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## **RECRUITMENT AND SELECTION POLICY**

**Version 1.3**

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## DEFINITIONS OF TERMS:

<b>Approved Structure</b>	These are the posts the Executive Authority approved to Shape up the departmental personnel to carry out the mandate of the department.
<b>Affirmative Action</b>	This is a measure used by a current democratic government to address the imbalances of the past.
<b>Executive Authority</b>	Refers to Member of the Executive Council (MEC) as defined in section 1 (1) of the Public Service Act, 1994 except with regard to the appointment and other career incidents of the Head of Department (HOD), in which case it means the executive authority as amended in section #B of the Act.
<b>External Advertisement</b>	Takes place when the advertisement is open to all Candidates within and outside the Public Service. This is in line with the objective of ensuring that Public Service is in the hands of highly skilled individuals who are capable to deliver service excellent.
<b>Internal Advertisement</b>	Takes place when the department is targeting individuals Within the Public Sector. In this case advertising can be narrowed to cater only for employees of the province as an effort to encourage upward mobility and to allow the transfer of skills and expertise within the provincial departments
<b>Employee</b>	Any person holds temporary or permanent post in an approved establishment of a department including those held additional to the establish
<b>Candidate</b>	Any person who is not yet employed in an advertised

	vacant post but has shown interest in the post by applying for it.
<b>Recruitment</b>	This is a process of identifying and attracting a pool of candidates for changes in employment status, for which some will later be selected to receive an offer of employment.
<b>Screening</b>	Is to reduce the vast number of applications to manageable size by eliminating applications that do not meet the basic appointment as contained in the advertisement
<b>Shortlisting</b>	Is to identify a manageable number of applicants who best meet the requirements of the advertised post
<b>Interview phase</b>	Is to identify the most suitable candidate/s from amongst the pool of shortlisted candidate/s.
<b>Designated Group</b>	People who were previously disadvantaged on the basis of race, gender and disability which are Africans, Coloureds, Asians, White Females and Chinese who became citizens before 1994
<b>Competence</b>	Is a blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environment which indicates person's ability to meet of a certain post.
<b>Head Hunting</b>	Is the method of recruitment used to seek and identify suitable Candidate/s for positions where there is difficulty in recruiting qualified candidate/s as well as recruiting candidates from historical disadvantaged groups.

## ACRONYMS

EEP	Employment Equity Plan
EEA	Employment Equity Act
ARP	Annual Recruitment Plan
MEC	Member of the Executive Council
HRP	Human Resource Plan
HOD	Head of Department
DDG	Deputy Director General
DPSA	Department of Public Service and Administration
SMS	Senior Management Services
CV	Curriculum Vitae
OD	Organizational Development
PSA	Public Service Act
PSR	Public Service Regulations
PSC	Personnel Suitability Check
RPL	Recognition of Prior Learning
SAQA	South African Qualifications Authority

## **Legislative Framework**

- 1. Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)**
- 2. Public Finance Management Act of 1999**
- 3. Labour Relations Act 66 of 1995**
- 4. Employment Equity Act, No 55 of 1998,**
- 5. Basic Conditions of Employment Act 75 of 1997**
- 6. Promotion of Access to Information Act 2 of 2000**
- 7. Promotion of Administrative Justice Act 3 of 2000**
- 8. Promotion of equality and Prevention of Unfair Discrimination Act 4 of 2000**
- 9. Managing the Staff Retention, an information guide for the Government Departments, 2006**
- 10. Attraction and Retention Strategy 2006: ECPA**
- 11. Recruitment and Retention Strategy for Social workers**
- 12. Public Service Regulations, of 2016**
- 13. Department of Social Development Attraction and Retention Policy 2018**
- 14. Department of Social Development Employment Equity and Affirmative Action Policy 2012**
- 15. Department of Social Development PMDS Policy 2023**
- 16. SMS Handbook**
- 17. Code of Remuneration**

## **1. PREAMBLE**

The provincial department of Social development in 2007, adopted a recruitment strategy to strengthen effective recruitment and selection processes as part of the Provincial endeavor to attract and retain requisite skills to reduce high vacancy rates and address skills shortages. The strategy aimed at introducing an effective recruitment process in order to compare favorably with the best practices in the private sector as well as achieving effectiveness and efficiency in this regard. Therefore, principles and policy directives are introduced to ensure effective and efficient recruitment and selection practices and processes shall be practiced in the department.

The department also adopted a Provincial Attraction & Retention Strategic Framework which aimed at identifying practical measures for effective human capital and talent management and strategies that shall improve the ability of the province to attract and retain the right talent to meet the province's delivery goals and objectives. The strategy states the staff turnover, more often than not is caused by among other things, bad selection decisions due to lack of clear identification of the core competencies required for successful performance prior to the recruitment and selection process, lack of assessment of job and cultural fit, as well as delays and inefficiencies in the recruitment processes.

The department had a challenge with the implementation of the annual recruitment plans aligned to the Human Resource and Employment Equity Plans that shall inform recruitment strategies and processes. There is no strict adherence to the required recruitment turnaround times and as such the filling of posts in the department is taking exceptionally long, leading to the department losing the best candidates. In some instances, the selection panels embark on this process without being prepared or trained. This results to the criticism of the final selection phase, as the selection criteria is not properly followed, and the interviews are poorly structured leaving room for malpractice in the process and bad selection decisions.

Therefore, the review of this policy, takes into consideration the principles and policy positions of the above-mentioned strategies and challenges. Furthermore, it seeks to close the gaps as identified in the previous policy as well as the alignment of departmental policy guidelines.

The department is committed to appoint qualified, high quality and high-performance staff to assist in order to achieve its objectives. This policy shall set out a process to be implemented and intend to provide a flexible, efficient and effective response to highly competitive labour market in which the department operates. The policy shall have an impact in regulating timeous recruitment and selection of staff to fill vacant funded posts and further guide the process of attracting the necessary skills and promote upward mobility through the recognition of prior learning (RPL).

## **2. PURPOSE**

The purpose of this policy seeks to provide guidance on the management and execution of recruitment and selection processes in order to ensure effectiveness, efficiency, consistency and fairness.

## **3. OBJECTIVES**

- 3.1** To recruit and select the human capital necessary to achieve the department's mandate.
- 3.2** To retain current human capacity, ensure excellent organisational performance and continued service delivery.
- 3.3** To ensure role players implement the policy consistently.
- 3.4** To integrate source approach in the required human resource capital.
- 3.5** To ensure compliance with legal framework regulating recruitment and selection processes.

#### **4. SCOPE OF APPLICABILITY**

This Policy applies to:

- a. The selection and appointment in transfer to the department of candidates for employment,
- b. The recruitment of candidates for possible employment in the department and those who have responsibility to implement this policy.
- c. This Policy applies to the recruitment, selection and appointment or transfer of candidates to the department and those who have the responsibility to implement this policy.

#### **5. PRINCIPLES AND VALUES**

- a. **Fairness:** shall not discriminate because of race, gender, sex, pregnancy, marital status, ethnic or social origin, color, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth. Discrimination based on race and gender, persons with disabilities is not unfair if aimed at enhancing Employment Equity targets.
- b. **Equity:** All candidates shall be measured against the same objective criteria with due regard to the need for diversity and representativeness.
- c. **Confidentiality:** The department understands privacy concerns and confidentiality obligations. Trust is a cornerstone of the department's mission. The department shall not sell, rent or trade personal information to third parties. Confidentiality relates to the duty to maintain confidence and thereby respect privacy. Privacy relates to information that the department, for the mutual benefit of both parties, shall not wish others to know without prior authorization.
- d. **Merit:** Selection on merit is fundamental in ensuring the recruitment and the appointment of the highest calibre applicants in the department. Ensure that the person selected among applicants is best suited for the post because of skills, knowledge, experience, competencies, abilities and personal attributes and the need to achieve a representative and diverse workforce.

- e. **Inherent requirements of the post:** The following information shall be used in determining the suitability for short-listing of applicants: Competencies acquired through experience; training received; and learning potential; appropriate qualification and registration with the relevant applicable Council
- f. **Transparency:** The following confidential written records shall be easily accessible: Selection criteria used in short-listing applicants for the position, assessment scores of individual applicants, the basis of the decision taken by a selection panel

## **6. POLICY PROVISIONS**

### **6.1 THE MANAGEMENT AND STEPS OF RECRUITMENT & SELECTION PROCESSES**

- 6.1.1.** Human Resource Plan, Employment Equity Plans Job Grade and Job Descriptions are the critical pillars for effective recruitment and selection process. A Departmental Annual Recruitment Plan (ARP) which outlines all posts to be filled, costs, dates for short listing and interviews, panel members shall be developed and signed off by 31 March each year for the next financial year. This is done to ensure that recruitment is properly planned for and takes place in a structured way rather than on an ad-hoc basis.
- 6.1.2.** The Head of department shall satisfy that the ARP reflects all the vacant posts which are funded and evaluated. It is mandatory that all posts from salary level 9 and above shall be evaluated before they are advertised. This includes all newly created jobs irrespective of their levels. Active existing jobs shall be evaluated before they are filled in instances where such jobs have existed for a period of three (3) years or more. In cases where jobs have not been evaluated, the ARP shall reflect dates in which evaluation take place prior advertising. Job Evaluation

plans shall be aligned to the ARP and all jobs identified in the ARP shall be prioritized for job evaluation.

- 6.1.3.** Having met the requirements stated above, HoD shall then approve the ARP for the recruitment and selection process to commence smoothly throughout the year. No other posts outside the ARP shall be filled unless prior approval of the Head of department is obtained and adequate funding for such post is secured.
- 6.1.4.** Detailed and concise job descriptions or competency standards which contain, among the other, post designation, competencies and skills required, key performance areas, salary package and other special requirements shall be developed before posts are filled. An employment Equity Plans which reflect numerical goals and targets shall be attached for easy reference of the panel.
- 6.1.5.** The department shall establish a recruitment and selection committee with clear terms of reference that shall oversee the implementation, monitoring and evaluation of all recruitment and selection processes including the implementation and application of this policy in the department. This committee shall be trained in recruitment and selection processes.
- 6.1.6.** To ensure effective and efficient recruitment process in the department, all employees starting from level nine (9) to sixteen (16) shall be trained on all recruitment processes and thereafter there shall be sent on a refresher course each year in the first quarter of the financial year.

## **6.2. IDENTIFICATION OF THE VACANT POST:**

- 6.2.1.** It is the responsibility of the Head of department, Deputy Director General, Programme Manager and the manager responsible for the relevant programme or sub-programme to identify a vacant funded post, to draft and submit a specification of a vacant funded post of programme or sub-programme. The draft specification shall be submitted to Human Resources

recruitment section. This shall be done immediately when the post become vacant.

- 6.2.2.** Line managers shall be responsible for the overall management of the recruitment and selection process. They shall ensure that all relevant activities, whether handled by themselves or by their HR Components, are managed effectively and efficiently within reasonable time frames
- 6.2.3.** A clear demarcation of tasks and responsibilities shall be 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.
- 6.2.4.** Attracting and Engaging talent is a key responsibility that rests with the line managers.
- 6.2.5.** Identifying vacant and funded positions in their space of work and hiring the best talent from the pool of applications that attracted the advert are one of their key focus areas.
- 6.2.6.** HRA shall be responsible for producing job specifications, running job adverts and carrying out an initial screen of applicants. However, once HRA built a list of potential candidates, they shall then work with line managers to interview candidates and choose someone for the role
- 6.2.7.** Line managers shall take an active part in interviewing the candidates for their team, as they shall manage employees day-to-day once employed. It is in the best interest of the line manager to ensure posts advertised are filled within the record of time as set out in the approved project plan.

**6.2.8.** The role of the Human Resource Representative shall be as follows:

- a) To obtain date, time and venue for shortlisting / interview from line manager and inform the appointed panel members of the post.
- b) To serve as a Secretariat during shortlisting / interview and all discussed and agreed upon information recorded in writing accordingly.
- c) To prepare and produce shortlisting / interview written reports and shall be signed by the panel members and representative-of organised Labour. If a dispute arises from organised Labour, it shall be registered in writing for the attention of the delegated official for that post level.
- d) The HR representative shall assist in solving disagreements during shortlisting and interview by referring to the relevant point in the recruitment policy and any other pieces of legislation that govern recruitment and selection processes in Public Service.

**6.2.9.** Before any recruitment actively takes place, the following issues shall be considered: -

- a) Does the vacancy need filling, or shall the work be reorganised and performed in another, more cost-effective way?
- b) Is the post appropriate, relevant and does it meet the demands of ever-changing organisation? This shall provide a good opportunity to re-evaluate the post, and to review both the Job Description and the person specification to ensure are recruiting the right people to the right posts.
- c) All posts shall be advertised externally. A funded post shall be filled within eight months after becoming vacant.

- d) All posts, irrespective where and how they are advertised shall be advertised for a maximum period of ten (10) working days before the closing date, both local and national.
- e) A vacant post shall be filled without having advertised, from supernumerary members of equal grading provided that certain requirements are met, subject to the approval of Head of department or delegated official, this shall be applicable when number of vacant posts are equal to the number of supernumeraries. If, the number of posts are less than the number of supernumeraries then department shall put an advert to allow fair placement or a vacant post shall be filled without having advertised, through a transfer of an employee.
- f) A single advertisement shall be utilized to create a pool of potential candidate/s for a period of 3 months to fill any other vacancy of the similar nature without re – advertising.
- g) The specification of a post shall be in line with the needs of the branch, directorate or sub-directorate and the department. The job specification shall be verified and signed off by the delegated authority prior being sent to Central Recruitment for advertising.

### **6.3 E-RECRUITMENT**

- 6.3.1** The department shall utilise an E-Recruitment system to improve recruitment effectiveness and efficiencies. The system shall perform broadly the following:
  - i. Advertise departmental vacancies.
  - ii. Create an applicant's account which shall be utilised to apply for advertised posts.
  - iii. Generate master lists based on information captured by applicants.

**6.3.2** The online system shall not replace the traditional paper-based form of recruitment but shall encourage job seekers to return to the site to view new positions as they become available, apply and update their information. The E-recruitment allows the establishment of one portal where the job seeker and the department shall be connected and communicate with each other with the benefit of automation, real time data and reduced advertising costs.

#### **6.4. TRANSFER**

- a. A funded vacant post in a division shall be filled (before being advertised) through a transfer of an employee to that vacant post on the same level within the same division or from one institution to one another within the same division in order to enhance organizational effectiveness, multi-skilling and career enhancement of employees. This shall be done in consultation with the employee and relevant supervisor and Branch Head.
- b. A transfer shall be employee initiated, or employer initiated. In both instances the request shall be supported and motivated in writing by the employee, employer. If its employer's initiated, consent from the affected employee shall be sought or shall be proven that the transfer is at the best interest of the Public Service (Sec 14.1 of the PSA).

#### **6.5. RECEIVING OF APPLICATION**

- 6.5.1.** The essence of effective recruiting is that applications are handled promptly and efficiently.
- 6.5.2.** All applications in the department shall be accompanied by a general application form used in the Public Service which is Z83 Application form, this form is obtainable from any government department, department of Public Service and Administration (DPSA) website, if this form is not attached the candidates shall automatically be disqualified,

**6.5.3.** All posted applications shall be given a grace period of five (5) working days after the closing date, if there is a proof that those applications were posted before the set date.

**6.6. SCREENING OF APPLICATIONS:**

**6.6.1.** This stage follows immediately after the closing date of the application, at this stage all totally unqualified applicants (those with incomplete applications, no Z83 attached, no certificates attached) are discarded or eliminated, this shall be called preliminary shifting.

**6.6.2.** Screening of applications shall be done within three (3) days strictly.

**6.7. SELECTION AND APPOINTMENT:**

**6.7.1. Selection Panels and Criteria:**

- a) The Public Service Regulations, 2016, as amended, as well as the SMS handbook cover the appointment of the selection panels adequately in order to guide this process effectively.
- b) The director, responsible for recruitment in Human Resources shall ensure the selection panel is appointed and approved by the Head of department or a delegated authority. This shall be done before the closing date of the advertised post.
- c) All appointed selection panel members shall be coached on all recruitment steps or processes by employee from Human Resources, recruitment unit.
- d) The selection panel shall be gender and race representative; the Public Service Commission Recruitment Tool Kit shall be used as a guide.
- e) A specialist shall be appointed in cases where a post requires some specialization such as accountants, social workers etc. Private Sector or institutions of higher learning (Universities and Technikons) shall be utilised to provide this service.
- f) An executive authority shall appoint a selection committee to make a recommendation on the appointment to a post. The selection committee shall consist of at least four members who are employees of a grade equal to or higher than the

grade of the post to be filled or suitable persons from outside the public service. However-

- I. the chairperson of the selection committee shall be an employee and be of a grade higher than the post to be filled.
- II. if the head of the component within the vacant post, such a head shall be a member of the selection committee.

g) Labour union representative from all recognised union from level 1 – 12 shall be invited for shortlisting and interviews as observers to ensure fairness and transparency (Amendments) as well as a member of a departmental Employment Equity (EE) Committee or forum shall be invited as an observer to ensure fairness and adherence to set Employment Equity (EE) targets during the selection process. If the union representative and the EE Committee member absent and not sent another representative, the selection process in absence shall proceed provided the invitation was tendered at least 3 working days in advance. It is imperative to note the role of observer shall not include inputs to the recommendation of the panel but serves to support the panel to apply fair and equitable selection principles.

h) The selection panel shall have an obligation to uphold the principles of fairness and integrity while performing their duties of influencing selection decisions. Signing of Oath of Secrecy by all members of the selection panel including labour and secretariat shall be enforced.

i) Job competencies shall facilitate the development of the selection criteria to be used during the recruitment and selection process. Utilisation of an appropriate grid and described methods is paramount during the selection process.

### **6.7.2 Short listing:**

a) The panel shall agree before short listing on the evaluation tool or criteria which is fair, justifiable and in line with the prescribed policies to be used or followed during short listing

- b) The panel shall set criteria to eliminate candidates from master list.
- c) The 1st criteria (minimum requirements) shall be the one set out in the advert of the post as the first criteria. The criteria on the advert shall not be lowered.
- d) Upward mobility shall be encouraged for internal candidates if they meet the minimum requirements as per the advertisement.
- e) If candidates still need to be eliminated, the following criteria shall be used but not limited to the following (increase number of years, employees who are currently performing the job, by sector, an important system used, specialization area). There shall be no particular order to be followed when choosing a criteria, but the panel shall deliberate and agree which criteria shall assist in obtaining the right candidates.
- f) Internal candidates who have acquired the necessary experience through acting in higher positions or perform additional duties other than those appointed for, shall be shortlisted if the experience meets the minimum requirements as advertised. Confirmation of such experience by the relevant supervisor shall be in writing.
- g) Not less than 5 candidates and no more than 7 candidates shall be shortlisted for the post, in case where the same post requires 2/3 incumbents, only 2 additional candidates are permitted. A minimum of 5 working days shall be necessary after shortlisting before candidates are interviewed.
- h) Declaration of conflict of interest by panel members shall be stated during screening and shortlisting process.
- i) Failure to disclose, the process shall be declared null and void and recommendations shall be made by the HR for the approval of the delegated authority.
- j) The following documents shall be made available to all the selection panel during shortlisting:
  - i. Copy of the advert for the post,
  - ii. Copy of an approved Employment Equity Plan,
  - iii. Copy of an approved Recruitment & Selection Policy, Attraction and Retention Policy and Succession Plan,

- iv. Signed Oath of Secrecy/ Confidentiality forms
- v. Attendance Register
- vi. Score Sheets (interview stage)
- vii. All application forms (hand delivered) and master list

k) For the purposes of addressing issues of equity in the workplace or purposes of appointing a person from the designated group in line with an approved Employment Equity (EE) Plan, Section 20 (3) of the Employment Equity Act (EEA) states that “For purposes of this Act, a person shall be suitably qualified for a job as a result of any one of, or any combination of that person’s:

- i. formal qualifications,
- ii. prior learning,
- iii. relevant experience, or
- iv. Capacity to acquire, within a reasonable time, the ability to do the job.”

## **6.8 RECOGNITION OF PRIOR LEARNING:**

- a) The selection panel shall consider the recognition of prior learning as a pre-determined requirement that demonstrate equivalence to academic qualifications.
- b) Where an applicant demonstrates the required years of experience for the required post and demonstrates performance in the key performance areas, such candidates shall be considered subject to the candidate producing a portfolio of evidence that has been considered by a registered assessor.
- c) In case of applicants who have acquired experience through the internship programme, the years of internship shall be taken into consideration and account for the years of experience required.

## 6.9 INTERVIEW

- a. The purpose of an interview for the applicant shall be two-fold. The applicant wants to find out whether the job and the organization shall suit their requirements or fit in with their future plans.
- b. Within one (1) day after short listing a recommendation shall be written to the Head of department or a delegated authority to approve the final short-listed candidates, this recommendation shall provide a full report of the process followed during short listing. Immediately not later than the following day after the approval of the recommendation. The recommendation gets approved, all shortlisted candidates shall be informed of the date of the interview. Candidates shall at least be granted five (5) working days to prepare for the interviews.
- c. For candidates that live far away from the venue of the interview, transport and accommodation arrangements shall be made if necessary or shall be reimbursed for the costs incurred on provision of proof. Appropriate and private interview rooms shall be booked in advance, appropriate means where there are no external interruptions, there shall adequately space and with comfortable heating and lighting.
- d. Candidates who want to withdraw from interviews shall indicate so in writing. Candidates who do not arrive for interviews without a valid reason shall automatically be disqualified. There shall be no negotiations with candidates after the decision to disqualify the candidate is made by the panel. Any special case shall be dealt with by Human Resources in line with relevant prescripts.
- e. Questions for candidates shall be developed and discussed by the panel on the day of interviews.
- f. The chairperson shall lead the crafting of the questions using the interview rating instrument.

- g. The panel shall ask the same questions to all candidates to ensure consistency and fairness. Information shall be based valid methods, criteria or instruments for selection that are free from any bias or discrimination;
- h. Discussion of performance of candidates by panel shall be done after all candidates have been interviewed.
- i. The chairperson shall request candidates if they have any objections against panel. If an objection is raised, the panel together with HR representative shall assess if the objection is reasonable or not.
- j. Candidate number two (2) shall be considered only if the score is equal to or above the threshold.
- k. Candidates shall prepare presentations on an agreed upon topic by members of the selection panel to present on the day of the interview, in this case the selection panel shall provide a computer and a projector for the candidate. Members of the selection panel shall ask questions around the presentation over and above the prepared questions to get clarity and to ensure that the candidate really knows the subject or the topic.
- l. If possible, the selection panel shall recommend at least three (3) candidates for the vacant posts. This prevents the selection panel going through the whole process of recruiting shall the first candidate decline the offer or found to have negative reference checks. The second and third candidates shall be selected on the same basis as the first candidate.
- m. Skills Evaluation - The use of tests such as a test on computer literacy, typing, written communication, case study problem solving linked practically to the advertised job, role playing, and presentations is allowed. The test results shall be used in addition to an interview and the selection panel shall decide on the tests' weight in relation to the interview prior to the test. These tests, scores shall be factored into the scoring grid to weight the relative importance in respect of the overall assessment. Tests shall preferably be conducted if the intention to test applicants mentioned in the advertisement.

- n. The selection panel shall evaluate each applicant. The panel shall reach consensus on the scoring of each applicant or shall use the average of all the individual scores of the panel members.
- o. At the end of the interview sessions the panel shall discuss the order of preference of the suitable candidate(s). The rating criteria shall be used to assist the selection panel in nominating a suitable applicant.
- p. Executing Authority/ any person who has been delegated the authority shall disregard the recommendations made by selection committee but opt to appoint another candidate. However, shall provide motivation in writing and be in line with requirements of the advertisement.

#### **6.10 CONDUCTING OF PERSONNEL SUITABILITY CHECKS:**

- a) Before making decision on appointment or filling of a post an Executive Authority or delegate shall satisfy the candidate qualifies in all respects for the post and claim application for the post have been verified and record that verification in writing. Therefore, after the interviews, all the recommended candidates are subjected to personnel suitability checks to be verified for criminal records, citizenship status, credit worthiness, previous employment qualifications, directorship and driver's license.
- b) Personnel suitability check in respect of candidates and employees shall be conducted by SAQA (qualifications) and service provider.
- c) In the event the department decides to engage a service provider to do personnel suitability checks, such company shall meet all the requirements set out by the State Security Agency (SSA). The service provider shall be accredited by SSA.
- d) The nominated candidate's qualification(s), required in the advertisement of the post, shall be verified in writing through an accredited Service Provider.

## **6.11 PSYCHOLOGY/COMPETENCY ASSESSMENT:**

Competency Testing – All employees appointed in the SMS for one year or more, shall be subjected to competency testing prior to appointment. The outcome of the competency test shall be made of assessment factors used to recommend a candidate and not the deciding factor.

## **6.12 PRE- SELECTION MEDICAL TESTING:**

- a) Section 7, 9 and 51 of the Employment Equity Act 55 of 1998 stipulates that medical testing of an employee is prohibited, unless legislation permits or requires the testing or is justifiable in the light of medical facts or employment conditions.
- b) Testing of an employee to determine the employees Human Immuno-Deficiency Virus (HIV) status is prohibited unless such testing is determined to be justifiable by the Labour Court in terms of section 50(4) of Labour Relations Act.

## **6.13 JOB OFFER AND CONTRACT OF EMPLOYMENT:**

**6.13.1** Once the recommendation of the panelists approved, a successful candidate shall be informed, and a letter of appointment shall be prepared to offer a successful candidate the job. This letter shall make reference departments standard policies and procedures related to appointments of employees such as probation period that shall be served. An appointment letter shall contain or have an annexure containing the following:

- a) Shall be in the department official letter head with full name and address of the department,
- b) Name of the candidate that is offered a job,
- c) Job and the salary level of the offer,
- d) Date of appointment,

e) Conditions of employment such as leave, medical aid,

**6.13.2** All new (contract posts) employees shall receive and sign contracts of employment within two (2) weeks from the date of appointment. Within the first month, this shall be followed by signing of work plans or performance agreements and in case of SMS within two (2) months of being employed in a new job.

**6.13.3** Successful applicants shall acknowledge the acceptance of the offer in writing within seven (seven) days of receipt of the letter of appointment failing which the offer shall not stand. A candidate becomes the employee of the department once an appointment letter is given to candidate and accepts the post.

**6.13.4** All candidates who have not been successful during the interview shall be informed after the appointed candidate accepts appointment in writing.

**6.13.5** It is compulsory that all new employees shall be exposed to induction programme within one (1) month of the appointment to acquaint an employee with the department's policies and procedures.

**6.13.6** a) All OSD positions shall strictly be filled by officials as per OSD PSCBC Resolution). The panel shall be orientated on requirements as per the OSD document.

c) According to Resolution 1 of 2009, in accordance with the OSD framework, the recognition of experience on appointment shall be considered to the applicant, candidate which has met all the appointment requirements. The OSD framework, also states that "*one notch for every fully completed two years preceding the date of appointment for serving employees in the Public Service and one year for candidates from outside the Public Service after complying with the minimum requirements of the post*".

#### **6.14 APPOINTMENT OF NON - RSA CITIZEN**

(PSR 2016, as amended, Chapter 4 sec 64) (3) An executive authority shall not employ a foreign national, unless:

- i) In the case of a permanent appointment, candidate is a permanent resident; or
- ii) In the case of a temporary appointment, candidate is a permanent resident or has been issued with an appropriate permit in terms of the Immigration Act, 2002(Act No. 13 Of 2002).

#### **6.15 ASSUMPTION OF DUTY**

An appointment shall take effect on the date of an employee's assumption of duty. If an employee assumes duty on the first working day of the month and this day is not the first day of the month, the first day of the month shall be deemed to be candidates date of assumption of duty.

#### **6.16 RE – APPOINTMENT OF FORMER EMPLOYEES**

- a) An executive authority shall not re – appoint a former employee if employee left the public service due to ill health and shall not provide sufficient evidence of recovery.
- b) Former employees who resigned, or retired early or prematurely, shall be re – employed if are successful in obtaining a post through competition.

## **6.17 PROHIBITION ON RE – EMPLOYMENT OF FORMER EMPLOYEES DISMISSED FOR MISCONDUCT**

In terms of PSR 2016;

1. A former employee dismissed in terms of section 17 (2) (d) of the Act for misconduct listed below shall not be re – appointed in the Public Service for applicable period from the date of dismissal in relation to the kind of misconduct indicated below.

	<b>ACT OF MISCONDUCT</b>	<b>PERIOD OF PROHIBITION</b>
1.	<ul style="list-style-type: none"><li>a) The offering or receipt of any undue gratification or the facilitation of such offering or receipt; or</li><li>b) Committing theft or fraud; or</li><li>c) Conducting business with any organ of state or being a director of a public or private company conducting business with an organ of state; or</li><li>d) Misconduct resulting from a criminal conviction where an employee has been sentenced for two or more years imprisonment, without the option of a fine.</li></ul>	Five Years
2.	<ul style="list-style-type: none"><li>a) Sexual harassment or</li><li>b) Unfair discrimination against others on the basis race, gender, disability sexuality other grounds prohibited by section 9(3) of the Constitution)</li></ul>	Four Years
3.	<ul style="list-style-type: none"><li>a) Financial misconduct as completed in section 81 or 82 of the PFMA</li><li>b) Misconduct resulting from a criminal conviction where an employee has been sentenced for less than two (2) years imprisonment without the option of a fine</li></ul>	Three years

4.	Contravention of any provision of regulations 11 to 14 of Chapter 2 of these Regulations other than misconduct referred to in items 1 to 3.	One year
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2. If an employee is dismissed for more than one act of misconduct, the prohibition on re-employment shall run concurrently.
3. An employee who is deemed to have been dismissed in terms of section 17(3)(a) of the Act and who is not re-instated in terms of section 17(3)(b), shall not be re-appointed in the public service for a period of one year after the effective date of deemed dismissal.

#### **6.18 HEAD-HUNTING (CRITICALLY/SCARCE TALENT/SKILLS SEARCH):**

- 6.18.1** This method of recruitment shall be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as recruiting candidates from historically disadvantaged groups. Head hunting shall be made solely to attract applicants with a proven track record in the same or similar institution and is best utilized to attract an employee in order to place the department at an advantage in the marketplace.
- 6.18.2** The process shall cost effective, as there are no advertising costs involved, however head hunting shall be an option where a suitable candidate shall not be found for an advertised vacant post. Department shall therefore first undergo the normal process of recruitment and selection and when the process not yielded positive results that head hunting shall be considered.
- 6.18.3** The full motivation for undertaking the head-hunting process shall be essential and endorsed by the Accounting officer.

## **6.19 DISABLED APPLICANTS**

The department shall welcome applications from person under-represented groups and this shall include persons with disabilities. The department shall guarantee an interview with all shortlisted applicants with a disability meet the minimum criteria for a job vacancy and consider them on their abilities. Department shall check all application forms thoroughly for appropriate action to be taken.

## **6.20 AUTHORITY TO APPROVE**

All recruitment, selection and related matters in the department shall be approved as follows unless delegated otherwise:

- a.** (Level 1 – 12 -Head of Department
- b.** (Level 13 and 14 - Member of the Executive Council (MEC) (Amendment)

## **7. ADMINISTRATION OF THE POLICY**

The Head of department shall be responsible for administering and enforcing this policy.

## **8. ACCOUNTABILITIES AND RESPONSIBILITIES**

The following shall be the roles and responsibilities of the stakeholders listed below:

### **8.1 Candidate:**

- a)** Candidates shall ensure has satisfied all the requirements of the posts.
- b)** Shall ensure submits application on or before the closing date.
- c)** The candidates shall follow up on the developments of recruitment and selection for post applied.
- d)** Candidates shall be available for interviews and assessment tests if shortlisted.

### **8.2 Director, Responsible for Recruitment:**

- a)** Shall write specification and advertise vacant funded posts.
- b)** Shall ensure the receiving of application is done in an effective and efficient manner.
- c)** Shall ensure transparency, accountability and fairness in all recruitment and selection matters.
- d)** Shall appoint successful candidates.
- e)** Shall ensure safe keeping of application before and after the filling of the vacancy.

### **8.3 Programme Manager:**

- a)** Shall ensure all posts in their respective programmes are filled on time.
- b)** Shall report all vacancies in their programmes, directorates and sub-directorates.
- c)** Shall draft specification for their vacant posts.

### **8.4 Labour Unions:**

- a)** Shall observe the whole process of recruitment and selection to ensure fairness and transparency of the whole process.
- (b)** Organized Labour shall not actively participate in the actual recruitment process but entitled to note all anomalies observed during the process and raise them with the panel chairperson and panel prior to submission of the report.

**8.5 Employment Equity Committee Representative:**

- a) Shall ensure Employment Equity targets as in line with an approved employment equity plan are adhered to during shortlisting and appointment, in order ensure proper implementation of the employment equity plan of department.
- b) Shall guard against unfair discrimination.

**8.6 Recruitment Committee:**

- a) Shall monitor and evaluate all the recruitment and selection matters and processes in the department.
- b) Shall ensure effective implementation of the recruitment and selection policy.
- c) Shall ensure all vacant funded posts are filled in the department to ensure effective service delivery.

**8.7 Head of Department:**

- a) The HOD shall ensure all vacant funded posts are filled as soon as they become vacant.
- b) HOD shall ensure effective and efficient recruitment and selection processes in the department.

**8.8 Effective date of the policy**

This policy shall be effective from the date of its approval.

## **9. DISPUTE RESOLUTION**

The disputes concern allegations of unfair discrimination must be resolved in terms of section 10 of the Employment Equity Act. This section requires disputes to be referred, within six (6) months, to the Commission for Conciliation Mediation and Arbitration (CCMA). The CCMA must attempt to resolve the dispute through conciliation. If dispute remains unresolved, any party may refer the dispute to labour court for adjudication or all the parties to the dispute may consent to arbitrate the dispute.

## **10. MONITORING MECHANISM**

The Head of department shall be responsible for the continuous administration and monitoring of this policy and any inputs or amendments to this policy document shall be directed to HoD in writing.

## **11. ENFORCEMENT**

All the relevant stakeholders in the department shall be consulted to market the policy to get buy in and inputs. This shall be done to ensure policy is known, understood and implemented correctly and consistently through out the department by its users to minimize risk.

## 12. POLICY REVIEW

This policy shall be reviewed three years after its effective date of approval or when there are changes in the legislation.

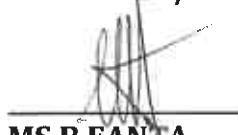
## 13. POLICY APPROVAL

**RECOMMENDED/NOT RECOMMENDED**

  
**MR M MACHEMBA**  
**HOD**  
**DEPARTMENT OF SOCIAL DEVELOPMENT**

**DATE:** 29/11/2025

**APPROVED / NOT APPROVED**

  
**MS B FANTA**  
**MEC**  
**DEPARTMENT OF SOCIAL DEVELOPMENT**

**DATE:** 15/12/2025