



Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

# RECRUITMENT AND SELECTION POLICY

**2026**

RECRUITMENT AND SELECTION 2026

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**SIGN OFF**

**1. Head of Department**

The Recruitment and Selection Policy has been recommended by V. Mlokothe in my capacity as Head of Department for the Department of Cooperative Governance and Traditional Affairs.

I am satisfied and concur with the contents of this Policy.

The development of the policy on Recruitment and Selection will ensure the department is able exercise its powers in compliance with the law and guide decision- making in the department. This policy improvement is also part of our strategic thrust to remodel the Department's internal machinery and its productivity.


Recommended	
Designation	Head of Department
Date	08/03/2026

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### 2. Executive Authority

The Department of Cooperative Governance and Traditional Affairs (COGTA) has an unprecedented opportunity to improve the lives of the staff by effectively rendering services that it is expected to provide. We envisage a department that has the required capacity to respond adequately to challenges of its staff.

I therefore trust that the guidance from this Policy will contribute to the effective Recruitment and Selection in the department.

Signed	
Designation	MEC: Z.A. Williams of Cooperative Governance and Traditional Affairs
Date	12 . 03 . 2026

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### 1. PROBLEM STATEMENT

- 1.1 The Recruitment and Selection Policy was reviewed and approved for implementation on 13 July 2023. However, the Department has identified a need to review the policy and to bring it into line with new developments.
- 1.2 Furthermore, the review of the policy has been influenced also by, amongst other things, the following factors:
  - 1.2.1 Deficiencies in the policy.
  - 1.2.2 Need to improve compliance with the policy.
  - 1.2.3 Need for alignment with the Public Service Regulations, DPSA Directives, SMS Handbook, Provincial Recruitment and Selection Policy.
- 1.3 In reviewing the recruitment and selection policy, the Department wants to ensure that its recruitment and selection practices are fair, non-discriminatory and comply with the public service norms and standards.

### 2. INTRODUCTION

The Department of Cooperative Governance and Traditional Affairs commits itself to open, honest, fair, objective and transparent employment processes to enable the department and all its employees to recruit, select and appoint the most suitable candidate with the necessary training, skills, competence, potential and knowledge relevant to the requirements of any vacant post to enable its incumbent to fulfil his/her maximum potential so that the department may derive the maximum benefit from his/her diverse skills and talent to improve service delivery.

### 3. PURPOSE OF THE POLICY

The purpose of this policy is:

- 3.1 To ensure that recruitment and selection is done in a fair, efficient, effective, transparent, and equitable manner.
- 3.2 To regulate recruitment processes with the purpose of selecting the best candidates in the labour market for the effectiveness of the Department.
- 3.3 To provide guidance and procedures on the recruitment of suitable candidates in compliance with the provisions of the South African employment law.

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### 4. OBJECTIVES OF THE POLICY

The recruitment and selection process is intended to achieve the following objectives:

- 4.1 To ensure fairness and justice
- 4.2 To achieve equity and promote diversity in the workplace.
- 4.3 To facilitate the provision of amenities and assistive devices to job applicants with disabilities to enable such job applicants to fully participate in the activities of the Department.
- 4.4 To attract scarce skills; and
- 4.5 To improve service excellence.

### 5. SCOPE OF APPLICATION

This policy is applicable to:

- 5.1 All employees appointed in terms of the Public Service Act, 1994 as amended,
- 5.2 Job applicants
- 5.3 All prospective employees who apply for posts created in terms of the Public Service Act, 1994 as amended, except for posts that are covered by the Ministerial Handbook.
- 5.4 This policy does not apply to the recruitment and selection processes to the filling of the post of a Head of Department.
- 5.5 If any conflict, relating to the matters dealt with in this Policy, arises between this Policy and the provisions of the Public Service Act, Public Service Regulations or any other law or any act or DPSA prescripts or the provincial recruitment and selection policy, the provisions of the latter will prevail.

### 6. CONFIDENTIALITY

- 6.1 The Department shall, in compliance with the POPIA, ensure the integrity and confidentiality of any personal information of an applicant in its possession or control is secured.
- 6.2 Confidentiality is essential in all recruitment, appointment, and selection committee processes. All members of selection committees, HR official and the organized labour representative must observe the confidentiality of the process. This relates not only to documents received and their contents but also to all disclosures and communications in relation to the selection process.

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### 7. DEFINITIONS AND ABBREVIATIONS

Unless otherwise indicated, the following terms in this policy have the corresponding meaning:

#### 7.1 DEFINITIONS

<b>Term</b>	<b>Definition</b>
Affirmative Action	A programme by which previously disadvantaged groups are provided with opportunities for advancement in terms of the Employment Equity Act (1998).
Affirmative Action measures	Measures that are in the Employment Equity Plan of the Department.
Appropriate Qualification	A qualification that the candidate has, that is related to the required/ specific post.
Candidate	An applicant for a position in the Department
Department	Department of Cooperative Governance and Traditional Affairs of the Eastern Cape
Designated Groups	Black people, women, and people with disabilities
Employee	An employee of the Department of Cooperative Governance and Traditional Affairs of the Eastern Cape
Employment Agencies	Private or public enterprises that specialize in assisting organisations in finding suitably qualified candidates for employment
Employment Equity Committee	A Committee established in terms of the Employment Equity Act 55 of 1998
Executive Authority	The Member of the Executive Authority responsible for the Department of Cooperative Governance and Traditional Affairs in the Eastern Cape
External Advertisements	Posts that are advertised outside the Public Service either nationwide or locally e.g., in the media for which candidates who are not in the employ of the Public Service can also apply.

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<b>Term</b>	<b>Definition</b>
Internal Advertisements	Posts that are advertised in the Public Service Circular for current public service employees. This means that only employees who are already in the public service can apply for a vacant position.
Fair Discrimination	A process of objective differentiation where a candidate is chosen in an objective selection process based on a fair evaluation using appropriate criteria.
Internal Applicant (s)	Employees that are already employed in the Public Service
Master list	A list of all prospective candidates where essential information related to the advertised post is captured, for easy reference.
Initial Screening	Preliminary step to the shortlisting process, whereby all applications received are thoroughly examined to determine suitability of candidates to the advertised posts. This results in compilation of a master list.
Headhunting	An activity of identifying and approaching suitable candidates in instances where difficulty is experienced to recruit suitable qualified candidates as well as candidates from historical disadvantaged groups
Inherent requirements	Means competencies that, according to evidence an employee needs in order to carry out a job satisfactorily.
Minister	Minister of Public Service and Administration
Model	A representation (description) of all the components of an entity or a system which shows all the component elements (sub systems) and their interactions.
Non-citizen	A person who is not a South African citizen in terms of the South African Citizens Act, 1995 (Act 88 of 1995)
Post Graduate Qualification	A course of study undertaken after one has completed an undergraduate degree
Selection Committee	People formally appointed to serve in the selection process for the filling of vacant posts in the Department.

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<b>Term</b>	<b>Definition</b>
People with Disabilities (PWDs)	Means people who have a long term or recurring physical or mental impairment which substantially limit their prospects of entry into, or advancement in employment.
Personal information	Means information as defined in the Protection of Personal Information Act.
Reference Checking	A process by which an applicant for a vacant post is subjected to a background checking process where the performance history, service, disciplinary and criminal records are scrutinized to know more about the applicant.
Relevant Experience	Experience that is in line with key performance areas of the advertised post.
Representativeness	Means the extent to which employment in a department broadly reflects the composition of the economically active population of the Eastern Cape including a composition according to race, gender and disabilities.
Senior Management Services (SMS's)	All Senior Managers of the department appointed at level 13 upwards and appointed in terms of the DPSA SMS Handbook.
Suitable Candidate	<p>Means a person who meets the minimum advertised requirements of the position.</p> <p>According to section 20 (3) of the Employment Equity Act 55 of 1998, a person may be suitable qualified for the job because of any one of, or any combination of that persons:</p> <ul style="list-style-type: none"> <li>(a) Formal Qualifications</li> <li>(b) Prior Learning</li> <li>(c) Relevant experience</li> <li>(d) Capacity to acquire, within a reasonable time, the ability to do the job.</li> </ul>
Undergraduate Qualification	An undergraduate degree also called the first degree or junior degree is a colloquial term for an academic degree

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Term	Definition
	earned by a person who has completed undergraduate courses.  It is usually a first university degree such as an Associate or bachelor's degree. This must be completed before considering any postgraduate endeavours.
Vetting process	A process by which prospective candidates for vacant posts are subjected to risk assessment to determine their employability in the public service.
Methodologies	A system of methods used in a particular study or activity.

### 7.2 ABBREVIATIONS

AA	-	Affirmative Action
COGTA	-	Cooperative Governance & Traditional Affairs
EE	-	Employment Equity
DGITO	-	Departmental Governmental Information and Technology Officer
DPSA	-	Department of Public Service and Administration
NQF	-	National Qualifications Framework
POPIA	-	Protection of Personal Information Act, 2013 (Act No. 4 of 2013)
SMS	-	Senior Management Services
SAQA	-	South African Qualifications Authority
OD	-	Organisational Development

### 8. REGULATORY FRAMEWORK UNDERPINNING THIS POLICY

This Policy has been compiled with due regard to the provisions and principles contained in the following legislation:

- 8.1 Constitution of the Republic of South Africa, 108 of 1996;
- 8.2 Labour Relations Act, Act 66 of 1995 (as amended);
- 8.3 Employment Equity Act, Act 55 of 1998;
- 8.4 Promotion of Administrative Justice Act, Act 3 of 2000;
- 8.5 White Paper on Human Resource Management;

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- 8.6 Public Service Act, 1994 (as amended);
- 8.7 Public Service Regulations, 2016
- 8.8 Basic Conditions of Employment Act, Act 75 of 1997
- 8.9 Toolkit on Recruitment and Selection, Public Service Commission,
- 8.10 Skills Development Act, Act 97 of 1998;
- 8.11 Skills Development Levies, Act 9 of 1999
- 8.12 The Directive on Public Administration and Management Delegations, 2014
- 8.13 Immigration Act, 2002 (Act No.13 of 2002)
- 8.14 DPSA Directive on Competency Assessment
- 8.15 Ministerial Handbook
- 8.16 Policy on Reasonable Accommodation and Assistive Devices for Employees with disabilities in the Public Service

### 9. CONSULTATION PROCESS WITH STAKEHOLDERS

Key stakeholders, namely: SMS, Corporate Services Management, Organized Labor and Departmental Employees have been consulted for inputs during the review of the Recruitment and Selection policy and their inputs have been thoroughly discussed and incorporated into this policy.

### 10. PRINCIPLES UNDERLYING THE RECRUITMENT AND SELECTION PROCESS

The guiding principles that underpin this policy are the following:

- 10.1 The recruitment and selection process shall uphold the fundamental principles of equity, justice, fairness, and transformation in the Department.
- 10.2 Recruitment should be targeted for maximum accessibility.
- 10.3 The recruitment process shall promote the image of the Department.
- 10.4 The principle of employment equity shall underpin the recruitment process and strategies of the Department.

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- 10.5 This Policy shall promote the acquisition and retention of human resources with appropriate competencies in line with Departmental Attraction & Retention, Succession policies.
- 10.6 The recruitment process shall be handled with the purpose of acquiring the best competencies for the benefit of the Department and shall be consistent with values of the Department.
- 10.7 The Department is an affirmative action employer; selection for employment must comply with the Employment Equity (EE) Targets in line with departmental EE Plan.
- 10.8 The recruitment and selection shall be conducted in an open, fair, and transparent manner.
- 10.9 All role-players are bound by this policy and shall adhere to all provisions of this policy.

### 11. JOB DESCRIPTIONS AND JOB EVALUATION

- 11.1 The unit responsible for the organisational development function shall facilitate and coordinate the development of a job description for each post in the approved organisational structure as prescribed in regulation 39 of the Public Service Regulations.
- 11.2 There shall be compliance with the provisions of regulations 40 and 41 of the Public Service Regulations with regard to the creation and filling of posts and Job evaluation and job grading.

### 12. SEARCH METHODS

#### 12.1 ADVERTISEMENT

- 12.1.1 The Department shall comply with the provisions of regulation 65 of the Public Service Regulations and the provisions of paragraphs.
- 12.1.2 The job specification must be submitted by line manager within a minimum of ninety days but not exceeding twelve (12) months to OD for verification of advert specification before it can be submitted to HRM.
- 12.1.3 A funded vacant post shall be advertised within six months after becoming vacant and be filled within twelve months after becoming vacant.

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- 12.1.4 All advertisements of SMS posts shall be approved by the Executive Authority, all advertisements for posts below the SMS shall be approved by the Head of Department.
- 12.1.5 The Department shall advertise all vacant posts below MMS in the provincial newspapers, and all MMS and SMS posts in both provincial and national newspapers as a minimum.
- 12.1.6 When advertising outside the Department, the Department shall also advertise in the public service vacancy circular issued by Department of Public Service and Administration (DPSA) and Departmental website.
- 12.1.7 An advertisement for a post shall not unfairly discriminate against or prohibit any suitable qualified person or employee from applying.
- 12.1.8 An advertisement for a SMS post shall state that all shortlisted candidates will be subjected to a technical exercise that intends to test the relevant technical elements of the job and that the recommended candidate (s) will have to undertake a competency assessment. It should also state that the appointed person will sign an employment as well as performance contract.
- 12.1.9 The Executive Authority or a delegated official may advertise a vacant post even if there is no request from the relevant component.
- 12.1.10 All adverts must encourage employees from the designated groups to apply. In addition, an advert must state clearly whether the employer has identified the post for an employment equity or affirmative action candidate in terms of the Departmental EE Policy and Plan.
- 12.1.11 An advertisement may be utilised to create a pool of potential employees for a period of not more than 6 months from the date of advertisement to fill any other vacancy in the relevant Department if:
- 12.1.11.1 The job title, core functions, inherent requirements of the job and the salary level of the other vacancy is the same as the post advertised and
- 12.1.11.2 The selection process has been complied with.
- 12.1.12 The Executive Authority may approve the filling a vacant post by persons meeting the minimum requirements for positions without advertising it if:
- 12.1.12.1 Employees have been declared in excess and are on a salary level linked to the grade of that post.

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- 12.1.12.2 Employees have been appointed under an Affirmative Action measure as contemplated in section 15 of the Employment Equity Act.
  - 12.1.12.3 The post is to be filled through a transfer of an employee in terms of section 12(3) or 14 of the Public Service Act; or
  - 12.1.12.4 The post falls within an occupation or category of employees as directed by the Minister.
  - 12.1.12.5 The post is provided through the Ministerial Handbook as support to the Executive Authority.
  - 12.1.12.6 If a suitable candidate cannot be found at the first instance of the advertisement, the post shall be re-advertised with revised time frames.
- 12.1.13 All applications received before or on the closing date should be duly recorded in a register.
  - 12.1.14 A separate register will be kept for the applications received after the closing date.
  - 12.1.15 Applications must be kept behind the lock and key from the first day they are received.

### 13. PROCESSING OF APPLICATIONS

- 13.1 All documentation relating to the Recruitment and Selection processes shall be recorded and kept in a safe place.
- 13.2 All the procedural processes and administration of applications shall be contained in the Standard Operating Procedure for Recruitment and Selection.
- 13.3 Applicants must note that incomplete applications shall not be considered.
- 13.4 Applications are received through:
  - 13.4.1 **E- Recruitment** – On-line applications received using e-recruitment system are retrieved after the closing date of the advert for further processing.
  - 13.4.2 **Post** – applicants are required to submit their application to the postal address mentioned in the advert from the date of the advert until the closing date. Any applications that has been received after the closing date will not be considered.

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- 13.4.3 **Hand Delivery** – applicants are required to submit their applications to the Office mentioned in the advert from the date of the advert until the closing date. Any applications received after the closing date will not be considered.

### 14. UTILISATION OF EMPLOYMENT AGENCIES

- 14.1 All posts shall, as a rule be advertised as prescribed here above.
- 14.2 A private employment agency may be utilised in cases where a suitable candidate is not found after Head hunting.
- 14.3 Utilisation of Employment Agencies shall take place after all the internal recruitment processes have been exhausted.

### 15. PRINCIPLES AND PROCEDURES APPLICABLE TO THE SHORT-LISTING PROCESS

- 15.1 The objective of the short-listing is to identify a manageable size of applicants who best meet the requirements of the advertised post.
- 15.2 The Selection Committee shall ensure that the personal information of an applicant is secured as required by the POPIA.
- 15.3 The Selection Committee shall determine a short-listing criteria with the sole purpose of identifying a pool of best suited candidates for a specific position.
- 15.4 The short-listing criteria must be in line with the job content, appointment, and the advertised requirements.
- 15.5 There shall be no waivers of the short-listing requirements by the selection committee.
- 15.6 A declaration of a conflict of interest should be made if an official is related to any candidate in the short-listing process.
- 15.7 The Chairperson of the Selection Committee shall convene the committee for a shortlisting meeting.
- 15.8 The selection committee determines the structure of the shortlisting meeting and HR may advise the selection committee on appropriate selection methodologies to use.
- 15.9 The selection committee shall utilize the following short-listing criteria to adhere to a manageable size of no less than three (3) candidates and no more than five (5) candidates for a post.
- 15.10 However, in cases where there are evident challenges in obtaining the required minimum number of applicants, such as in posts regarded as technical posts

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