



Recruitment and Selection Policy



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1. PURPOSE

The purpose of this policy is to provide direction on the consistent implementation of the recruitment and selection of human resources in SASSETA in order to:

- 1.1 Establish a fair and transparent process of recruitment and selection in line with the principles of the Constitution;
- 1.2 Establish objective criteria for selection based on inherent requirements of the post which promotes employment equity and skills development;
- 1.3 Objectively evaluate the applicant's suitability for a post in SASSETA;
- 1.4 To regulate and guide the recruitment, selection and placement of candidates for filling of vacant positions;
- 1.5 To retain current human capacity to ensure excellent organisational performance and continued service delivery;
- 1.6 To ensure that all role players implement the policy consistently as outlined;
- 1.7 For a flexible integrated approach to source the required human resource capital.

2. GOVERNING FRAMEWORK

This policy adheres to the broad objectives of the following legislative frameworks.

SOURCE	KEY IMPERATIVE
2.1 Constitution of the Republic of South Africa, 1996	Prohibition of unfair discrimination and promotion of equal employment opportunities.
2.3 Employment Equity Act 55 of 1998	It is not unfair to exclude or prefer any person on the basis of an inherent requirement of a job.
2.4 Labour Relations Act 66 of 1995	Protection of employees and persons seeking employment.
2.5 Basic Conditions of Employment Act 75 of 1997	Provides regulatory framework to ensure fair labour practices.
2.6 Skills Development Act 97 of 1998	The Constitution of the SETA must specify the appointment of the CEO and

SOURCE	KEY IMPERATIVE
	such other employees necessary for the effective functioning of the SETA.
2.7 Broad Based Black Economic Empowerment Act 53 of 2003	To establish a legislative framework for the promotion of black empowerment bearing in mind Constitutional values of redressing past discriminatory.
2.8 South African Qualification Authority Act 58 of 1995	To provide for the development and implementation of a national qualification frame work and for this purpose to establish the South African Qualification Authority.
2.9 Public Finance Management Act 1 of 1999	To ensure that there is no wasteful or irregular expenditure from the recruitment stage.

3. DEFINITIONS

TERMINOLOGY	DESCRIPTION
3.1 Recruitment	Refers to the activities undertaken in human resource management in order to attract sufficient job candidate who have the necessary potential, compliances and traits to fill job requirement and to assist SASSETA to achieve its objectives.
3.2 Selection	Refers to process of making decisions about the matching of candidate taking into account individual differences and requirements of the job.
3.3 Applicant	Refers to applicant for a post.



TERMINOLOGY	DESCRIPTION
3.4 Nepotism	Refers to favouritism based on family relationship or friendship.
3.5 Relocation/Resettlement	Refers to transfer of employee to another workstation initiated by the employer.
3.6 Internship	Refers to work-based experiential learning for graduates or persons requiring such training to graduate either from FET's or HET's.
3.7 Fixed – term contract employee	Refers to an employee appointed for a period less than the duration of staff employment contracts as approved by the Board.
3.8 Temporary employee	Refers to an employee who is appointed for a period not exceeding three months; as a substitute for an employee who is temporarily absent; or in a category of work or for a period that is determined as temporary in terms of any collective agreement or sectorial determination.
3.9 Secondment	Refers to temporary transfer of an employee to another position and/or department.

4. GUIDING PRINCIPLES

4.1 Employment practices shall ensure employment equity, fairness, efficiency and the achievement of a representative workforce. Employment Equity Plans shall be used to speed up the creation of representative and equitable staff profile to enable those who have been previously disadvantaged by unfair discrimination.

4.2 Adoption and implementation of good employment practices shall maximise flexibility, minimise administrative burdens on the relationship employer and employee and generally prevent waste and inefficiencies.



- 4.3 The filling of vacancies shall be free of unfair discrimination based on race, religion, political affiliation, ethnic orientation, age, disability, culture, language, marital status, sexual orientation or any other arbitrary grounds.
- 4.4 The implementation of the Recruitment and Selection process shall be supported by the Retention and Performance Management Policies of SASSETA.
- 4.5 The selection criteria shall be based on the inherent requirements of the job in order to find a suitable qualified candidate. The most appropriate candidate shall be selected from a pool of candidates who meet the minimum requirements of the job.
- 4.6 Selected candidates shall be supported by skills development and career management programmes.
- 4.7 All new appointees will be subjected to security clearance, where necessary.
- 4.8 No person under the age of 18 years or over the age of 65 years is eligible for appointment on any post. Exceptions may be applied in special cases where a person aged 65 years or older may be considered for appointment e.g. in the case of scarce skill or the job applicant was the incumbent if the position & he is appointed solely to do a hand over or induction of the new incumbent. If a person aged 65 years or older is considered for appointment, approval of the Board will be required, and the appointment will be short term.
- 4.9 The disclosure of the health status of a new employee will only be required if it is an inherent requirement of the job.

5. SCOPE OF APPLICATION & INTER-RELATED POLICIES

This policy is applicable to all SASSETA employee(s). It is supported by SASSETA strategy, Human Resource, procedure & framework.

6. RECRUITMENT PROCESS

6.1 Approval Mandate

- 6.1.1 All recruitment activities must be conducted in liaison with the Human Resource function, which then has the responsibility to ensure that such activities are in accordance with SASSETA's principles;
- 6.1.2 The authorisation for the creation of new positions will be done by the CEO or his/her designated delegate.

- 6.1.3 The filling of approved vacancies will be initiated by a Memorandum approved by the relevant Executive Manager and the CEO.

6.2 Sourcing of employees

- 6.2.1 In the interest of development and advancement, SASSETA will afford its existing employees' opportunity to apply for vacant posts prior to advertising externally;
- 6.2.2 Employees shall be recruited using entry levels of salary scales emanating from the job grading process. Exceptions shall only apply in the case of counter-offers. In that event, the successful candidate will have to produce a documentary proof in the form of his/her payslip to motivate his/her counter offer. Employment offers will be largely informed by the organisational salary structure;
- 6.2.3 The basic criteria for sourcing of employees by SASSETA shall be appropriate qualifications and performance. Relationship by family or marriage shall not constitute neither an advantage nor disadvantage. No sourcing of employees must be made solely on nepotism without considering the criteria above.

6.3 Advertising

- 6.3.1 All job advertisements will reflect the name and/or branding of SASSETA as standardised.
- 6.3.2 Internal job advertisements will be circulated using email and internal intranet, and adverts will last for a duration of one (1) week prior to external advertising.
- 6.3.3 Internal applicants who meet minimum job requirements will be short-listed.
- 6.3.4 The external advertisement will last for a duration of three (3) weeks.
- 6.3.5 When the position is advertised external, job applicants shall submit online.
- 6.3.6 A prepared questionnaire relevant to the position shall be placed on website and answered by each applicant.
- 6.3.7 For an applicant to qualify to go through to the next phase (short-listing phase) in each occupational level, he/she will have to score applicable minimum percentage for that position as per the following table:

Occupational Level	Required Minimum Percentage Score
Professionally Qualified Occupational Level (Middle Management)	80%
Skilled Occupational Level (Practitioners, Officers, Specialists, Supervisors, etc.)	90%
Semi-skilled Occupational Level (Administrators, PAs, Call Centre Agents, Receptionist, Data Capturers, Filing Clerks, etc.)	100%
Unskilled Occupational Level (Cleaners, Driver/Messenger, Meetings & Food Services Aid Assistant, etc.)	100%

6.3.8 No unfair discriminatory phrases shall be used in advertisements. The language and style of the advert shall be clear and simple and aimed at attracting candidates from all sections of the target group, particularly those whom SASSETA wishes to attract in order to achieve employment equity goals. The advert shall communicate SASSETA's commitment to employment equity and that applicants from designated groups are encouraged to apply.

6.3.9 Temporary positions, for example, relievers of employees on maternity leave or temporary disability / incapacity leave, shall not be advertised. CVs for recruiting temporary staff shall be sourced from the Recruitment Agencies. Employment equity principles need not be strictly adhered to since these positions do not form part of a formal SASSETA structure.

6.4 Filling of Vacancies

6.4.1 Posts can be filled in line with the SASSETA lifespan, or for a period determined by the Board.

6.4.2 For each vacant position, the candidate(s) who applied and met the minimum job requirements shall be short-listed and assessed for the suitability of the vacant position (s).

6.5 Recruitment Agencies (RA's)

6.5.1 The Recruitment Agencies (RA's) may be used for:

6.5.1.1 Fast-tracking appointment in a critical position and the time factor is of essence;

6.5.1.2 Recruiting in a specialised area (scarce skill); and

6.5.1.3 Temporary appointment where a special and/or professional skill is required.

6.5.2 Notwithstanding the involvement of Recruitment Agency, this policy shall remain applicable & SASSETA decision on who should be employed would prevail.

7. SELECTION PROCESS

7.1 The Role of Human Resources Department

- 7.1.1 After the closure of the advertisements, all applications shall be printed and captured on a spreadsheet by the HR Department.
- 7.1.2 The selection panel shall be constituted as per the delegations of recommending and approving filling of positions in SASSETA. The panel shall do short-listing, assesses the candidates and make recommendation to the relevant approving authority.
- 7.1.3 All short-listed candidates will be invited telephonically, and/or by email to attend the Interviews, any recognized form of communication.
- 7.1.4 The Human Resources Department shall ensure that certified documentation, e.g. identity document, qualifications (certificates), driver's licence (if necessary) are submitted by candidates at all times during selection processes.
- 7.1.5 Secretarial services shall be provided by Human Resources Department at all times during selection processes.
- 7.1.6 The recruitment and selection report (memorandum) for approval of the appointment will be finalised within 5 (working) days after the interview.

7.1.7 Regret letters may be issued to shortlisted candidates that were invited to the interview after a successful candidate has accepted the employment offer and assumed duties in SASSETA.

7.1.8 In the event that the selected candidate declines appointment, the next suitable candidate from the score card will be considered.

7.2 The Role of Employment Equity Committee (EEC)

7.2.1 The EEC must always provide an advisory role to processes of shortlisting in order to ensure achievement of numerical goals as set out in the EE plan;

7.2.2 The EEC is duty bound to observe fairness, consistency, panellist's attitude, amongst other things during the interview process of candidates. The EEC may delegate one of its members to observe and ensure that the process is recorded in the minutes;

7.2.3 If the most successful candidate does not enhance representativity profile, the recommendations/ consent of the EEC shall be included in the final recommendations for the filling of the post.

7.3 Selection Criteria

7.3.1 **Affirmative Action:** When selection of candidates is made, priority must be given to individuals recognised as previously disadvantaged (black people, women and people with disabilities);

7.3.2 **South African citizens:** Preference must be given to South African citizens before any immigrant is considered. Immigrants will only be considered in the event that no suitable citizen meets the inherent requirement of the job. When considering immigrants, SASSETA must ensure compliance with legislations regulating employment of immigrants and endeavour to not employ illegal immigrants.

7.4 Interview Process

7.4.1 Interviews shall be represented by the below parties to ensure transparency:

7.4.1.1 Executive Manager (where applicable);

7.4.1.2 Manager to whom the successful candidate will be reporting (supervisor);

7.4.1.3 Manager of the Department;

7.4.1.4 Any other co-opted Supervisor(s) or Manager(s) from another Department(s).

- 7.4.1.5 Representative of the Human Resources Department;
 - 7.4.1.6 Representative of the recognised union (shop steward) if the position is below Management level;
 - 7.4.1.7 Employment Equity Committee Representative.
- 7.4.2 The Executive Manager under whom the post resides may form part of the panel. In this instance, then only one other additional manager will be required.
- 7.4.3 The Manager of the Department in which the vacancy is located shall constitute a panel in consultation with the HR Department.
- 7.4.4 Practitioners/Specialists/Supervisors/Officers shall form part of selection panels for positions reporting to them.
- 7.4.5 All panel members shall sign a declaration of interest form and confidentiality clause before the commencement of interview;
- 7.4.6 A minimum of three (3) candidates shall be shortlisted for vacant position(s).
- 7.4.7 Upon being invited for an interview, those who make it or the one who makes it, will be interviewed. The panel shall then decide on the suitability of the attended candidate(s) and make a recommendation accordingly.
- 7.4.8 Should there be a tie amongst top candidates, it is mandatory for the panel to work on the elimination of the tie and make a recommendation for appointment to the appointing authority.
- 7.4.9 The interview atmosphere will be free from patronising approach and intimidation.
- 7.4.10 No discriminatory questions may be asked and the principles of the Labour Relations Act, 1995 must be adhered to. Interview questions shall be relevant to the inherent requirements of the job. The interview questions must be prepared before the interviews but be kept confidential and only be made available to the panellist on the morning of the interview.
- 7.4.11 It is the prerogative of the Chairperson of the interview panel to grant postponement to a short-listed candidate who cannot attend the scheduled interviews if a justified reason exists. Such arrangements shall be made prior to the scheduled interview.

7.4.12 Minutes of interviews indicating a general discussion as well as strengths/weaknesses of all interviewed candidates shall be retained in the HR Department to justify decisions.

7.4.13 During interviews, the candidates must be asked the same or similar questions for the sake of fairness and consistency.

7.5 Competency, Medical and other Similar Assessment

7.5.1 Competency, medical and other assessments will be used only if it is fair, valid and reliable and does not unfairly discriminate any candidate.

7.5.2 Assessments must be relevant to the inherent requirements of the job and they may only be done following the initial process of interviews.

7.5.3 Competency assessments for positions of Managers and Executives is compulsory;

7.5.4 The results of the competency assessment shall be taken into consideration in making a final decision to appoint a suitable candidate.

7.6 Reference Checks and Verification of Credentials

7.6.1 Reference checks and credentials¹-verification shall be done by the HR Department after the interviews;

7.6.2 It is a serious offence to misrepresent (i.e. giving false information or false documents when applying for a job). Should a job applicant be found to have committed this offence, he/she will be disqualified immediately. A disciplinary action will be taken if the candidate is internal;

7.6.3 The SASSETA shall not discriminate against candidates who have negative credit records unless it's a post in the finance department.

7.7 Recommendation/Approval

7.7.1 The following delegations are applicable in recommending and approving filling of posts at SASSETA:

POSITION	REQUESTED BY	RECOMMENDED BY	FINAL APPROVAL
CEO	Selection Committee made up of the Board Members	The Board	The Minister
Executives	The CEO	Selection Committee made up of the Board members and CEO	The Board
Managers	Executives	Selection Committee made up of the Executives	The CEO
All other employees	Executives in conjunction / consultation with the relevant Managers	Selection Committee made up Managers and Executives	The CEO

7.7.2 Despite 7.7.1 above, Board members shall participate in the recruitment process for other positions where incumbents will have direct interaction with the Board. For example, Board Secretary.

7.7.3 Should the employment contract of the appointed incumbent be terminated within first three (3) months of employment, for whatever reason, next appointable candidate(s) on the list shall be offered a position depending on the availability of the candidate, provided that he/she is an internal candidate.

7.8 Granting of Higher Salary Notches

7.8.1 SASSETA may grant a higher salary notch to an internal qualifying employee as a counter-offer, in line with the Retention Policy.

7.8.2 Full motivation shall be submitted to the CEO for final approval.

8. APPOINTMENT OF EMPLOYEES

8.1 The panel will consider the following in recommending the suitable candidate(s) for appointment in positions:

- Interview scores;



- Report on panel discussions; and
- Competency assessment report (where applicable).

8.2 All recruitment and selection principles outlined in the policy must be applied when appointing suitable candidates;

8.3 For a candidate to be appointable, he/she must score a minimum of 60% during the interview;

8.4 Resettlement of employees whether by transfer or newly appointed, will be made in line with the Resettlement Policy;

8.5 Each new appointed Candidate shall be provided with a written contract of employment, which will also specifies the terms and conditions of service, which contract must be signed by the parties prior to the commencement of duties or within a reasonable time after commencement of duties.

9. APPOINTMENT OF TEMPORARY (SHORT-TERM) EMPLOYEES

9.1 Temporary staff may fall in one of the following categories:

9.1.1 Staff whose appointment is connected with a specific project;

9.1.2 Staff whose appointment is connected with a fixed term to a maximum of one (1) year;

9.1.3 Appointments of persons who have already retired for a fixed term contract.

9.2 SASSETA database shall be used for the purpose of acquiring temporary staff;

9.3 The department concerned should write a motivation to Human Resources clearly stating the reasons why a temporary employee is required, with clear timelines for such temporary employment. Job specifications must be indicated in the motivation;

9.4 Temporary employment contract cannot be renewed more than once if it's an existing position;

9.5 Temporary employees do not qualify for fringe benefits.

10. LATERAL TRANSFER

Lateral transfers within the organization will only be allowed under the following circumstance:



- 10.1 There must be a vacant post identified;
- 10.2 There must be a written agreement about the transfer by the releasing manager and the accepting manager;
- 10.3 A written motivation from the requester must be submitted to the releasing manager and CEO for approval;
- 10.4 Resettlement policy will not be applied in instances where employee's requests to be transferred. The employee in question will bear the cost of transfer.

11. PROBATION

All newly appointed employees, except for the CEO, shall be subjected to a three (3) months' probation period. The CEO's probation will be as per the conditions of service of the CEOs appointment.

12. SECONDMENT

12.1 Secondment shall be initiated to address operational requirements on temporary Basis.

12.2 Secondment can be interdepartmental or intradepartmental i.e. an employee may be seconded from one Department to another or from one position to another within the same Department.

12.3 If secondment is interdepartmental, the Manager with a need shall initiate the process through a memo that will be specifying the duties to be performed by the required resource.

Signatories in the memo shall be:

12.3.1 Requesting Supervisor, Departmental Manager and the Executive;

12.3.2 Current Supervisor, Departmental Manager of the incumbent and the Executive;

12.3.3 HR Manager;

12.3.4 Corporate Services Executive; and

12.3.5 CEO (Approver)



12.4 If secondment is intradepartmental, the Manager with a need shall initiate the process through a memo that will be specifying the duties to be performed by the required resource.

Signatories in the memo shall:

12.4.1 Requesting Supervisor

12.4.2 Current Supervisor (if different from requesting supervisor),
Departmental Manager and the Executive;

12.4.3 HR Manager;

12.4.4 Corporate Services Executive; and

12.4.5 CEO (Approver)

12.5 Whether secondment is intradepartmental or interdepartmental, the affected employee shall be engaged / consulted. He/she will be required to sign a letter of secondment which states all terms and conditions.

13. APPROVAL

Document Name	Recruitment and Selection Policy
Year of Current Review	2022/2023
Year of Next Review	2026/2007
Review process championed by the Chief Executive Officer	
Name of the CEO	Thamsanqa Mdontswa
Signature: 	Date: 24/06/2022
Document reviewed and recommended for approval by HR and Remuneration Committee	
Name of the Chairperson	Motialepula Molefe
Signature: 	Date: 2022-06-24
Approved by the Board	
Name of the Chairperson	Chris Mudau
Signature: 	Date: 24/06/2022