

EDUCATION LABOUR RELATIONS COUNCIL
Established in terms of the LRA of 1995 as amended.

NORTHERN CAPE PROVINCIAL CHAMBER

The GS hereby certifies that this
Collective Agreement was ratified
by Council on this date

14 | 06 | 2023



COLLECTIVE AGREEMENT
NO. 1 OF 2023

Date: 25 May 2023

RECRUITMENT AND APPOINTMENT PROCEDURES
OF EDUCATORS AT EDUCATIONAL INSTITUTIONS



EDUCATION LABOUR RELATIONS COUNCIL

COLLECTIVE AGREEMENT NO. 1 OF 2023

RECRUITMENT AND APPOINTMENT PROCEDURES OF EDUCATORS AT EDUCATIONAL INSTITUTIONS

1. PURPOSE OF THIS AGREEMENT

- 1.1 To provide guidelines on the selection processes for the filling of promotional posts, as contemplated in the statutory requirements.
- 1.2 To promote the values of fairness, equity, diversity, and transparency in the filling of educator posts.
- 1.3 To promote uniform and clear procedures and guidelines to minimise the number of complaints, grievances, and disputes.

2. SCOPE OF THIS AGREEMENT

This agreement applies to and binds:

- 2.1 The employer, namely, the Northern Cape Department of Education (the department), as defined in the Employment of Educators Act, No. 76 of 1998, as amended.
- 2.2 All employees as defined in the Employment of Educators Act, No. 76 of 1998, as amended, whether such employees are members of trade union parties to this agreement or not.
- 2.3 Trade union parties who fall within the registered scope of the Provincial Education Labour Relations Council (PELRC).

3. PARTIES TO CHAMBER NOTE

- 3.1 The Education Laws Amendments Act, No. 31 of 2007, the South African Schools Act, No. 84 of 1996 and Employment of Educators Act, No. 76 of 1998, as amended, on appointment, promotion, and transfer to any post on the educator establishment of a public school.
- 3.2 The Education Labour Relations Council Collective Agreement, No. 5 of 1998.

4. LEGISLATIVE FRAMEWORK

- 4.1 The Constitution of the Republic of South Africa, Act No. 108 of 1996, as amended.
- 4.2 The National Education Policy Act, No. 27 of 1996, as amended.
- 4.3 The Labour Relations Act, No. 66 of 1995, as amended.

- 4.4 The Education Laws Amendments Act, No. 31 of 2007
- 4.5 The Education Labour Relations Council Collective Agreement, No. 3 of 2016, on the guidelines for promotion arbitration.
- 4.6 Employment of Educators Act, No. 76 of 1998, as amended.
- 4.7 Employment Equity Act, No. 55 of 1998, as amended.
- 4.8 Personnel Administrative Measures as published in Government Gazette No. 2468 dated 9 September 2022.
- 4.9 Promotion of Administrative Justice Act, No. 3 of 2000.
- 4.10 Immigration Act, No. 13 of 2002.
- 4.11 Protection of Personal Information Act, No. 4 of 2013.
- 4.12 South African Schools Act, No. 84 of 1996.
- 4.13 The South African Council for Educators Act, No. 31 of 2000.
- 4.14 Education Labour Relations Council: Part C of the Constitution.

5. PARTIES TO THE CHAMBER AGREE TO THE FOLLOWING:

To adopt the prescribed procedures contained in this agreement, to facilitate the selection procedures and the resolution of related grievances as per annexure "A."

6. RATIFICATION AND IMPLEMENTATION OF THIS AGREEMENT

This agreement shall come into effect on the day that Council ratifies it.

7. GRIEVANCE PROCEDURE

Parties to grievances shall resolve such grievances in accordance with the Personnel Administrative Measures (PAM).

8. DISPUTE RESOLUTION

Parties that dispute the interpretation or application of this agreement shall resolve such disputes in accordance with the dispute resolution procedures of Council.



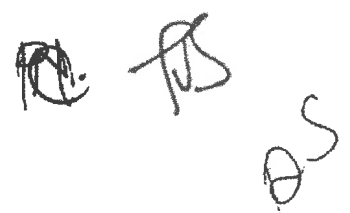


9. DATE OF IMPLEMENTATION

This agreement shall, in respect of parties or non-parties, come into effect on the date that Council has ratified it and shall remain in force except if terminated or amended by agreement.

10. DEFINITIONS


- 10.1 **"Employee"** means an educator as defined in the Employment of Educators Act, No. 76 of 1998.
- 10.2 **"Employer"** means the employer as defined in the Employment of Educators Act, No. 76 of 1998.
- 10.3 **"Sifting"** means a departmental process of eliminating applications which do not meet the minimum requirements required for consideration by the employer in the appointment of educators.
- 10.4 **"Shortlisting"** means a process conducted by the school governing body, interview committee or independent interview committee to select applications which meet the requirements of the advertised posts, as well as the criterion developed to interview the applicants whose applications the employer has considered for interviews.
- 10.5 **"SGB"** means a school governing body as contemplated in South African Schools Act, No. 84 of 1996.
- 10.6 **"Interview committee"** means a committee appointed or formed by the school governing body to shortlist, interview and rank shortlisted candidates in their order of preference.
- 10.7 **"Grievance"** means a complaint by an employee or employees affecting the employment relationship of the person or persons concerned, or where there is an alleged misinterpretation, or violation of his or her, or their rights.
- 10.8 **"Dispute"** means a disagreement that gives rise to a legal proceeding (such as arbitration, mediation, or a lawsuit) in respect of the application of law, collective agreement, or customary rules.





11. SIGNING OF THIS COLLECTIVE AGREEMENT

Thus, done and signed at KIMBERLEY on this 29 day
of MAY 20 23.

ON BEHALF OF THE STATE AS EMPLOYER

DEPARTMENT	NAME	SIGNATURE	DATE
NORTHERN CAPE DEPARTMENT OF EDUCATION	THOMAS VAN STADEN		29/05/2023

ON BEHALF OF EMPLOYEE PARTIES

TRADE UNION	NAME	SIGNATURE	DATE
SADTU	PALESA NGUMASHI		29/05/2023.
CTU-ATU	Daniel Snaar		29/05/2023



ANNEXURE A

EDUCATION LABOUR RELATIONS COUNCIL: NORTHERN CAPE GUIDELINES FOR RECRUITMENT AND SELECTION AT EDUCATIONAL INSTITUTIONS

1. PROFILING

- 1.1 The educational institutions shall at the beginning of the year submit the profiles of all the vacant, substantive posts and promotional posts to the human resources (HR) unit of the department.
- 1.2 The profiling of posts must be based on the curriculum needs of the school and the school governing body (SGB) shall ratify it.

2. ADVERTISING

2.1 The advertisement of vacant posts for educators must:

- 2.1.1 Be self-explanatory, clear and include:
 - 2.1.1.1 Minimum requirements for the post.
 - 2.1.1.2 Procedure for applicants to follow when applying.
 - 2.1.1.3 Names, addresses and telephone numbers of contact persons.
 - 2.1.1.4 Closing date(s) for the receipt of applications.
 - 2.1.2 Be accessible to all who may qualify or are interested in applying for such post(s) in accordance with the relevant legislative provisions.
 - 2.1.3 Be non-discriminatory and in keeping with the provisions of the relevant and applicable legislation.
 - 2.1.4 Clearly state that the State is an affirmative action employer in accordance with the Employment Equity Act, No. 55 of 1998, as amended.
 - 2.1.5 Contain addresses and contact numbers of the relevant offices in the vacancy list or advertisement.
 - 2.1.6 Indicate the department's intention to promote representivity (race, gender, and disability) in the department through the filling of posts and the appointment of a candidate whose transfer/promotion/appointment will promote representivity and receive preference. An indication in this regard will facilitate the processing of applications. Employment Equity will therefore guide the departmental measures for designated groups, namely Black people (which include, Africans, Coloureds, and Indians), women and people with disabilities; and representivity.
- 2.2 Applicants are herewith informed that the department will not return their application documents.

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- 2.3 Only shortlisted candidates shall submit originally certified documents at the interview.
- 2.4 Applicants who had previously applied for a post, must re-apply when the department re-advertise the post.
- 2.5 The department **reserves the right not to fill vacant posts advertised** in the vacancy circular or gazette for *inter alia*, the following reasons:
 - 2.5.1 Schools not having such vacant posts available on the post establishment of the relevant academic year for public ordinary and public special schools.
 - 2.5.2 If there was no decision by the SGB on the determination of the profile of the post.
 - 2.5.3 If the information as submitted or published is incorrect.
 - 2.5.4 Posts with an unreasonable or incorrect combination of subjects.
 - 2.5.5 Principal and deputy principal posts where profiles are inclusive of subjects.
- 2.6 In terms of language requirements, the interview committee shall consider the advertised requirements of each post, in respect of language competence of a specific school.
- 2.7 **The interview committee will conduct the shortlisting and interviewing** in terms of the approved recruitment and selection policy together with relevant guidelines and prescripts.
- 2.8 **The interview committee will combine the shortlisting and interview scores to determine the most suitable candidate for the post.**

3. APPLICATIONS AND PROCEDURES WHEN APPLYING FOR POST(S)

- 3.1 Applicants must submit separate application forms for each vacancy.
- 3.2 Applicants shall only use the officially prescribed NCK1 application form, when applying for a vacancy.
- 3.3 Applicants must send their applications to the respective districts where the department advertised posts.
- 3.4 Failure to comply with the above procedures will lead to the department rejecting an application.
- 3.5 The department may not accept faxed or emailed applications.

4. SIFTING

- 4.1 The district office shall manage the initial sifting process to eliminate applications of all those candidates who do not comply with the requirements as stated in advertisement and/or procedures as outlined in the circular.

4.2 The following sifting criteria shall apply:

4.2.1 A recognised three-year relative education qualifications value (REQV13) qualification, which must include appropriate training as an educator.

4.2.2 Registration with the South African Council for Educators or proof of registration or application.

4.3 The district office shall acknowledge receipt of all applications after the sifting process by indicating whether an application meets the minimum requirements for the post or not.

5. MINIMUM REQUIREMENTS FOR APPOINTMENTS

The minimum requirements for appointments of school-based educators as stated in the PAM are applicable.

JOB TITLE	EDUCATIONAL QUALIFICATIONS	STATUTORY REQUIREMENTS	COMPETENCIES AND SKILLS		Experiential competency
			FUNCTIONAL FIELD	GENERIC	
Departmental Head	A recognized three or four year qualification, which includes professional teacher education.	Registration with SACE as professional educator.	Advanced knowledge of teaching as provided for in the professional qualification.	1. Good teaching and assessment skills. 2. Good extra-and co-curricular skills. 3. Good people management skills. 4. Good administrative skills. 5. Good communication skills.	3 years of actual teaching experience
Deputy Principal	A recognized three or four year qualification, which includes professional teacher education.	Registration with SACE as professional educator.	1. Advanced knowledge of teaching as provided for in the professional qualification. 2. Good Management skills 3. Leadership	1. Good teaching and assessment skills. 2. Good extra-and co-curricular skills. 3. Good people management skills. 4. Good administrative skills. 5. Good communication skills.	5 years of actual teaching experience
Principal	A recognized three or four year qualification, which includes professional teacher education.	Registration with SACE as professional educator.	1. Advanced knowledge of teaching as provided for in the professional qualification. 2. Good Management skills 3. Good Leadership skills	1. Good co-curricular skills. 2. Good people management skills. 3. Good administrative skills. 4. Good communication skills. 5. Good knowledge of applicable educator legislation, regulations and policies.	7 years of actual teaching experience

6. THE FOLLOWING SIFTING CRITERIA SHALL APPLY

- 6.1 The department will disqualify applicants who do not meet the following criteria:
- 6.1.1 Use of incorrect application form.
 - 6.1.2 Alteration of the format of **the NCK1 form – applicant must not change the form by adding or removing information, lines, columns, or pages.**
 - 6.1.3 Unsigned NCK1 or photocopied or scanned signature.
 - 6.1.4 Incorrect post number.
 - 6.1.5 Not meeting, the requirements of minimum years of teaching experience.
 - 6.1.6 Incomplete applications.
 - 6.1.7 Faxed or emailed applications.
 - 6.1.8 Applications submitted or delivered to the wrong address.
 - 6.1.9 Late applications.
- 6.2 The department will give a full report at a formal meeting after the sifting, to trade union parties to the PELRC, and allow them access to the following:
- 6.2.1 Names of educators who met the minimum requirements for the post(s) in terms of the advertisement.
 - 6.2.2 Names of educators who have not met the minimum requirements for the post(s) in terms of the advertisement and rejected applications on request.
 - 6.2.3 Any or other irrelevant information that the department will disqualify.

7. INTERVIEWING COMMITTEE (SHORTLISTING AND INTERVIEWS)

- 7.1 Educational Institutions must establish interview committees where the department advertised post(s) in accordance with section 30(1)(a) of the South African Schools Act, No. 84 of 1996.
- 7.2 There must be a properly constituted meeting of the SGB, and the SGB shall record minutes of the meeting.
- 7.3 The head of department (HOD) may appoint an independent interview committee after having followed due process in line with sections 22(1) and 25(1) of the South African Schools Act, No. 84 of 1996.
- 7.4 The department shall nominate at least three persons and one union representative that is party to the PELRC.
- 7.5 Only the HOD or his or her delegated authority shall decide on the appointment and approval of the independent panel. The interview panel shall inform the SGB of the outcome of the shortlisting and interviews in a formal meeting.

- 7.6 The SGB may request the HOD or delegated authority to appoint an independent interview panel in writing and citing reasons. Minutes and attendance register(s) must be part of the request. SGBs may request observer status, limited to two members only.
- 7.7 All applications that meet the minimum requirements and provisions of the advertisement shall be handed over to the SGB responsible for that specific public school.

8. THE COMPOSITION OF THE INTERVIEW COMMITTEE

8.1 According to PAM: B 5.4.2 the panel comprises:

- 8.1.1 One departmental representative (who may be the principal), as an observer and resource person. (The role of the resource person is to provide guidance on procedural issues).
- 8.1.2 The principal of the school (if he or she is not the departmental representative), except in the case where he or she is an applicant. Where the principal is an applicant or not available, the circuit manager (CM) or the district director (DD) nominee will assist the interview committee as the resource person and departmental observer.
- 8.1.3 Members of the SGB, excluding educator members who are applicants of the advertised post(s).
- 8.1.4 One union representative per union, namely that is a party to the provincial chamber of the ELRC. The union representatives shall be observers to the process of short listing, interviews, and the drawing up of a preference list (during the interview process).
- 8.1.5 **IMPORTANT NOTE:** The same panel members should sit on the shortlisting and interview process, except in exceptional circumstances.
- 8.1.6 Each interview committee shall appoint a chairperson (who must be a member of the SGB) and a secretary from amongst its members.
- 8.1.7 The SGB is responsible for the convening of the interview committee, and they must ensure that they inform all relevant persons or organizations in writing at least five working days prior to the date, time and venue of the shortlisting, interviews, and the drawing up of the preference list. Where the Acting Principal is the applicant, the CM and the DD nominee must assist the SGB.

9. RECUSAL BY MEMBERS OF THE INTERVIEW COMMITTEE OR SCHOOL GOVERNING BODY

- 9.1 Members of the interview committee must recuse themselves for the duration of the discussion and decision-making on any issue in which the members have a personal interest or personal relationships.

9.2 Personal relationships are relationships which extend beyond professional relations, based on factors irrelevant to the working competencies of staff. Examples of personal relationships are:

9.2.1 Family relationships (siblings, parent/child, husband/wife, cousins, relations by marriage such as brother or sister-in law); and

9.2.2 Emotional relationships (which might include *de-facto* spouses, other sexual relationships, and close friendships).

10. CONFIDENTIALITY

Personal information pertaining to individual applicants are confidential and members of the interview committee or the SGB should not discuss such information outside the meeting of the interview committee or school governing body. All members must sign the declaration of confidentiality.

11. OBSERVERS

11.1 Each of the officially recognized trade unions or organizations party to the PELRC has a right to appoint one representative as an observer to the process for the appointing of the interview committee chairperson and secretary, the short-listing and interviewing and nomination process.

11.2 Observers must produce valid credentials, on the letterhead of the officially recognized teacher unions or organizations party to the PELRC.

11.3 The observers will have access to the schedule of applications "*sifted in and sifted out*" resulting from the sifting process.

12. ROLE OF OBSERVERS

12.1 The union representatives shall be observers to the process of shortlisting and interviews and drawing up of the preference list. Observers shall not be directly involved in the process of shortlisting and interviews but will note that approved procedures and practices are adhered to in a fair, consistent, and uniform manner.

12.2 An observer will have the right to intervene in terms of the procedures if he or she deems that there is an infringement on agreed upon procedures. In such an instance an observer must indicate to the chairperson that he or she wishes to intervene.

12.3 The department expects that the observer shall observe the following:

12.3.1 Must not discuss any question(s) or comments in the presence of the interviewee.

12.3.2 Discussions concerning the intervention must take place after the interviewee has left the interview room.

- 12.3.3 Observers must sign the declaration of confidentiality and uphold the code of secrecy.
- 12.3.4 An observer must first attempt to resolve any concern with the interview committee. If the observer and the interview community cannot reach consensus, he or she must inform the interview committee that she or he is lodging a complaint, grievance, or dispute.
- 12.3.5 An observer must continue to participate in the process while the district grievance committee or the labour relations unit is addressing the complaint or grievance.
- 12.3.6 The department precludes an educator from serving as an observer on an interview committee if she or he is an applicant for a post at the school.
- 12.3.7 It is advisable that educators should not serve as union observers at the school where they are employed.
- 12.3.8 Observers are not part of the ratifying process by the SGB. They do not have observer status during the relevant SGB meeting but only during the shortlisting, interviews, and ranking order.
- 12.3.9 Observers may represent a summary of their observations, report alleged violations of the relevant legislation, collective agreements, departmental circulars, and vacancy circular guidelines. Observers may also lodge a grievance on behalf of the member.

13. RECORDS OF PROCEEDINGS

- 13.1 The maintenance of accurate records and minutes of all meetings is essential.
- 13.2 Records must indicate the date, names of all attendees and the constituencies that they represent and proof of invitations to unions and transmissions thereof, etcetera.
- 13.3 The shortlisting and interview committees must make every effort to document relevant details and motivations or reasons (if required), relating to the application forms submitted and long-list.
- 13.4 It is the responsibility of the CM and district HR to ensure the safekeeping of all documents for at least two school calendar years.
- 13.5 The department will give a full report at a formal meeting to trade union parties to the PELRC, on:
 - 13.5.1 Names of educators who have met the minimum requirements for the post(s) in terms of the advertisement.
 - 13.5.2 Names of educators who have not met the minimum requirements for the post(s) in terms of the advertisement.
 - 13.5.3 Other relevant information that is incidental thereto.

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14. REGULATIONS FOR SHORTLISTING AND INTERVIEWING

- 14.1 Since the actions or decisions of panel members during this process may lead to disputes, the shortlisting and interview committees must take the following precautions:
- 14.1.1 The panel members must consider the merits of applicants objectively and fairly.
 - 14.1.2 The district office must seal the sifted applications sent by them to the SGB or interview committee which the district office or the interview committee must only open in the presence of all the panel members.
 - 14.1.3 The panel members shall act in a way, which is both fair and open as dissatisfaction with the decisions of the interview committee may result in disputes, which may cause delay in the filling of the post until the resolution of the dispute.
 - 14.1.4 The panel members must consider the race and gender composition of the educator establishment of the school with the view to ensuring equity and redress.
 - 14.1.5 The panel must also have regard to the race profile of the learner population of the school to ensure representativity.
 - 14.1.6 On the day of shortlisting, the interview committee must agree and finalise the criteria and record any additional shortlisting criteria in the minutes.

15. SHORTLISTING

- 15.1 The SGB shall establish an interview committee from its members at the educational institutions where the department advertised vacancies.
- 15.2 The interview committee must conduct short listing subject to the following guidelines:
- 15.2.1 The criteria must be fair, non-discriminatory and in keeping with the constitution of the country and section 6(3)(b) of the Employment of Educators Act, No. 76 of 1998, as amended.
 - 15.2.2 The obligation of the employer towards serving educators.
 - 15.2.3 The list of short-listed candidates for interview purposes must be a minimum of three and should not exceed five per post.
 - 15.2.4 An educator, who has been acting in the advertised post for 12 months or more and has applied for the post, must be shortlisted (currently or previously acted in the advertised post for 12 months consecutive or accumulated months).
- 15.3 The department will utilize the following **FOUR** criteria for short listing of principal, deputy principal and departmental head posts:

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- 15.3.1 Language proficiency (relevant to the post and school).
- 15.3.2 Qualifications (relevant to the post).
- 15.3.3 Experience (relevant to the post).
- 15.3.4 Extra, co-curricular and community involvement.
- 15.4 The interview committee must weight each in the prescribed manner.
- 15.5 The interview committee will apply approved and acceptable shortlisting procedures and use the recommended mark allocation and scoring procedures (forms NCK7, NCK8, NCK9 & NCK10).

16. INTERVIEWS CRITERIA

- 16.1 Applicants must be available for interviews on a date, time and place as determined by the school. Applicants must travel to the school for the interview at their own expense.
- 16.2 Applicants must provide a valid identity document or national identity card at the interview.
- 16.3 The department must invite all the shortlisted applicants to the interview. These applicants will be those with the highest score after shortlisting.
- 16.4 The interview committee will apply approved and acceptable interviewing procedures and use the recommended mark allocation and scoring procedures (forms NCK11, NCK12, NCK13, and NCK14).
- 16.5 **The interview committee will use the following five criteria for interviews for principals, deputy principals and departmental head posts:**
 - 16.5.1 Leadership and communication.
 - 16.5.2 Curriculum management, teaching, learning, information, and communications technology (ICT) in learning and academic performance of the school or subjects.
 - 16.5.3 Managing staff, developing, and empowering self and others, human relations, decision-making and accountability of self and staff.
 - 16.5.4 General, administrative, financial, institutional and information management.
 - 16.5.5 Extra, co-curricular and community involvement.
- 16.6 The interview committee will identify a manageable number of questions per criteria.
- 16.7 The interview committee must use each criterion already weighted.

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- 16.8 At the conclusion of the interviews the interview committee must rank all the candidates in order of preference, together with a full motivation justifying why each candidate is suitable or not suitable for the post.
- 16.9 The motivation must include how the appointment will promote equity, redress and Representativity, with reference to the racial and gender balance on the educator establishment of the school and the profile of the learners of the school.
- 16.10 The motivation must also show how the committee has complied with the provisions of section 6(3)(b) of the Employment of Educators Act, No. 76 of 1998, as amended and submit this to the school governing body for their recommendation to the relevant employing department.
- 16.11 All interviewees must receive similar treatment during the interviews.

17. RECOMMENDATION PROCEDURE

- 17.1 The SGB must convene a formal meeting to receive the recommendation and motivation of the interview committee.
- 17.2 The SGB must consider the recommendation at this meeting and ensure that the recommendation of the panel complies with section 6(3)(a) and (b) of the Employment of Educators Act, No. 76 of 1998, as amended.
- 17.3 The SGB must prepare its own recommendation considering the ability of the candidates and the need to redress the imbalances of the past. The SGB must prepare its own motivation justifying the suitability of each candidate and setting out clearly how the appointment of the three candidates it recommends to the HOD will promote equity, redress and representivity at the school. The SGB must submit at least three names of recommended candidates in order of preference.
- 17.4 The SGB must complete a separate NCK2 form for each post recommendation and submit it to the respective DD.
- 17.5 The SGB must submit the following documents to the DD via the CM:
- 17.5.1 NCK2 for each post recommendation.
 - 17.5.2 Schedule of shortlisted applicants (NCK10).
 - 17.5.3 Declaration of confidentiality (NCK5 and NCK6).
 - 17.5.4 Interview assessment (NCK7, NCK8, NCK10, NCK11, NCK12, NCK13 and NCK14).
 - 17.5.5 Schedule of recommended candidates of interview committee to SGB (NCK15).
 - 17.5.6 Schedule of recommended candidates of SGB (NCK16).
 - 17.5.7 Profile of staff and learners (NCK17).
 - 17.5.8 Profile of excess educators (NCK27).
 - 17.5.9 Signed minutes of meeting(s) of the SGB to select interview committee.

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- 17.5.10 Signed minutes of meeting(s) of the interview committee to determine shortlist.
 - 17.5.11 Signed minutes of meeting(s) of the interview committee to determine recommended candidates.
 - 17.5.12 Signed minutes of all meeting(s) of the SGB to consider recommendations from the interview committee and compile a reference list of three candidates.
- 17.6 The SGB must return all applications received from the district offices with the above-mentioned documentation.

18. APPOINTMENTS

- 18.1 The SGB **only recommends candidates**. The department therefore **does not allow SGBs to inform candidates** that they such SGB recommended the candidate(s) for appointment.
- 18.2 **APPOINTMENTS ARE MADE BY THE HEAD OF DEPARTMENT OR HIS OR HER DELEGATE**. A recommended candidate must therefore **refrain from taking** any steps to assume duty **until the department has notified him or her in writing of his or her appointment**.
- 18.3 The department must conclude all appointments during the year preceding the academic year of implementation.
- 18.4 **Upon receipt of an appointment letter the candidate must acknowledge receipt of the letter and indicate acceptance or non-acceptance on the prescribed annexure.**
- 18.5 **Serving applicants from other provinces or departments must enclose a copy of a latest salary advice and full-service record for purposes of salary determination.**
- 18.6 Appointments are subject to strict compliance with the Employment of Educators Act, No. 76 of 1998, as amended. **The department reserves the right to decline any recommendation where it finds that the procedure is substantively and/or procedurally flawed.**

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