible to meet the increasing and changing demands of clients and communities; and
- vi. is a learning organization that values diversity, and promotes career pathing.

7.1.3. HC Planning takes place at the following two levels within SASSA:

- i. **Strategic level:** Entails a process which assesses the human resource needs at a macro level within the Agency and leads to the development of an organizational strategy to meet human resource needs within the MTEF. This process will be facilitated annually by the Department: Human Capital Management, Unit: Organizational Design; and
- ii. **Operational level:** Entails a process where managers / supervisors assess their human resource needs on a day-to-day basis, and timeously develop / initiate the required action to ensure that the correct quantity / quality of staff are available to assist delivery at any given stage; within available budget.

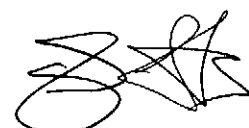
7.1.4. Factors that necessitate ongoing HC planning by supervisors / managers are, amongst others, the following:

- i. Retirement of staff, and general staff turnover;
- ii. Leave arrangements within the Unit;
- iii. Protracted periods of absence of staff; and
- iv. Changes in operational service delivery and the need to attract a new cadre of employees.

7.1.5. HC planning is not a means to top up on numbers of staff where those in employ are not adequately trained / developed to meet delivery challenges. The optimal development of existing staff to meet current and future service delivery requirements, is an integral part of effective human capital planning.

7.1.6. Upon conclusion of an effective human capital planning exercise, each Unit should be in possession of:

- i. **Where a need for the permanent increase in posts has been identified:**
  - a. The correct number of posts (through the proactive determination of staffing needs, and, structural alignment to needs);
  - b. with the correct equity profiles (equity plan for filling posts fully in place);
  - c. attached to critical service delivery areas (effective reporting structures, job descriptions);
  - d. with clearly identified knowledge, skills and attributes;
  - e. attached to market related salaries (job evaluation); and
  - f. ready for recruitment strategies to unfold.



**OR**

**ii. Where a need for the permanent increase in capacity (people) has been identified:**

- a. The correct number of positions (through the proactive determination of staffing needs);
- b. with the correct equity profiles (equity plan for filling posts fully in place);
- c. linked to critical service delivery areas (effective reporting structures, job descriptions);
- d. with clearly identified knowledge, skills and attributes;
- e. linked to market related salaries (job evaluation); and
- f. ready for recruitment strategies to unfold.

**7.2 Human Resource Strategy**

7.2.1. Upon conclusion of a Human Capital Planning process, a Human Resource Strategy will be developed to close the gap between existing and required human resources.

7.2.2. This strategy should be developed within the overall budgeting process; and, should address the most critical capacity needs. Prioritization should thus take place.

7.2.3. Existing capacity requirements could be met through any (or a combination) of the following strategies:

- i. Acting in higher posts (Temporary);
- ii. Alternative utilisation (Temporary);
- iii. Lateral rotation on a Permanent basis (Transfers);
- iv. Lateral rotation on a Temporary basis (Secondments); and
- v. Filling of posts on a Permanent / Temporary basis.

7.2.4. Future needs can be met by the above strategies as well as the following:

- i. Study Aids/ Bursaries - (by educating prospective employees as well as existing employees towards upgrading and enhancing skills to meet service delivery requirements);
- ii. Internships - (focused on giving unemployed youth (who poses tertiary qualifications), workplace-based experience, thus making them marketable / employable);
- iii. Skill development - (further training and development of existing employees, thus making them competitive for career progression);
- iv. Job enlargement for existing employees (thus making them competitive for career progression); and
- v. Multi-skilling of existing employees towards service delivery optimization.

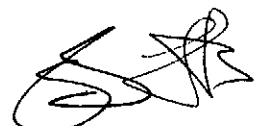


- 7.2.5. The key issues to consider when developing a human resource strategy are the following:
- i. The employment capacities and duration of capacity required (permanent or temporary);
  - ii. Inherent requirements of the job;
  - iii. Equity target set for the job;
  - iv. The timeframe within which the capacity is required;
  - v. Availability of skills in the open labour market;
  - vi. The most effective means of recruitment to ensure that the intended pool of applicants is targeted, within the shortest timeframe possible; and
  - vii. Availability of funds
- 7.2.6. On conclusion of an effective human resource strategy exercise, the Agency / Units should be in possession of the exact method they wish to use to close each capacity gap.
- 7.2.7. SASSA operates in an increasingly fast-moving operational environment, in which the demands placed upon it can vary greatly in nature and volume over short periods of time.
- 7.2.8. Although some operational trends can be predicted in advance, others may arise quite suddenly. To meet this need, SASSA has the flexibility to leverage any of the strategies indicated above.

## **8. TEMPORARY EMPLOYMENT**

### **8.1 Introduction to Temporary Employment**

- 8.1.1. Temporary employment is the primary means of engaging employees for work of limited duration, and thus is an important method of managing fluctuating or rapidly changing operational requirements.
- 8.1.2. Temporary employment can, amongst others, be used for:
- i. Obtaining specific and / or urgently needed skills that are temporarily or more permanently unavailable;
  - ii. Acquiring additional capacity for projects of a specified duration, or, where a temporary increase in the workload occurs;
  - iii. Where existing capacity needs to be replaced for an interim period, where, for example, the post holder is on extended leave (such as maternity leave);
  - iv. Ensuring the regular turnover of staff in positions where the injection of fresh experience is essential; and
  - v. Activities for which the long-term duration is uncertain / not required.



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- 8.1.3. If it is established that there is a permanent need for the temporarily employed capacity: Instead of continuously renewing a contract the option of creating and permanently filling a post must be investigated in as short a span of time as possible.
- 8.1.4. Temporary capacity requirements could be met through any (or a combination) of the following strategies:
- i. Acting in higher posts (Temporary);
  - ii. Alternative utilisation (Temporary);
  - iii. Lateral rotation on a Permanent basis (Transfers);
  - iv. Lateral rotation on a Temporary basis (Secondments / Rotation / job enlargement), and/or
  - v. Filling of posts on a Temporary basis.

**8.2 Acting in (Higher) Posts**

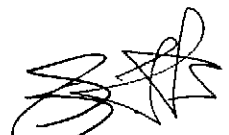
- 8.2.1. When the need exists to fill a vacant post on a temporary basis, the possibility of appointing staff already employed in SASSA to act in the vacant post, should be considered towards advancing career mobility.
- 8.2.2. This may be possible by:
- i. Nominating an equally graded staff member in the Unit in which the vacancy exists, to act in the post for a predetermined period;
  - ii. Nominating a lower-graded staff member in the Unit in which the vacancy exists, to act in the higher-graded post for a predetermined period;
  - iii. Laterally rotating an equally graded staff member in a related Unit to act in the vacant post for a predetermined period; and
  - iv. Rotating a lower-graded staff member(s) in a related Unit, to act in the higher-graded vacant post for a predetermined period.
- 8.2.3. The selection of the most suitable staff member to act in the vacant post will be based on the staff members ability and availability to suitably deliver the services required, considering the need to grant members of staff the opportunity to obtain a greater level of exposure; without losing sight of the need to promote employment equity and fair labour practice.
- 8.2.4. Prior written approval from the relevant approving authority (as contained in the HR delegations) must be obtained before a staff member is directed to act in a vacant post, if the:
- i. post is on a higher grade and funded; and
  - ii. a staff member is appointed to act for a period exceeding 6 consecutive weeks in which event an acting allowance is payable.

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- 8.2.5. A member of staff, who acts in a vacant post will not, by virtue of acting in the post, be entitled to the rank, status or salary scale and accompanying benefits attached to the post.
- 8.2.6. A staff member may not be required / permitted to act in a vacant post for a period longer than:
- i. 12 continuous calendar months for posts on levels 1 – 12; and
  - ii. 6 continuous calendar months for posts on 13 – 16 (may be extended by approval from the relevant approving authority).
- 8.2.7. Unless otherwise agreed, a staff member, on conclusion of her/his acting period, will be absorbed back into the same service Unit / job / post which she / held prior to her / his acting period.
- 8.2.8. Payment of an acting allowance will be processed on the following conditions:
- i. The post must be vacant, funded, and at a higher level; and
  - ii. The staff member must act for a minimum period of six weeks and longer (to a maximum as outlined at paragraph 4.2.6 above).
- 8.2.9. Where a staff member is required to act against a post due to the post holder acting against another post, that staff member too (only) may be granted an acting allowance. Where circumstances justify, two staff members may be required to act in a single vacant post. In this event, the acting allowance payable will be shared proportionately as outlined in the Ministerial Determination to this effect.
- 8.2.10. Managers should manage “acting in higher posts” in accordance with the procedure guideline attached at Annexure B.

**8.3 Alternative utilisation of staff**

- 8.3.1. Alternative utilisation of staff may not be permitted without prior written approval from the relevant approving authority.
- 8.3.2. This method of temporary employment can be used to assist in multi-skilling existing staff and shall not be used for longer than 12 continuous calendar months.
- 8.3.3. Staff members being utilised alternatively will remain assigned to their original posts and Units.
- 8.3.4. The use of this method may not result in a permanent arrangement or internal transfer arrangement, nor may managers create an expectation amongst staff in this regard. Alternative utilisation is a temporary arrangement only which may be utilised until the vacant post is filled, following normal recruitment procedures.
- 8.3.5. Staff who is alternatively utilised is not entitled to the post, salary and benefits attached to the post merely by virtue of her / his utilisation.



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- 8.3.6. Managers should manage “alternative utilisation” in the same manner as in which “acting in higher posts” is managed. In this regard, please refer to the procedure guideline attached at Annexure B.
- 8.3.7. Staff identified to be utilised alternatively should be consulted in this regard, and should be issued with a letter confirming the content of paragraphs 8.3.2, 8.3.3, 8.3.4 and 8.3.5 above.

**8.4 Secondments**

- 8.4.1. This method of **temporary** employment may **not be used for longer than 6 continuous calendar months, during which time, the secondee will be required to ensure a transfer of skills to staff within the Branch / Department / Organisation.**
- 8.4.2. Secondments may not be permitted without the prior written approval from the relevant approving authority, on written recommendation of the Department: Human Capital Management.
- 8.4.3. The secondment of a staff member from another Branch / Department / Organization may be considered when the need exists to fill a vacant post on a temporary basis, provided that:
- i. the option of a local staff member in the relevant Branch / Department / Organisation acting in the vacant post has been considered;
  - ii. a suitable staff member to occupy the vacant post could not be identified from within the local Branch / Department / SASSA;
  - iii. circumstances within the Branch / Department / SASSA prevent staff from being appointed;
  - iv. skills / expertise required do not exist in the Branch / Department / SASSA; and / or
  - v. any other justifiable circumstances prevail.
- 8.4.4. In event that a secondment requires a secondee to make use of interim accommodation and / or car hire:
- i. Hotel accommodation / other suitable accommodation will be provided for a maximum period of 6 continuous calendar months, in accordance with SASSA's approved Travel and Accommodation Policy. In all cases, the most cost effective accommodation will be arranged as close to the interim place of duty as possible, to allow for easy access to the place of duty by means of public / private transport; and
  - ii. Where a secondee has structured for a motor vehicle allowance, car hire will be permitted for a maximum period of 1 continuous calendar month. During this period her / his vehicle may be shuttled at SASSA's expense to the interim place of duty for use during the full period of secondment, and may be shuttled back to the permanent place of duty at conclusion of the secondment period. Should the





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secondee wish to drive her / his vehicle to the interim place of duty at commencement of the secondment / back to the normal place of duty on conclusion thereof, the kilometres travelled will be re-imbursable in terms of applicable determinations (e.g. SMS handbook).

8.4.5. Managers should manage "secondments" in accordance with the procedure guidelines to this effect attached at Annexure B.

**8.5 Temporary employment on a contractual basis**

8.5.1. The following natures of temporary employment exist:

- i. Full-time, fixed term contract: lasting more than 3 continuous calendar months;
- ii. Full-time, fixed term contract: lasting 3 continuous calendar months or less;
- iii. Part-time, fixed term contract: lasting more than 3 continuous calendar months;
- iv. Part-time, fixed term contract: lasting 3 continuous calendar months or less; and
- v. Casual basis.

8.5.2. The relevant Manager, on the basis of the job that needs to be done and, with due regard to the definitions above, should determine the nature of temporary employment in consultation with the HCM Unit.

8.5.3. Managers should manage the recruitment of temporary workers in accordance with the procedure guidelines to this effect attached at Annexure B.

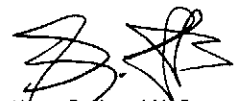
8.5.4. Temporary employment may not be engaged without the required prior written approval from the relevant approving authority.

8.5.5. The signing of an employment contract is a requirement where temporary staff are appointed, prior to such staff receiving payment.

8.5.6. Maximum contract durations

- i. Employment on a fixed term, full-time / part time basis
  - a. Generally: 1 – 3 Years
- ii. Employment on a casual basis
  - a. Maximum of 12 continuous calendar months.

8.5.7. Employment contracts generally may not be extended. If a Unit wishes to retain the services of a temporary staff member after her / his contract duration lapses, the Unit shall obtain approval for the extension of the staff members contract PRIOR to the staff members last day of service. Contracts should be extended once (1) only; during which period, Managers need to take the necessary steps to obtain permanent capacity. Employment contracts shall clearly indicate that such contract / extension thereof should not be construed as a commitment to the provision of permanent employment.



## **8.6 Recruitment via Agencies**

- 8.6.1. The use of recruitment agencies is a short term (interim) solution; to be used when –
- i. a post is vacated by the incumbent and there is no one who can perform the duties attached to the post;
  - ii. the post may, in the interest of service delivery, **not** be left vacant;
  - iii. the post is vacant but the time it takes to fill the post is lengthy and the position is too critical to leave vacant;
  - iv. no post exists on the fixed establishment; or
  - v. where the need exists to strengthen the pool of applicants for a post to be filled on a permanent basis.
- 8.6.2. Before engaging in recruitment via Agencies, Managers need to ensure that the written approval of the relevant approving authority is obtained.
- 8.6.3. Staff sourced via recruitment agencies will be subject to screening by the relevant Manager towards selection and appointment, only where the appointment is temporary in nature and not part of a formal recruitment process. Where staff is sourced via a recruitment agency to fill a post on a permanent basis, the post must be advertised, and CV's received from a recruitment agency must follow the normal recruitment process.
- 8.6.4. Managers should manage “recruitment via agencies” in accordance with the procedure guidelines to this effect attached at Annexure B.

## **9. FILLING OF POSTS ON A PERMANENT BASIS**

### **9.1 Introduction to Permanent Employment**

- 9.1.1. Permanent employment will most often be used for staffing core activities of an on-going nature.
- 9.1.2. Only vacant, funded posts on the fixed establishment of the Agency may be filled on a permanent basis.
- 9.1.3. Various circumstances/situations may cause a post to become vacant, e.g.:
- i. Creation of a new post;
  - ii. Promotion;
  - iii. Retirement;
  - iv. Resignation;
  - v. Death; and
  - vi. Dismissal.



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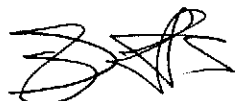
- 9.1.4. Before a post may be filled on a permanent basis, the Manager of the Unit in which the vacant post exists must:
- i. determine the need for the filling of such post, against the Unit's objectives;
  - ii. ensure that sufficient funds for the filling of such post are available;
  - iii. arrange for a newly created post to be graded by way of the job evaluation system;
  - iv. arrange for a post on salary level 9 (and higher grading), if not evaluated previously, to be graded by way of the job evaluation system; and
  - v. obtain written approval from the relevant approving authority.

**9.2 Permanent lateral transfers without advertising posts**

- 9.2.1. Only in extreme, exceptional cases, where it is in the interest of SASSA's operational effectiveness, may consideration be granted by the Approving Authority, to transfer staff within the Agency on a permanent basis. Examples of this nature would be where staff needs to be deployed to a different job in terms of Schedule 8 of the Labour Relations Act read together with the Incapacity Code and Procedure; or due to medical / related reasons.
- 9.2.2. Despite the level of the post to which the staff member is transferred, she / he will retain the salary level which she / he had, prior to her / his transfer. To minimize the risk of staff members being out of adjustment on the staff establishment; employees should, as far as practically possible, be transferred to posts on the same salary level as what they hold.
- 9.2.3. Transfers as a result of advertising a post will be dealt with via the recruitment process outlined in this Policy.
- 9.2.4. The lateral transfer of staff without advertising posts will, as indicated, be approved in extreme circumstances only, as this arrangement may close upward career mobility opportunities to staff serving in the Unit to which the staff member is transferred; if posts generally are not advertised and all staff members are not availed an opportunity to fairly compete for such.
- 9.2.5. Lateral transfers of staff from other Departments / Provinces, if not as a result of restructuring / the transfer of functions from such to the Agency, will not be considered. Staff wishing to obtain permanent employment within SASSA, will do so via normal recruitment processes, through the submission of their candidature for advertised posts.
- 9.2.6. Managers should facilitate "lateral transfers" in accordance with the procedure guidelines to this effect attached at Annexure B.

**9.3 Permanent filling of posts through advertisement**

- 9.3.1. Unless otherwise stated, all vacant posts must be advertised in order to provide staff with opportunities for career progression.
- 9.3.2. Managers are required to develop comprehensive motivations for the advertising of posts, which are to be approved by the relevant approving authority.



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- 9.3.3. Managers should facilitate the “advertising process” in accordance with the procedure guidelines to this effect attached at Annexure B.
- 9.3.4. Recruitment via Agencies and Headhunting may be engaged to strengthen a pool of applicants received for an advertised post, following the procedures outlined in the guideline at Annexure B. Such applications must however be considered following normal recruitment / selection procedures.
- 9.3.5. All candidates will be issued with a written offer of employment.
- 9.3.6. All staff on levels 13 and above will be required to enter into a written employment contract.

**10. ADVERTISING**

- 10.1. Unless otherwise determined, all vacant posts must be advertised in order to provide staff with opportunities for career progression.
- 10.2. Where a post with a specific job description, salary level and location is vacant, and a similar post has been advertised during the last six months: The vacant post does not need to be advertised (on condition that a six month period between the closing date of the initial post’s advert, and the commencement period of the preliminary shortlisting date for the new post, has not lapsed). The applications for the previous post may be used to recruit from. In this event, the normal recruitment processes outlined hereunder must still be followed. Recruitment via Agencies / headhunting may be undertaken to strengthen the pool of applicants.
- 10.3. Where a suitable second candidate from the previous post was identified and, she / he is still available in the Labour market, the appointment of the second candidate into posts referred to at paragraph 3 above, may be considered first.
- 10.4. Where suitable candidates could not be found from the previous post, or a suitable alternative candidate was not identified during the initial selection process, or is no longer interested, or, where a six-month period has lapsed since the closing date of the initial advert: The post must be re-advertised.
- 10.5. Positions will be advertised using the most appropriate and cost effective media to attract the most suitably qualified candidates.
- 10.6. The media in which the advertisement will be placed will be determined by the Manager of the Unit in which the vacant post exists, in conjunction with the HCM Unit.
- 10.7. Unless otherwise approved, a vacancy on the following levels will, as a minimum, be advertised as follows:
  - i. **Salary Level 1-12:** Internally (e-mail, notice boards, intranet), or, local media if required;



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- ii. **Salary Level 13 & higher:** Internally (e-mail, notice boards, intranet) and in the National media.

10.8. An advertisement for a post that is advertised in multiple ways must run concurrently and have the same content and the same closing date.

10.9. The following methods of advertising posts may be utilized:

<b>INTERNAL</b>	<b>EXTERNAL</b>
E-mail	Advertising (Print & Electronic media)
Notice Board (posting)	Employment Agencies
Intranet	Professional Associations
	Headhunting / Posting

10.10. Advertisements must be consistent with the job description / inherent requirements of the job and selection criteria, while brief, clear and must not unfairly discriminate.

10.11. Adverts shall be developed in terms of the criteria indicated at Annexure B.

10.12. An advert will have a minimum running period of one week.

## **11. SELECTION**

### **11.1 Introduction to Permanent Employment**

11.1.1. Permanent employment will most often be used for staffing core activities of an on-going nature.

11.1.2. It allows for the making of a considered recommendation of appointment to the relevant approving authority, after considering only:

- i. information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination;
- ii. the training, skills, competence and knowledge necessary to meet the inherent requirements of the post;
- iii. the need to promote representivity in the component where the post is located; and
- iv. the need to promote representivity in the Agency.



## **11.2 Selection Processes**

### **11.2.1. Screening / Shortlisting**

- i. Allows for the screening of applications against the inherent job requirements as outlined in the advert, (including health and other related requirements); as well as
  - a. To ensure that applicants are not younger than the age of 16;
  - b. Are South African citizens/ have permanent residency; and
  - c. Have not been previously dismissed.

### **11.2.2. Interview**

- i. Ensures that applicants are assessed against the set criteria on the basis of information from CV's and other documents which accompany the application, towards determining competency, job and organisational.

### **11.2.3. Role-play / testing**

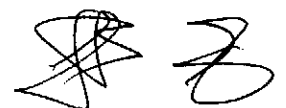
- i. Candidates (internal and external) may be subject to role-plays / testing during selection, as a part of the interview process, or at any other stage towards determining competency.
  - a. Examples: Undertaking typing tests; statistical analysis; power point presentations; etc.

### **11.2.4. Medical / HIV Testing**

- i. Medical testing may only be conducted if this is an inherent requirement of the job.
- ii. The Agency will not require an employee or applicant for employment to undertake an HIV test in order to ascertain the employee's HIV status, nor will it coerce an employee to test for HIV.

### **11.2.5. Competency assessment**

- i. Candidates (internal and external) nominated for posts on Management levels (salary levels 10 and above), shall be subject to a competency assessment during selection, in order to determine job and organizational fit / their potential to develop such in a reasonable span of time.
- ii. Candidates (internal and external) nominated for posts on salary levels 9 and below, may be subject to a competency assessment during selection.
- iii. Competency assessments may also be used as a method to determine the most suitable candidate for a post in event of a Panel not being able to reach consensus in this regard.
- iv. Competency assessments will:
  - a. be based on valid assessment methods;



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- b. provide interview panels with an objective and deeper insight into a candidate's general inherent / potential competency and compatibility when measured against the organizational and job fit requirements; and
- c. identify possible areas for development.
- v. The results of competency should not be considered in isolation from all other selection methods / criteria.

**11.2.6. Reference Checks**

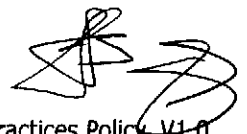
- i. All candidates (internal and external) shall be subject to a reference check during selection.
- ii. Reference checks allow for establishing:
  - a. If the applicant is of good character;
  - b. If the applicant is a former government employee who left the public service earlier on the condition that she or he would not accept or seek re-employment (for example, where the applicant previously took a voluntary severance package);
  - c. If the applicant is a former government employee whose service was terminated, and, the original grounds for termination of service militate against re-appointment; and
  - d. If the applicant is a former government employee who left the public service due to ill health and cannot provide recent and conclusive evidence of recovery.
- iii. The results of reference checks should not be considered in isolation from all other selection methods / criteria.

**11.2.7. Qualification Verifications**

- i. All candidates (internal and external) shall be subject to qualification verifications during selection.

**11.2.8. ITC / criminal record checks**

- i. ITC / criminal record checks may be conducted for candidates (internal and external) during selection, for certain occupations/salary levels as determined by EXCO and where sound financial management is an inherent requirement of the job.
- ii. The results of ITC / criminal record checks should not be considered in isolation from all other selection methods / criteria.



### **11.3 Preliminary shortlisting**

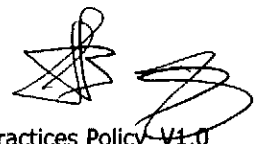
- 11.3.1. Preliminary shortlists should be limited to a maximum of 7 candidates (per post) who meet the inherent job requirements.
- 11.3.2. Preference may be given to internal staff in order to provide for retention and career progression / mobility; as well as Interns and Learners attached to SASSA, who satisfy the appointment requirements. A balanced approach should however be followed in this regard, towards closing SASSA's vacancy rate, and must not result in the adverse affect of service delivery. Staff from within the Unit in which the post resides, who have applied and could potentially satisfy the requirements of the job, should be invited for an interview.
- 11.3.3. Preliminary shortlisting will be conducted in accordance with the terms of reference to this effect outlined at Annexure B.

### **11.4 Final Shortlisting**

- 11.4.1. Final shortlists should be limited to a maximum of 5 candidates who meet the inherent job requirements.
- 11.4.2. Final shortlists will be approved by the relevant approving authority prior to interviews being scheduled. Should the need arise the shortlisting panel may undertake a process of re-shortlisting in order to widen the pool of applicants being interviewed. The revised shortlist will be approved by the relevant approving authority prior to the interviews.
- 11.4.3. The shortlisting panel shall comprise of at least 2 persons, to a maximum of 3 persons (at least one person must be on a higher grading than the post, and the rest may be on the same grading as the post. 1 Person shall be a HCM Representative).
- 11.4.4. Individual shortlisting panel members will be required to complete a declaration of confidentiality and non-favouritism and, shall recuse themselves from the process as required in terms of Annexure B.

### **11.5 Interview expense**

- 11.5.1. Travel: An applicant who is invited for an interview may be compensated for the actual travelling expenses incurred for attending the interview. This is subject to the condition that the most cost effective means of transportation is used by her/him.
- 11.5.2. Accommodation: Applicants may be reimbursed for overnight accommodation if they have no alternative but to make use of it. Reasonable actual expenditure will be reimbursed.
- 11.5.3. The above expenses will be paid in terms of the approved Travel and Subsistence directives.





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11.5.4. The expense incurred for compensating a candidate for attending an interview, must be covered by the budget of the Unit in which the vacancy exists. All expenses emanating from the interview shall be covered by the budget of the Unit in which the vacancy exists.

**11.6 Developing interview questions**

11.6.1. Interview questions will be managed in accordance with the procedure outlined at Annexure B.

**11.7 Interview Panels**

11.7.1. The constitution of an Interview Panel will be approved by the relevant approving authority.

11.7.2. The Interview Panel shall consist of a minimum of 3 members who are of an equal / higher grading than the post to be filled, and must include adequate representativity in terms of race and gender. The panel shall not exceed a maximum of 4 members.

11.7.3. An appropriate and competent person from outside the Agency may be included in the Panel to interview candidates for vacant posts.

11.7.4. The chairperson of the Interview Panel, who shall be an employee of the Agency, shall be at least one salary range higher than the post to be filled.

11.7.5. Even though 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 Interview Panel.

11.7.6. For posts on level 12 in Regions, an equal / higher graded Head Office staff member, who specializes in the functional area of the post, shall be included as a panel member.

11.7.7. For posts on levels 12 and lower, an employee attached to the Unit in which the vacancy exists may provide secretarial services during the interviewing process.

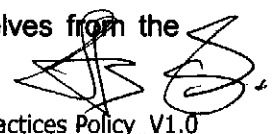
11.7.8. For posts on levels 13 and above, the HCM Unit will provide secretariat services.

11.7.9. The Secretariat shall-

- i. Keep comprehensive minutes of all decisions taken by the interviewing panel with regard to the suitability of each candidate;
- ii. The panels decision with regard to probation (in line with the Probation Policy); and
- iii. Prepare the written recommendation of the interviewing panel on the filling of the post, to be signed by the Chairperson of the interview panel, for submission to the relevant approving authority for a decision to be taken.

11.7.10 Interview proceedings shall be managed in accordance with the terms of reference in this regard, outlined at Annexure B.

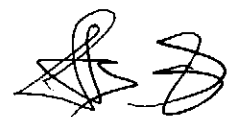
11.7.11 The choice of the successful candidate will be determined by the majority view of the Interviewing Panel. Individual interview panel members will be required to complete a declaration of confidentiality and non-favoritism and, shall reclude themselves from the



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process as required in terms of Annexure B. Any panel member found guilty of acts of biasness/nepotism will face disciplinary action which could lead to dismissal.

- 11.7.12. If possible, the interviewing panel should have a first and a second nomination for the vacant post. This avoids the Interviewing Panel going through the whole process of recruiting again, should the first candidate decline the offer. The second candidate must be selected on the same basis as the first candidate.
- 11.7.13. Telephonic interviews may be undertaken only in exceptional circumstances. The interview panel should decide, depending on the merits of the case, if a telephonic interview should be allowed. Telephonic interviews must be accompanied/ supported by competency assessment as part of the interview process where a candidate who is interviewed telephonically is nominated. Interview panels are cautioned not to consider telephonic interviews in isolation.
- 11.7.14. The interview panel has must interrogate the matter of Probation and if the suitable candidate(s) are required to serve a probationary period, in line with the Probation Policy, the panel shall make a recommendation to the relevant authority for approval (in terms of the HCM Delegations). This decision shall be communicated to the candidate(s) on appointment.
- 11.7.15. Where the panel, after an exhaustive information gathering process, cannot distinguish between two or more applicants who are equally strong, further interviews may be arranged. They may also decide to conduct a competency assessment or use other means of testing to support the process, and, if there is still no consensus reached, the matter should be referred to the approving authority for the taking of a decision.
- 11.7.16. The panel may conclude that none of the applicants are suitable for the position. In this situation they will recommend to the approving authority that no appointment be made from the current pool of applicants, and, that the position should be re-advertised / re-shortlisted.
- 11.7.17. During the interview, the applicant must be notified that it is a requirement that reference / earnings checks and qualifications verifications be conducted on all aspiring employees (internal and external candidates). Their written consent for the conducting of the reference checks and qualifications verifications must be obtained and minuted during the interview in terms of the procedures outlined at Annexure B.
- 11.7.18. Individual interview panel members will be required to complete a declaration of confidentiality and non-favoritism and, shall reclude themselves from the process as required in terms of Annexure B.



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11.7.19. The panel shall consider the following when recommending the suitability of a candidate(s):

- i. an assessment of the suitability of applicants when measured against the minimum requirements of the post;
- ii. an assessment of the overall knowledge, experience, qualification, skills and competency of each candidate;
- iii. verify the information provided by the candidate during the interview against the information presented on the CV;
- iv. critically assess each candidate(s) current duties against the responsibilities of the vacant post;
- v. consider service delivery requirements and the ability of the nominated candidate(s) to immediately perform the duties attached to the post;
- vi. consider organizational demographics (including disability targets);
- vii. consider the issue of probation;
- viii. consider the outcomes of competency assessments and other pre-employment checks, as well as salary earnings of the candidate; and
- ix. make written recommendations to the Approving Authority.

11.7.20. The Approving Authority shall consider the:

- i. recommendation and findings of the interview panel;
- ii. each nominated candidate(s) overall experience, qualifications, skills, competency and attributes;
- iii. each nominated candidate(s) previous and current duties when compared with the responsibilities of the job;
- iv. service delivery requirements and the ability of the nominated candidate(s) to immediately perform the duties attached to the post;
- v. probation to be served (if necessary);
- vi. organisational demographics (including disability targets); and
- vii. after considering all the above, decide on the most suitable candidate to be appointed.

**11.8 Motivations for the Filling of Posts through the Appointment of Selected Candidates**

11.8.1. On conclusion of the interviewing / reference check / qualification verification / earnings check / competency assessment process, comprehensive motivations for the filling of the of posts shall be developed / considered / approved in terms of the procedure guidelines at Annexure B.

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11.8.2. Where an approving authority deviates from the recommendations of the Panel, she / he shall record the reasons for such in writing.

11.8.3. Deviations from set equity targets will be accommodated in exceptional circumstances only where, in order to comply with the set target, quality service delivery will be detrimentally compromised which will lead to the decrease of organizational efficiency.

11.8.4. All pending deviations from set targets will be fully motivated in writing against the above measure.

11.8.5. Where deviations from set targets are approved, entities will be required to re-align the targets of other posts not yet filled, in order to ensure sustained movement toward the achievement of the desired organizational representivity status.

**11.9 Salary Negotiations**

11.9.1. When advertising posts, salary particulars shall reflect the minimum and maximum notches of the salary range / level attached to the post (as measured through job evaluation, where applicable). So doing, unrealistic earning expectations could be averted.

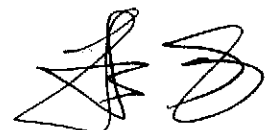
11.9.2. Salary negotiations:

- i. may be initiated by a candidate, in which event it must be done in writing and submitted for consideration within 5 working days from date of receipt of the employment offer letter;
- ii. shall be based on written proof of current earnings;
- iii. shall be concluded prior to acceptance of an offer of employment;
- iv. shall be approved by the relevant approving authority in writing; and
- v. shall be communicated to candidates in writing, through the issuing of a revised employment offer letter, after written approval thereof by the relevant approving authority.

11.9.3. Earnings, which will be considered, will be limited to general remuneration entitlements when compared to the Agency's salary structures. Allowances / non-standard remuneration items which are not taken into consideration when calculating the salary notch / package of Agency staff, will not be considered.

11.9.4. Deviations on any matters shall be considered by the Chief Executive Officer, at his / her discretion. Requests for deviations shall be fully motivated in writing. Decisions shall be taken after considering, as a minimum:

- i. Service delivery requirements / continuity;
- ii. The inability to attract / retain competent staff;
- iii. The possible creation of a precedence; and
- iv. Affordability.



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11.9.5. Where the maximum notch of a salary level is awarded to a candidate, his / her appointment letter shall reflect that he / she will not qualify for notch progression.

11.9.6. The awarding of a higher notch for retention purposes will only be considered in event of a staff member being offered employment outside of the Agency.

**11.10 Criteria for the Awarding of Higher-Than-Minimum Salary Notches for Recruitment Purposes**

11.10.1. When considering the granting of a higher-than-minimum salary notch attached to the salary level of a post, the following principles apply:

- i. where the applicant's salary is within the advertised salary range attached to the post, the next higher / comparable notch within the range be awarded;
- ii. where the applicant's salary is higher than the maximum notch of the advertised salary range attached to the post, the maximum notch of the salary range be awarded.

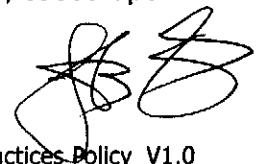
11.10.2. (An) Additional notch / notches within the salary range attached to the post, may be granted where:

- i. attempts to attract competent staff have proven unsatisfactory (proof to this effect should be included in the recommendation); and / or
- ii. no additional applicants from which to source the required skill exists (thus, where no additional candidates have been considered as suitable for a post).

**11.11 Proposed Criteria for the Awarding of Higher Notches for Retention Purposes**

11.11.1. When considering the granting of a higher salary notch for retention purposes, the following principles apply:

- i. where a staff member receives a salary offer that is within the salary range attached to the post which she / he occupies within SASSA, 1 notch higher than the notch offered be awarded;
- ii. where the staff member's salary offer is higher than the maximum notch of the salary range attached to the post which she / he occupies within SASSA, the maximum notch of the salary range attached to the post which she / he occupies be awarded;
- iii. written proof of the higher offer made should be provided to SASSA;
- iv. managers should use discretion in deciding who should be retained, however, the counter offer should be for (a) higher notch(es) within the existing salary range; and
- v. counter offers should only be considered in exceptional circumstances, based upon to SASSA's critical operational requirements.



## **12. SUPPORTING MANUALS / PROCEDURES AND GUIDELINES**

12.1. The recruitment procedure is attached as Annexure A.

## **13. ROLES AND RESPONSIBILITIES**

The following paragraphs outline the responsibilities of various role players in the Agency with regards to the Staffing Practices Policy:

### **13.1 Chief Executive Officer**

13.1.1. The CEO of the Agency oversees the overall development, implementation and monitoring of the Staffing Practices Policy.

### **13.2 Department: Human Capital Management**

13.2.1. The Department Human Capital Management is the custodians of the policy; developed the policy, will oversee the implementation and ensure the monitoring of the Policy.

### **13.3 All Employees, Managers, Labour Relations Unit and others**

13.3.1 The policy content above clearly outlines the specific roles and responsibilities of all parties in terms of each single aspect of this policy and it will thus not be repeated here.

## **14. IMPLEMENTATION ROLL-OUT AND MONITORING**

14.1. The implementation; monitoring and evaluation of this policy will be conducted in accordance with the overall "Human Capital Management Implementation Plan and Monitoring and Evaluation Strategy", which outlines the procedures for all policies within the Human Capital Management Department.

## **15. POLICY CONSULTATION; REVIEW AND AMENDMENTS**

### **15.1 Policy Consultation**

15.1.1. This Policy was widely consulted during the development phase. Further information regarding the consultation process could be obtained from the Policy Document Owner.



## **15.2 Policy Review**

15.2.1. This Policy is subject to review as and when deemed necessary or as required or whenever it is necessary for the Unit, to ensure that it is aligned to prevailing resolutions, regulations and market conditions.

## **15.3 Policy Amendments**

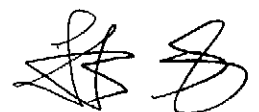
15.3.1. No amendments may be made to any section of this Policy without such amendments first being –

- i. Consulted on with the applicable Unit, Department and Branch; and
- ii. Approved and signed by the CEO

## **16. KEY WORDS**

16.1. The following key words can be found in this policy:

- i. Human Capital Planning;
- ii. Human Resource Strategy;
- iii. Temporary employment;
- iv. Acting in higher positions;
- v. Secondments;
- vi. Recruitment;
- vii. Agencies;
- viii. Employment;
- ix. Shortlisting;
- x. Interviews; and
- xi. Salary Negotiations.



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**17. POLICY ENDORSEMENT / APPROVAL**

This policy has been endorsed by the Executive Manager: Corporate Services.



**MS B RANKIN**

**EXECUTIVE MANAGER: CORPORATE SERVICES**

**DATE: 28 . 03 . 2008**

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This policy has been approved by the Chief Executive Officer.



**F MAKIWANE**

**CHIEF EXECUTIVE OFFICER**

**DATE: 28 . 03 . 2008**





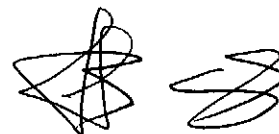
## **Annex A : Recruitment Procedure**

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### **1. Acting in Higher Positions.**

When a staff member is required to act, Managers are required to:

- i. Obtain prior approval from the relevant approving authority; and
- ii. Ensure that the staff member who is requested to act against another post, is requested to do so in writing prior to the commencement of the acting capacity. This letter must clearly indicate the-
  - a) post in which the staff member will act;
  - b) period (which under no circumstances may exceed 12 continuous calendar months) which she / he will be required to act in the post;
  - c) duties she / he will be required to perform whilst acting in the higher posts;
  - d) delegations of authority bestowed upon her / him during this period;
  - e) applicable reporting channels during her / his period of acting; and,
  - f) whether or not an acting allowance will be paid to her / him. (In this regard, it is emphasized that an acting allowance can only be paid if the post against which the staff member acts, is vacant and funded);
- iii. Ensure that the staff member accepts the acting capacity in writing; and
- iv. Forward copies of the approval, letter of request to act addressed to the staff member and the acceptance thereof by the staff member, to the HCM Unit for recording, filing, and processing purposes (where an acting allowance is payable).
- v. Acting allowances will be paid in accordance with National determinations to this effect.



**2. Secondments**

- i. Before secondment to / within SASSA can be effected, the Head of the Branch / Department / Organisation in which the need / vacant post exists, must:
  - a) Determine and confirm the need for filling the post, against the objectives of SASSA / the relevant Branch / Department / Unit.
  - b) Determine the duration of the secondment, but limited to a maximum of 6 continuous calendar months.
  - c) Ensure that sufficient funds are available for funding the secondment.
  - d) Obtain the approval of the relevant approving authority for the secondment.
- ii. The executing authority or delegated authority attached to the donor Branch / Department / Organisation must, with the agreement of the staff member identified for secondment, approve the secondment in writing.
- iii. Secondments will be effected subject to the following terms:
  - a) For rendering a predetermined service, for a predetermined period of time.
  - b) A seconded staff member will maintain her/his rank, status, salary position and service benefits during her/his period of secondment.
  - c) A seconded staff member's Branch / Department / Organisation will remain responsible for her/his personnel and salary administration, but may claim the expenditure from the recipient Branch / Department / Organisation.
  - d) A seconded staff member will remain under the jurisdiction of her/his Organisation in respect of all her/his career incidents, i.e. promotion, personnel evaluation, disciplinary measures, etc.
  - e) The periodic review and evaluation of the performance of the seconded staff member shall be conducted by her/his Organisation and in collaboration with SASSA, in accordance with the performance management system of her/his Organisation.
  - f) Premature termination of the secondment of the staff member due to operational, business or for any other reason, will only be effected after consultation between the donor and recipient Branch / Department / Organisation has taken place and is recorded in writing.
  - g) Based on the goals and objectives of the recipient Branch / Department / Organisation, as determined by its business plan and the specific skills / expertise for which a staff member has been seconded, her/his direct manager/supervisor in donor Branch / Department / Organisation, will contract specific objectives and deliverables to her/him at the commencement of her/his secondment in accordance with normal performance management directives.



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- iv. The above terms must be agreed upon in writing between the donor and the recipient Branch / Department / Organisations.
- v. The Head of the Branch / Department / Organisation in which the seconded staff member will be appointed, must inform and provide copies of all authorising documentation to the HCM Unit regarding the secondment.



### **3. Temporary Staff**

**These paragraphs refer to the recruitment of staff for the temporary filling of existing vacant posts / additional to the fixed establishment where vacant posts do not exist**

#### **i. Recruitment / appointment**

- a) Prior approval must be obtained from the relevant approving authority to employ staff in this capacity
- b) The post should be filled sourcing candidates via recruitment agencies / headhunting / sourcing from applications received for comparable posts;
- c) Applications / applicants must be screened;
- d) A successful candidate, with due regard to the need to promote representivity, must be selected;
- e) A reference check / qualification verification / earnings check / competency assessment (where relevant) must be conducted on the successful candidate;
- f) Written approval must be obtained from the relevant approving authority for the appointment of the successful candidate.

Please refer to the relevant procedures outlined below.

#### **ii. Motivations for prior approval to employment of staff in this capacity**

- a) Motivations must be approved by the relevant approving authority before engaging a recruitment process.
- b) This motivation, as a minimum, must include the following information in respect of every position to be filled:
  - A request;
  - Background / rational
  - The rank / job title, component and post number (existing post);
  - The Unit in which the post is located (existing post);
  - The salary level on which the post must be filled (eg. Salary level 6), determined by the level of the post on the staff establishment, or, confirmed by way of job evaluation.
  - Minimum appointment requirements necessary to ensure the successful execution of duties attached to the post;
  - Draft advert / contract duration; and



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- Confirmation of availability of funds, in respect of the period for which the temporary worker will be employed.
- c) Motivations must be forwarded to the appropriate approving authority for approval, via the HCM Unit.

**iii. Posts / Establishment Administration**

- a) Temporary staff should generally be absorbed into vacant posts on the fixed establishment (except in the case of the appointment of casual workers where such, as a norm, will be appointed additional to the fixed staff establishment).
- b) Where it is not possible to appoint temporary staff into vacant posts on the fixed staff establishment (for example, where posts do not exist), temporary staff may be appointed additional to the fixed establishment, as in the following circumstances -
  - where the incumbent of a post is expected to be absent for such a period that her / his duties cannot be performed by other personnel;
  - where a temporary increase in work occurs;
  - where it is necessary for any other reason to temporarily increase the staff of the Unit / Department / Branch / Region; and
  - where temporary staff are to be appointed on a casual basis (by implication).
- c) Where the Unit needs to appoint the staff member additional to the fixed establishment, this must be clearly stated and motivated in a submission to the Approving Authority, and prior approval must be obtained. Funds must be confirmed as available for the appointments which will be made in the submission.

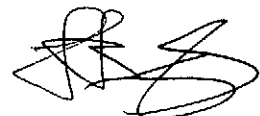
**iv. Salary / Wage Determination**

- a) Persons employed on a fixed term, full-time / part-time basis must be paid on a monthly basis: equivalent / proportional to a permanent staff member on the same level where agreed.
- b) Persons employed on a casual basis must be paid on an hourly basis. Time sheets must be submitted when claiming remuneration. The hourly rate will be derived from the Financial Manual.



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- c) All staff must be appointed at the minimum notch of the relevant salary range.
  - d) Where for justifiable reasons, it is necessary to appoint staff on a salary notch above the minimum notch of the relevant salary range, prior written approval must be obtained from the Approving Authority.
  - e) Please note that in the absence of a duly signed approval from the Approving Authority for the appointment of staff, and receipt of her / his fully completed, signed and dated employment contract: the HCM Unit will not process any salary payment to the staff member.
- v. Service Benefits**
- a) Service benefits, or payment in lieu thereof, will be determined through a Ministerial Determination / Collective Bargaining.
- vi. Service Conditions**
- a) Leave and overtime remuneration must be granted / paid to the extent to which staff qualify for such.
  - b) Staff, whose contracts last more than 4 continuous calendar months, must be paid their accrued annual leave credits at termination of service.
- vii. Termination of Service**
- a) Notice periods for termination of service served by either party:
    - 1 week, if the staff member has been in employ for 4 weeks or less;
    - 2 weeks if the staff member has been in employ for more than 4 weeks, but less than 1 year;
    - 4 weeks if the staff member has been in employ for 1 year or more.
    - 24 Hour's notice may be served by either party.
  - b) **In the event of a staff member breaching any condition of the contract (for example: when she / he absconds), the employer, in terms of her/his employment contract, must give her/him 7 days written notice to rectify the breach. If she/he does not rectify the breach within the relevant time frame, the employer may terminate her/his contract without further notice.**

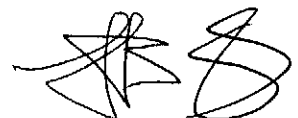


**viii. Notice of Appointment / Termination of Temporary Staff**

- a) Once approval has been obtained for the appointment of a temporary staff member, the HCM Unit must be furnished with all relevant documents including, the signed employment contract of the new appointee.
- b) Timeous notice of the termination of a temporary staff members services must be furnished to the HCM Unit to prohibit salary overpayments to the staff member and, to ensure that the leave accruals of the staff member are processed and paid in due course.

Note

**The salary structuring / conditions / benefits for contract staff employed on the SMS level, are the same as for permanent SMS members.**

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**4. Recruitment via Agencies**

- i. This method of recruitment may be used to-
  - a) Strengthen the pool of applicants for filling a post on a permanent basis;
  - b) Source temporary replacement capacity (where posts exist, and are in process of being filled permanently / the incumbent is absent) or acquire capacity additional to the fixed establishment (where posts do not exist / the need exists to temporarily increase capacity to facilitate projects, etc).
- ii. Where this method is used to strengthen the pool of applicants for filling a post on a permanent basis; applications received shall be filtered into the normal recruitment procedures outlined for the filling of a post on a permanent basis.
- iii. Before a person is employed in this capacity the Manager of the Unit in which the need exists, must:
  - a) Determine the job specifications and requirements.
  - b) Determine the duration of the appointment (in event of temporary / replacement / additional capacity).
  - c) Confirm the availability of sufficient funds for payment of the once-off placement fee to the Agency / effecting the appointment for its duration.
  - d) Obtain approval from the Appropriate Approving Authority.
  - e) Forward all necessary documentation to the HCM Unit on receipt of approval from the Approving Authority.
  - f) The HCM Unit will liaise with the "preferred" Recruitment Agencies in order to obtain 3 quotations for Managers. The HCM Unit will generally request the Agency providing the cheapest quotation to advance CV's meeting the job specifications and requirements as well as qualification verifications to it, and once CVs are received, such will forward to the Manager for screening, and selection.
  - g) The Manager or delegated authority will select the most appropriate candidate (in event of temporary / replacement / additional capacity) / cv's (in event of strengthening the existing pool of applications for filling a post on a permanent basis) based on the principles outlined in this policy.
  - h) In event of sourcing temporary / replacement / additional capacity: On conclusion of the selection process, the Manager is required to develop a motivation to the Approving Authority, for the appointment of the agency employee; and must conclude the necessary contract with the Agency and facilitate the monthly payment of the Agency in terms of the contract, via BAS.





**5. Lateral Transfers on a Permanent Basis**

- i. Lateral transfers are subject to the following terms:
  - a) Prior approval from the relevant authority must be obtained for the filling of the post via a lateral transfer.
  - b) Sufficient funds must be available for the filling of the post.
  - c) Managers to whose Unit the employee is envisaged to be transferred, must be consulted.
  - d) A member of staff who seeks a lateral transfer must be gainfully / optimally employed after her / his transfer.
  - e) Transfer costs, if any, will be carried by the staff member if the transfer was initiated by her / him.
  - f) The need to promote representativity should be borne in mind.
- ii. Transfers may be initiated by both the employer and the employee.
- iii. Before a transfer can be effected, the following principles must be applied:
  - a) the operational requirements of the organisation should be paramount;
  - b) transfers may not be used to avoid dealing with staff whose performance or conduct is unsatisfactory, neither may it be used to move staff on the basis of personal preference / prejudice (at employer or employee initiative);
  - c) transfers may not be used to avoid filling a vacant post through the normal recruitment process outlined in this Policy;
  - d) staff should be consulted on the envisaged transfer, and their personal circumstances taken into consideration, before effecting the transfer; and
  - e) it must be confirmed that, after effecting the transfer, the staff member will remain gainfully employed and optimally utilised considering her / his salary level and competencies.
- iv. The Manager of the Unit from which the staff member will be transferred, is required to provide copies of all authorising documentation to the HCM Unit regarding the transfer of the staff member from her / his Unit.

**6. Filling of Posts in a Permanent Capacity**

- i. See the attached manual.

