



PORT ST JOHNS DEVELOPMENT AGENCY SOC LTD

RECRUITMENT AND SELECTION POLICY

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| POLICY NUMBER | |
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| RESPONSIBLE MANAGER | Head :Corporate Services |

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1. PREAMBLE

Port St Johns Development Agency is a State Owned Company (SOC) incorporated in terms of S86C of the Systems Act 32 of 2000, with mandate of facilitating and promoting investment in Post St Johns. It has the responsibility of conducting recruitment and selection in a transparent and fair manner and in compliance to the Constitution of South Africa, the Employment Equity Act, Labour Relations and Skills Development Act.

Port St Johns Development Agency aims to attract, build and retain human capital that meets the organizational strategic objectives. The Recruitment and Selection Policy with processes embedded therein are fundamentally aimed at matching the human resources to the strategic and operational needs of the agency and ensuring the full utilization and continued employee development.

The policy embraces Employment Equity imperatives through ensuring that aspects of recruitment, selection, interviewing, and appointment of employees shall be non-discriminatory and afford applications equal opportunity to compete for vacant post.

2. PURPOSE

2.1 To enable the Entity to recruit suitable candidates for specific posts, ensuring the delivery of required services to the community and supporting the optimal development of the municipal area and its residents.

2.2 To ensure that the recruitment, selection, and appointment processes are objective, transparent, and equitable, in compliance with the Employment Equity Act, Labour Relations Act, and other applicable legislations.

2.3 To establish appropriate structures and clearly define responsibilities for the recruitment process.

2.4 To provide clear procedures for all role-players involved in recruitment.

2.5 To uphold principles of best practice for human resource management, ensuring the Entity:

2.5.1 Adheres to high standards of professional ethics.

2.5.2 Promotes the efficient, economic, and effective utilization of staff members.

2.5.3 Conducts human resource management in an accountable manner.

2.5.4 Operates with transparency.

2.5.5 Fosters good human resource management and career development practices to maximize human potential.

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2.5.6 Ensures that administration reflects the diversity of South Africa, grounded in ability, objectivity, fairness, and addressing historical imbalances to achieve broad representation.

3. OBJECTIVES OF THE POLICY

- a. To define process and procedures for recruitment and selection of candidates for filling posts through a transparent, fair and non-discriminatory manner. In particular, the policy seeks to achieve the following specific objectives:
 - i. Marketing the organization's career opportunities in order attract candidates from a broader spectrum.
 - ii. Attracting applicants with the required qualifications and competencies (knowledge, skills, outputs and behavior).
 - iii. Thorough and fair assessment of candidates, enabling the Agency to appoint the applicant most suited to the job.

By providing for predictability and consistency, the policy aims to reduce potential disputes resulting from recruitment, selection and appointment processes

4. SCOPE AND APPLICATION

This policy shall apply to all appointments made by Port St Johns Development Agency.

The policy shall not apply to secondment, delegation or rotating portfolios which staff is elected by popular voting.

- a) All temporary staff recruited for periods of three (3) months.

Recruitment for casual positions may be conducted using the Entity's HR database.

5. LEGAL FRAMEWORK

The Policy and procedures for recruitment and selection are derived from the following legal prescripts:

- 5.1 Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- 5.2 Income Tax Act, 1962 (Act No. 58 of 1962)
- 5.3 Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- 5.4 South African Qualifications Authority Act, 1995 (Act No. 58 of 1995)
- 5.5 Labour Relations Act, 1995 (Act No. 66 of 1995)
- 5.6 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- 5.7 Employment Equity, 1998 (Act No. 55 of 1998)
- 5.8 Skills Development Act, (Act No. 97 of 1998)
- 5.9 Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)

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- 5.10 Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- 5.11 Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- 5.12 Employment Services Act, 2014 (Act No. 4 of 2014)
- 5.13 Local Government: Regulations on appointment and conditions of employment of senior managers, No 372453,2014
- 5.15 Local Government: Municipal Staff Regulations, No 45181, 2021
- 5.15 National Skills Development Strategy
- 5.16 National Qualifications Framework
- 5.17 Any other applicable prescripts

6. DEFINITIONS OF TERMS

Candidate refers to an applicant for a post.

6.1 **Board of Directors** refers to Port St

Johns

Development Agency Board of Directors

6.2 **CEO** refers to Port St Johns Development Agency Chief Executive Officer

6.3 **CFO** refers to Port St Johns Development Agency Chief Financial Officer

6.4 **Elementary Level** – refers to Unskilled & defined decision-making occupations.

6.5 **Recruitment** refers to the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the Entity in achieving its objectives.

6.6 **Reference check** refers to the gathering of information about candidates past history from people with whom such candidate has been associated.

6.7 **Selection** refers to the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

6.8 **Relatives** refer to wives, husbands, life partners, parents, children, brothers, sisters and in-laws.

7. PROBLEM STATEMENT

Inappropriate or inconsistent recruitment decisions can undermine the credibility and integrity of the Entity as an employer committed to transparent, fair, and objective recruitment practices. Such decisions may impede the Entity's ability to attract, select, and retain the most competent and qualified individuals, thereby negatively affecting organisational performance.

This policy aims to address the challenges within the recruitment process by providing clear guidelines designed to continuously enhance the Entity's capacity to attract and retain high-performing employees. Through this, the Entity seeks to cultivate a sustainable, high-performance culture that supports the attainment of its strategic and operational objectives.

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The Entity is committed to fostering diversity, equity, and inclusion throughout its recruitment and selection processes. It actively seeks to attract candidates from diverse backgrounds, skills, and abilities including persons with disabilities to improve the quality of services delivered and to contribute meaningfully to the Entity's overall success.

By ensuring a fair and consistent approach to recruitment and selection, the Entity strives to provide equal opportunities to all candidates and to uphold its core values of integrity, professionalism, and excellence.

8. POLICY PROVISIONS

8.1 RECRUITMENT PROCESS

a. Determining Recruitment Needs

- i. The Agency will maintain a record of all approved posts and shall monitor all appointments against posts according to the approved organogram. The post structure must be aligned with the agency Strategic Plan and approved system of job evaluation (TASK) as defined by the South African Government Bargaining Council.
- ii. The agency Board of Directors shall, unless it has issued delegations to any other authority, have an oversight role in the staff establishment of the Agency.
- iii. Requests for a new positions and / or unfreezing of the posts must be approved by Board of Directors or someone duly authorized.
- iv. Prior to recruitment, the necessity for filling the post shall be assessed and motivated in writing by the Head of Department to the CEO for approval before Human Resources starts the recruitment process. Human Resource must confirm availability of budget and the Board approval.

8.1.1 Before filling any post, the need for the position shall be assessed in compliance with all relevant policies and legislative requirements.

8.1.2 The Entity is required to advertise any vacant funded post as prescribed by applicable regulations. However, in emergency situations, alternative recruitment methods may be used, including but not limited to:

- Short-term project-linked contracts

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- Temporary appointments
- Fixed-term contracts
- Internal transfers
- Secondments
- Alternative placements
- Job rotations
- Acting appointments

The recruitment method chosen will determine the appropriate sourcing mechanism.

- 8.1.3** Before granting approval, the CEO or delegate must confirm:
- (a) The post exists on the approved staff establishment of the Entity; and
 - (b) The post has been budgeted for.

- 8.1.4** Every post must have a detailed job description outlining the purpose, tasks, and responsibilities, as well as a job specification that includes the required qualifications, skills, and knowledge for the position.

8.2 Recruitment Process

Each position in the staff establishment must be filled through a formal recruitment process.

General Assistants

Recruitment will be conducted internally through an official memo.

Officers

Recruitment will be advertised via local media platforms, the organization's website, and local radio stations.

Middle Management

Positions will be advertised in local and provincial newspapers, as well as on community radio stations local media platforms, and the organization's website.

Senior Management

Recruitment for these positions will be conducted through advertisements in Local and national newspapers, local media platforms, the organization's website.

- I. Each job must have a job profile that reflects in detail the competencies required as well as selection criteria for the position in question.
- II. A wide variety of recruitment channels should be considered to ensure that the institution attracts applications from all communities especially previously disadvantaged groups. The HR Department is responsible for ensuring that the sourcing channels used are non – discriminatory and compliant to the Employment Equity Act (55 of 1998).

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- III. The job profile containing required competencies and educational requirements shall be made known to applicants through the advert, thus providing them with relevant information to make informed decision about interest and suitability for the position.

9. ADVERTISEMENT

9.1 INTERNAL RECRUITMENT

- a) Vacancies in TASK grade 1-12 shall be advertised internally first to provide opportunity to internal potential candidates to compete for 2 weeks utilizing internal mechanism such as departmental notice board and agency website.
- b) Both internal and external advertisements shall indicate a statement that fully endorse and embraces the agency as an equal opportunity employer and designated groups are encouraged to apply including the disabled.
- c) External advertisement shall be open to all member of the public and appropriate media mechanisms would be utilized to reach as much audience as possible.

Refer to above paragraph:

| POST CATEGORY | TASK GRADE | ADVERTISING MEDIUM |
|--|-----------------------------|---|
| Elementary occupations | 1 - 4 | Internal advertisement placed on the Agency notice board and/ or organizational website, Or Local Radio Station |
| Entry and middle level occupation | 5 - 12 | Internal advertisement placed on the Agency notice board and/ or organizational website, Or Local Radio Station |
| Professional occupations-Senior Managers | 13 – 18 (Gazetted posts) | These posts will be advertised locally and provincially. and if not suitable candidate is found then the post should be subjected to headhunting.. Organization Website |

a) Adverts

All advertisement must clearly state the following:

The name and location of the Development Agency

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A clear statement that the agency subscribes to the principles of Employment Equity which encourages previously disadvantaged persons and people with disabilities to apply.

- a) The designation of the position that is advertised.
- b) The remuneration package from entry to mid and upper limit.
- c) The minimum requirements in terms of qualification, skills, expertise and other requirements for appointment.
- d) Any attachment as applicable, such as Identity Document, Application Forms and Driver's License.
- e) A summary of the key performance areas/ primary duties of the position.
- f) In case of the CEO and manager directly accountable to the CEO, a statement that the continued employment of the successful candidates will be subject to the annual conclusion of a performance agreement with the agency.
- g) The name and contact details of the person to whom enquiries may be directed.
- h) A statement that canvassing shall disqualify any candidates from being considered for appointment.
- i) An indication of the remuneration offered and grade of the post, except in the case of CEO and manager directly accountable to the CEO wherein it must be indicated that the remuneration is negotiable.
- j) The address of the organization, and a person to whom, application must be delivered.
- k) The closing date for the submission of applications.
- l) A statement that applications received after the closing date will not be accepted or considered.
- m) A statement that if an applicant does not hear from the agency within 90 days his/her application is unsuccessful.
- n) A statement that complete and faxed applications will not be considered.
- o) All candidates are required to complete the forms provided by the agency and submit them to the designated email address.

10. UNSOLICITED APPLICATIONS

- a) Recruitment and appointments of contract workers will be based on job requirements and for a specified period that does not exceed two years but subject to qualifications and competency requirements of the position.
- b) Acting positions should be from a minimum of One Month to a maximum of six months.
- c) Applications received without the advertisement having been tendered shall be regarded as unwarranted and will be instantaneously returned to the applicant. The returned application shall state that the agency did not have any vacancies at the time when the application was submitted and that should any vacancy arise, the agency would advertise such vacancy.
- d) Promises or undertaking to accept an unsolicited application for appointment and to submit it when a vacancy is advertised is expressly prohibited in the agency.

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Panel Composition and Appointment Guidelines

The Panel shall consist of **no fewer than 3 and no more than 5 members.**

Panel Chairperson by Employee Level

| Employee Level | Chairperson |
|----------------|--|
| Level 1-5 | Supervisor. |
| Levels 6 – 12 | Manager |
| Levels 13 – 18 | the CEO Chairs the panel with a Corporate Services Senior Manager, and expert, as panel members. Human Resource provide the support. |
| Gazetted Posts | In the case of the position of the Chief Executive Officer ,the Chairperson of the Board Chairs the panel with LED Portfolio Head ,Two Board Members and expert. Human Resource provide the support. |

Panel Appointment for Task Grades 13–18

The **Chief Executive Officer (CEO)** is responsible for **appointing a panel** to preside over matters involving employees within **task grades 13 to 18.**

11. GENERAL PRINCIPLES GORVERNING SELECTION

- a. Selection criteria shall be objective and related to the inherent recruitments of the job as advertised. The central guiding principle for selection shall be competence in relation to inherent recruitments of the job provided that selection shall favour, as determined by the target, suitable qualified applicants as defined in section 20[3] of Employment Equity Act.
- b. Unless formal or statutory qualifications as clearly justified as essential for the job, relevant experience/ performance training [internal / external] as reflected and measured through competencies, and potential for the prospective vacancy shall be an important criterion.
- c. Canvassing, i.e. attempting to solicit the influence of any person who could

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substantially influence the selection process by job applicants, or any other person on behalf of job applicants is prohibited and evidence thereof will disqualify the applicant's application consideration for appointment.

12. COMPILING MASTER LISTS

- a. After the closing date of an advertisement all the applications received for every specific position are captured within 14 days into the master list compiled by the Corporate Services. The master list must contain, in table form, the following particulars in respect of each candidate:
 - The applicants surname followed by her/his initial.
 - The applicant's Gender.
 - The applicant's race.
 - The applicant's qualifications and experience relevant to the job description and specification
 - If applicable, the nature of the applicant's disability.
- b. The Corporate Services must submit the master list together with the applications to the relevant department head or Selection Panel or in the case of the appointment of a CEO, CFO or a manager directly accountable to the CEO, to the Board of Directors or Human Resource and Remuneration Committee, as may be applicable.

13. SHORT LISTING

13.1 Shortlisting

The shortlisting process must be completed within **21 days** of the closing date of the advertisement.

- a. The Corporate Services is responsible for screening all applications. A shortlist is prepared using the agreed upon criteria by the Selection Panel Reference checks will be undertaken for all recommended candidates which may be oral or written.
- b. In lien to the Bill of Rights, reference checks must not infringe on the right to privacy, must be confidential and interpreted with sensitivity.
- c. Checks of previous criminal records, disciplinary proceedings involving fraud and corruption may be undertaken in the case of CEO, senior managers and staff handling high risk areas of business operations (SCM, finance, CEO / Board, ICT).

14. NOTIFICATION OF SHORT LISTED CANDIDATES OF SELECTION PROCEEDINGS

- a. The Corporate Services must, during the compilation of the Short List, establish the validity and accuracy of any certificates, qualifications, experience and any

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other information supplied by the applicant.

- b. A note must be made next to the name of the applicant of any information found to be untrue.
- c. The Corporate Services must notify every candidate whose name has been short listed to attend using the most reliable communications methods available.
- d. Candidates shall be reimbursed for travelling costs per rates directive issued Department of Transport or the price of air fare or any applicable taxi fare.

15. INTERVIEWING IN RESPECT OF VACANCIES

- a. The Interview panel should be based on the table 1. above.
- b. Representatives of labour unions may attend the proceedings as observers only.
- c. Panelist must complete Declaration of Interest Forms prior to commencement of the interview and any member having a conflict of interest may be recused.
- d. Interviews shall be conducted in an atmosphere that is not intimidating and denigrating to the applicant. Interview questions shall focus on the requirements of the job and shall not have any elements of discrimination as defined in schedule 7 of the LRA.
- e. Completed score sheets shall be kept in safe storage for a period of at least six month after an appointment decision has been made.

16. SCORING AND VOTING PROCEDURE

The scoring shall be based on competency of the candidate in answering the question and the interviewee with the highest score shall not necessary be the best candidate as factors such as working experience, interpersonal skills and leadership styles shall be considered.

Individual scoring, notes and other relevant information from each member of the panel shall be discussed to enable the panel to reach consensus.

The minimum score for the candidate to be considered for recommendation shall be as follows:

- a) 1 to 5 -50%
- b) 6 and above -60%
- c) If only 1 candidate gets 60% the Agency should consider a readvertisement

In instances where the candidate with the highest score above the minimum requirement to all the interviewees declines to assume responsibility, therefore the second candidate above the minimum score required shall be appointed.

17. CONDUCTING PROFICIENCY TESTS

- a) One or more relevant proficiency tests (e.g. typing tests, operating a grader etc) may be required to be conducted before or after an interview is conducted. Proficiency test shall only be required if the

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outcome thereof is relevant to the expected job standards that would be expected of the employee and it relates to the description.

- b) Competency tests may be undertaken as part of the recruitment process for senior Management. Competency testing or other similar assessments are prohibited unless the test used;
 - Can be applied fairly to all applicants.
 - Is not biased against any group.
- c) The tests are consistent with the provisions of Employment Equity Act, 55 of 1998.

18. APPOINTMENT

18.1 The appointment of an applicant must take place only accordance with the requirements of the post concerned and the merit of the applicant.

18.2 The Corporate Services must present every newly appointed employee with a letter of appointment not later than the day on which he/she starts working in terms of section 29 of the Basic Condition of Employment Act of 1997.

18.3 The letter must stipulate such details as date of employment, designation of the post, remuneration package, benefits and any other terms of employment as applicable.

18.4 Whenever any of the details contained in such a letter change, the Corporate Service must inform the employee in writing such changes.

18.5 In the event of an employee that cannot read, the relevant Department Head must explain the content of such letter and any amendment thereof to every such employee in a language that he/ she understand.

19. PROBATION

19.1 Any employee who is newly appointed in the agency shall be on probation for a period of 3 months extended to 6 months depending on the nature of the job. This period provides an opportunity to both employer and employee to establish if the appointment was the right decision. Both parties must agree on the outputs and performance levels expected and which shall form basis for review at the lapse of this period.

19.2 During the probationary period employees shall be provided with adequate resources and support and opportunity to demonstrate that the standards expected of them can be achieved satisfactory.

19.3 The line managers shall be responsible for continuous assessment of the employee's performance during the probation period and must immediately express any uncertainties regarding the candidate to the corporate services.

19.4 Any appointment on probation must also comply with the relevant legal prescripts, notably Labour Relations Act, Act 66 of 1995 and any code of good practice published on terms of the aforementioned Act.

19.5 The Departmental head concerned must evaluate the progress and performance of an employee appointed on probation on a monthly basis according to such factors, objectives and criteria as may be prescribed in terms of the Agency employee performance appraisal system.

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- 19.6 The line manager must inform Corporate Services when the employee has successfully completed the probation who through a formal written letter, shall confirm the employee's appointment to the position in writing with clear conditions attached based on the employees expected performance.
- 19.7 Newly appointed managers must be accommodated in a three-star Hotel and above. from one to three months depending on the availability of budget. Travel claims for interview attendance should be applied to Task Grade 12 and above only.

20. INDUCTION

- 20.1 Upon appointment, the respective HR Manager or his/ her delegate shall take full responsibility for induction.
- 20.2 The new incumbent will be introduced to his/ her immediate staff / colleagues by HR manager. The respective HR manager will arrange a tour/ explanation for the new incumbent, of the range of service and to integrate the candidate to the organization culture.
- 20.3 The HR manager shall explain and provide a copy of the job description relating to the new employee's specific position /job function and provide a copy of the Human Resources Policy and procedure manual.
- 20.4 The head of Department is responsible for the induction of each employee in his/her department in order to familiarize the employee with the department in which he/ she has been appointed and full job orientation.

21. HEAD HUNTING

- 21.1 Head hunting will be applied specifically when all conventional efforts to recruit the suitable candidates have been exhausted and when the selection panel is of the opinion that the assessed candidates are not suitable and / do not meet the requirements of the Employment Equity plan.
- 21.2 Designated and targeted persons will be provided with the copy of the recruitment advertisement and allowing them to apply voluntarily without any undue influence.
- 21.3 Such identified candidate must be assessed by the same selection committee and against the same criteria used during the interviews of the other candidates.
- 21.4 The Agency will opt for headhunting only if, it has tries the formal recruitment process unsuccessfully 3 times. The evidence for unsuccessful evidence will form part of the headhunting approval. The headhunted candidate should meet the competency requirements.

22 EMPLOYMENT OF FAMILY MEMBERS

- 22.1 The criteria for the appointment and/or promotion employees in the Agency shall be appropriate qualifications, performance and re-cognition of prior learning.

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- 21.1 The employment of immediate family members and relatives must, as far as possible be avoided.
- 21.2 No employee may participate in any decision which may directly benefit or be to the detriment of an immediate family member or relative.
- 21.3 No employee may be appointed or promoted in such a manner that he / she would supervise or be subordinate to an immediate family members or relative.

22.5 Whenever a family member or relative of an employee applies for a vacant post, corporate services must point out the content of this policy to the parties involved, including the panel responsible for the selection.

23. IMPLEMENTATION AND MONITORING

- 23.1 This policy shall be effective once on the date of approval by the Board of Directors.
- 23.3 Corporate Services, the CEO have the overall responsibility for ensuring adherence to this policy.
- 23.3 Heads of departments play a critical role in recruitment and selection processes in their departments which included advancements of existing staff.
- 23.4 Corporate Services provides the infrastructure for recruitment and selection in the form of policies, procedures and guidelines. As such the department provides central communication and coordination for related processes to ensure consistency, compliance and transparency.

24. POLICY REVIEW

The policy shall be reviewed in annually from its effective date unless circumstances determine otherwise, such as change of legislative precripts.

25. NON - COMPLIANCE

Non – compliance to this policy will be construed as misconduct and may give rise to disciplinary action.

26. DISPUTE RESOLUTION

Disputes arising from implementation or non – implementation of this policy shall be resolved through internal dispute resolution mechanisms. Where these fail to produce desirable results, the recognized labour relations mechanism shall be applied.

27. APPROVED

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| Chief Executive Officer |  <hr style="border: 0; border-top: 1px solid black; margin: 0;"/> Signature | 19 January 2026 <hr style="border: 0; border-top: 1px solid black; margin: 0;"/> Date |
| Board Chairperson |  <hr style="border: 0; border-top: 1px solid black; margin: 0;"/> Signature | 19/01/2026 <hr style="border: 0; border-top: 1px solid black; margin: 0;"/> Date |