**RECRUITMENT POLICY**

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**PURPOSE:**

The purpose of this policy is to direct and discipline recruitment and employment practises 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.

**SCOPE:**

This policy applies to all employees of the company.

**RESPONSIBLE PERSONS:**

1. Human Resources Manager - Implementation and facilitation.
2. Human Resources/Line Managers - Administration, monitoring and

enforcement of this policy.

1. Employees - Adherence to this policy and

procedures outlined in this policy.

**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. Candidates are selected for appointment according to their ability, qualifications and competencies required to fulfil the job requirements, without having regard to discrimination factors, such as race and gender.

Internal candidates are given prior consideration for job appointments and only 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.

**RECRUITMENT PROCEDURE**

**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. It is necessary to ensure that a vacancy does exist. Although there may be a resignation, it may not always be necessary to replace the resigned employee as the function may be absorbed by other employees.If the position is a new position, it is important to ensure that the budget exists for the appointment of a new employee.

Ensure that you have done a correct analysis of the demographic data of your department and that you have clearly specified these requirements on the Employee requisition form.

**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.

**Authorization of Recruitment Requisitions**

The Line Manager together with Human Resources must identify a salary range and job grade for the position. The Line Manager must then have the requisition approved by the Managing Director before returning the approved Employee Requisition to Human Resources.

**Advertising**

On receipt of the approved employee requisition, Human Resources will draught an internal advertisement which will be circulated, ensuring that that all vacancies are advertised internally and brought to the attention of all employees.

External advertisements will be drafted and advertised in the appropriate media and/or electronic job boards

**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.

**Interviews**

Once all the CVs have been screened and a short list of candidates has been identified, Human Resources will then set up the interviews in conjunction with the Line Managers.

It is also important to note that the questions asked must be centred around the competency requirements of the job. Human Resources can assist in drawing up Interview Guides specific to competency assessments should you require this service.

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.

**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 re*lation 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.

**Offer of Employment**

Once Human Resources and the Line Manager are satisfied with the references, ITC check and psychometric reports of the suitable candidate, an offer of employment must be discussed and on agreement of the offer, Human Resources will prepare an offer of employment which must be signed by the Managing Director.

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

**Employee Orientation**

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.

**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 practise 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.

**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.

**EMPLOYEE POLICY CONFIRMATION:**

***I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (employee name and surname), declare that;***

1. Ihave been familiarised with and informed of the Recruitment Policy.
2. I understand and agree to the contents of this policy and that;

* it may be amended from time to time,
* it forms part of my employment conditions,
* the implementation and contents of this policy are mutually agreed upon with the employer,
* I have been given the opportunity to question this policy and that my questions were satisfactorily answered

1. I agree to strictly adhere to this policy.

Signed at \_\_\_\_\_\_\_\_\_\_\_\_ (place) on the \_\_\_\_\_\_\_\_\_\_ of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [YEAR].

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Signature Employee

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Signature Manager