

# Recruitment Policy

## Introduction

The purpose of this policy is to direct and discipline recruitment and employment practices to ensure that the objectives of the Company are attained - especially those objectives which are related to structural and operational efficiency within the business, the demographic composition of the workforce and to provide guidance on the recruitment of staff so as to comply with the provisions of the Labour Relations Act 66 of 1995 and the requirements of the Employment Equity Act of 1998.

## 1. POLICY

The policy defines the objectives to be met in the implementation of Recruitment and Selection which are aimed at attracting competent individuals to fill a position with the most suitable applicant:

To attract the highest calibre of staff available in the marketplace through a recruitment process that is fair and consistent and presents the opportunity that our company is offering in a positive yet realistic way.

To control the appointment of new staff by ensuring that proper approval is obtained before the recruiting process commences.

To encourage planning and internal development of staff by endeavouring to fill vacancies from within the organization before turning to the external marketplace in search of suitable candidates.

To afford internal candidates prior consideration for job appointments, where it is considered that a suitable internal candidate is not available will an external candidate be appointed.

The Company considers itself an Equal Opportunity Employer and thus aims to eliminate all forms of unfair discrimination in the recruitment and selection of staff.

## 2. PROCEDURE

### 2.1 Identification of the Vacancy

Managers are responsible for establishing a business need for recruitment and for justifying the need to fill the vacancy or the need to create a new position. A Recruitment Requisition Form needs to be completed for Director's approval before the recruitment process can be initiated by Human Resources

### 2.2 Completion of Employee Requisition

The information supplied on this form will be vital in drawing up the internal and, if necessary, external advertisement. Incorrect or insufficient information could therefore compromise the ability to source the appropriate candidates.

### 2.3 Advertising

#### 2.3.1 Internal advertising

Vacancies will be advertised internally at management's discretion, and internal applicants who meet the requirements will undergo an interview process.

### **2.3.2 External recruiting**

External recruitment can take the form of advertising the vacancy in a relevant newspaper/s or retaining the services of a recruitment consultancy to search for suitable candidates on behalf of the company.

External recruitment may begin concurrently with internal recruitment.

#### **2.3.2.1 External advertising**

If the position is to be advertised directly by the company, the HR co-ordinator should be consulted in terms of the wording of the advertisement. The advertisement must be placed in a newspaper with readership demographics that are in line with employment equity requirements.

#### **2.3.2.2 Recruitment consultancies**

If the services of a recruitment consultancy are to be used, the HR Co-ordinator will send the job specification to the relevant recruitment consultancy. Only those consultancies with which agreements are in place in terms of placement fees and service levels will be used.

### **3. CV Selection**

All CVs will be collated and screened by Human Resources before being forwarded to the respective Line Manager for CV selection. It is important to note that when conducting the CV selection process that we ensure consistency and that Human Resources can only set up interviews once a CV selection list is received from the Line Manager.

### **4. Fraud**

Any representation made by yourself on your CV which is untrue, irrespective of the context thereof, will be viewed as a fraudulent misrepresentation and should the company act upon the belief that such a representation is true, the company reserves its right to institute, disciplinary steps, criminal and civil legal action and any other recourse the company may deem fit. Any person who is found guilty of misrepresenting facts or information on their CV will automatically be excluded from the Recruitment and Selection process and may face prosecution in terms of the South African Qualifications Authority (SAQA) and related Laws.

### **5. Interviewing**

It is also important to note that all internal candidates are interviewed first before any consideration is given to external candidates.

It is recommended that in view of Equity and Fairness that interviews are conducted by a panel of two or three interviewers. This could be the direct line manager to whom the person would be reporting to, a subject matter expert and an HR representative. This ensures that the process is objective and that the decision to appoint or not to appoint is supported by the Panel.

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### **6. Selection Stage**

Once all the candidates have been interviewed, a final selection would need to be made based on the candidate who meets the requirements of the job. It is at this point that psychometric tests could be conducted on the top three candidates who are potential appointees. It is also important to note that the psychometric tests should not be used as a decision making tool but rather to assist the process. In making the final decision, one would need to consider the results of the psychometric tests in relation to the requirements of the job as well as the candidate's performance during the interview and outcomes of reference checks conducted.

No indication should be given to the employee at any stage as to whether we find them suitable to the position. This creates a sense of expectation and can result in IR complications later on if we decide not to appoint the employee.

Human Resources together with the Line Manager will conduct at least two reference checks (where possible). A reference check form must be obtained from Human Resources. An ITC check can be done if required and educational records need to be verified. It is important to note that the contract of employment is subject to favourable credit and reference checks.

## **7. Offer of Employment**

### **7.1 Package structure**

The HR co-ordinator will prepare a package structure for the candidate to be attached to the offer letter.

### **7.2 Polygraph**

All offers of employment are subject to the passing of a standard polygraph test. Only candidates who are being made an offer of employment will be polygraphed.

### **7.3 Letter of Offer**

The HR co-ordinator will prepare the letter of offer to the candidate, stating the job title, date of commencement of employment, working hours and salary package. The letter of offer must be signed by an authorised signatory before presenting it to the candidate.

### **7.3 New employee form together with Certified copy of ID, Proof of Residence and a letter from the bank confirming banking details should research the HR department within 1 week of acceptance from prospective employees in order for the Employment Contract to be drafted before the Employee's date of Engagement.**

Once the candidate has accepted the offer, a formal contract of employment must be prepared and the relevant documentation must be completed and signed.

## **8. INDUCTION**

On return of the signed Contract of Employment from the applicant, an orientation programme for the new employee will be arranged by Human Resources. Human Resources will notify the new employee's Line Manager and other relevant departments of the new employees' name, department, official starting date and any office requirements that may be needed.

## 9.1 Office equipment

### 9.1.1 Network access and e-mail

The Line manager is responsible for ensuring that the new employee is added onto the network *before* the employee commences work. The Line manager must specify which additional software programs, i.e. Pastel, VIP etc. are needed.

### 9.1.2 Furniture, telephone, computer and stationery.

The Line manager is responsible for ordering furniture, a computer, a telephone and extension number, and adequate stationery supplies.

### 9.1.3 Petrol card

The Line Manager is responsible to request a petrol card should the employee qualifies for a petrol card.

## 9.2 Induction manual

All new employees will receive a comprehensive induction manual introducing the company and its departments as well as highlighting key points of the HR policies and procedures. It also contains information on the company's MTA Policy.

### 9.2.1 Forms to be completed

Each employee **must** complete a Personal details form, and a MTA Beneficiary nomination form.

The employee can voluntarily complete an EEA1 form. The information supplied in this form will be kept confidential, and will only be used in the submission of the company's Employment equity report.

## 9.3 Departmental introduction

It is the responsibility of the Line Manager to ensure that the employee is introduced to all the Managers and as many staff members as are available on that day. The employee should also be made aware of the location of the pause area, bathrooms and fire escapes.

## 10. Exit Interview

The reason for an exit interview is to gain valuable information which can prove to be useful in all aspects of the work environment, including aspects such as the work culture, day to day concerns, processes, issues around management style, workplace ethics and employee morale.

The Line Manager together with the HR Department needs to ensure that keys, security cards and company property are returned before leaving the company.

## 11. Employment of non-South African citizens

It is unlawful to employ non South African citizens who are not in possession of the necessary work permits and/or official documentation which entitles them to work legally in this country. Not only is this practice illegal, but such actions place the

Company at risk of receiving fines from the Department of Labour and prejudices legitimate applications for work permits for individuals whose services or expertise is needed.

## **12. Employment of Relatives**

It is company policy not to employ relatives of management in the same unit where such employment could place the employee in a potentially compromising situations and/or where there may a concern about conflict of interest.

The purpose of this policy is to avoid problems of morale, discipline, security and other potential conflicts of interest.

Should a manager be in any doubt as to whether the employment of the applicant in their unit may create a conflict of interest, then the matter should be referred to Human Resources.