

**NTINGA O.R TAMBO DEVELOPMENT AGENCY SOC LTD**



**RECRUITMENT & SELECTION POLICY AND PROCEDURE**

<b>POLICY NUMBER</b>	3/P
<b>POLICY TYPE</b>	Human Resources Policy
<b>APPROVAL DATE</b>	28 August 2020
<b>COMMENCEMENT DATE</b>	28 August 2020
<b>INITIAL APPROVAL DATE</b>	03 August 2017
<b>PREVIOUS REVIEWALS</b>	01
<b>NEXT REVIEW DUE</b>	30 August 20201
<b>RESPONSIBLE MANAGER</b>	Head :Corporate Services

## 1. FOREWORD

Ntinga O.R. Tambo Development Agency's ('Ntinga' or 'entity') recognises its responsibility to conduct recruitment and selection in accordance with the letter and spirit of the Constitution of South Africa, the Employment Equity Act, the Labour Relations Act, the Basic Conditions of Employment Act and the Skills Development Act.

Ntinga aims to attract and retain competent human capital that will meet the needs of the Entity. The recruitment and selection policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the entity and ensuring the full utilisation and continued development of these employees.

All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.

## 2. DEFINITIONS OF TERMS AND CONCEPTS

**Candidate** means an applicant for a post

**CEO** means the Chief Executive Officer

**CFO** means the Chief Financial Officer

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

**Recruitment** means 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 municipality in achieving its objectives.

**Reference check** means the gathering of information about candidate's past history from people with whom such candidate has been associated.

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

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

## 3. REGULATORY FRAMEWORK

The policy and procedure to manage staff recruitment and selection are derived from legal requirements and in specific the following Acts:

- 3.1 Constitution of the Republic of South Africa, 1996
- 3.2 Employment Equity Act, No. 55 of 1998
- 3.3 Labour Relations Act, No. 66 of 1995
- 3.4 Basic Conditions of Employment Act, No. 75 of 1997
- 3.5 Skills Development Act, No. 97 of 1998.

## **OBJECTIVES OF POLICY**

- 4.1 To ensure adherence to current labour legislation, the recruitment and selection policy seeks to achieve the following:
  - 4.1.1 Attracting and obtaining people with the required competencies (knowledge, skills and behaviour) and attitude.
- 4.2 Marketing Ntinga's career opportunities in order to supply a sufficient number of potential employees for selection.
- 4.3 Ensure that a continuous supply of high quality human capital is available to meet the organisations immediate and future human resource needs.
- 4.4 Establish a positive image of Ntinga as an employer in the labour market.
- 4.5 Reduce potential for labour disputes resulting from recruitment, selection and appointment processes.
  - 4.5.1 Promote non-discriminatory recruitment process that is fair, consistent and transparent for Ntinga.
  - 4.5.2 Ensure thorough and fair assessment of candidates, enabling Ntinga to recruit the most suitable applicant for the job and resulting in the best possible selection decisions.

## **4. PRINCIPLES, VALUES/ PHILOSOPHY**

- 4.1 **Affirmative recruitment and Selection**
  - 4.1.1 Ntinga is committed to an affirmative recruitment strategy as an element of their affirmative action programme.
- 4.2 **Employment of relatives**
  - 4.2.1 Employment of family members particularly the immediate family will be viewed with great circumspection. It is the responsibility of the Head of Corporate Services to ensure that employing a family member will not compromise either the new employee, his/ her relatives in the institution and/ or the institution itself.
  - 4.2.2 To this end, no employee may be placed in a position where there is a direct/ indirect reporting relationship with a family member. This should ensure that no employee is placed in the unenviable position of being accused of either favouring/ disfavouring relatives in the workplace in matters related to discipline, grievances, promotion and/or salary reviews. Relatives are defined as wives, husbands, life partners parents, children, brothers, sisters and in-laws.

## **5. SCOPE OF APPLICABILITY**

- 5.1** To ensure a fair and equitable employment process, this policy must apply to all appointments made by Ntinga. This policy will not apply to appointments arising out of a procurement process, acting appointments or rotating portfolios to which staff is elected by popular voting.
- 5.2** All temporary staff and contractors recruited for periods longer than Three (3) months should be regarded as external applicants and should be interviewed in accordance with guidelines provided in this policy.
- 5.3** Recruitments for temporary purposes or for periods less than Three (3) months may be done through head hunting and or using HR database for employment -

## **6. POLICY PROCEDURES AND CONTENT**

### **6.1 Determining the need to fill a vacancy**

**6.1.1** In determining that a viable vacancy exists, the Human Resources (HR) Department/ Head of Department (HOD) needs to consider the current staffing requirements, current competencies and productivity levels, the medium to long term manpower and succession planning needs and affirmative action targets in accordance with the agency's employment equity plan (if applicable), retention strategy and most importantly does the post exist on the organogram (post establishment) and is approved.

**6.1.2** Having established that a vacancy exists and the post is approved on the organogram, the HOD completes a recruitment requisition form and ensures that the Head of Corporate Services signs it as proof of the two parties having discussed the vacancy and the need for its filling as well as the availability of the budget to finance the post.

**6.1.3** Following this, the form is forwarded to the CEO who is responsible for approving recruitment after which the HR Department sets up an appropriate recruitment panel for approval by the CEO.

### **6.2 Job Profiles and Competency Specifications**

**6.2.1** Each job in the staff establishment must have a job profile. This document should detail the competencies required as well as the selection criteria for the position in question. The initial task for the panel is to agree on the above documentation.

**6.2.2** The required competencies will be made available to applicants, thus providing them with relevant information to make an informed decision about their interest and suitability for the post.

### **6.3 Sourcing for the Position**

- 6.3.1 In line with the entity's commitment to the development of existing staff, the panel will initially review current succession plans to identify individuals for whom the post could offer an appropriate transfer or promotion.
- 6.3.2 All jobs that cannot be filled by the HR strategies of succession planning will be advertised both internally and externally.
- 6.3.3 All elementary level posts shall be advertised internally first, if there is no suitably qualified candidate then the posts shall be advertised externally
- 6.3.4 A wide variety of recruitment channels should be considered to ensure that the institution attracts applications from all communities and from previously disadvantaged communities in particular. The HR department is responsible for ensuring that the sourcing channels used are non-discriminatory.
- 6.3.5 Sourcing options for external recruitment include recruitment agencies; direct targeting of applicants from capacity building and educational institutions (e.g. universities, firms of accountants etc.) advertising in newspapers targeting a wide range of communities and the entity's website

#### **6.4 Advertising the position**

- 6.4.1 Any appointment of a professional recruitment agency to provide recruitment services is to be supported by consultation with the Board in case of Executive Management, the CEO, HR department and the CFO.
- 6.4.2 The entity is accountable by law for discriminatory practices of external recruitment agents commissioned by the company. It is essential that non-discriminatory standards be clearly stipulated when commissioning work externally.
- 6.4.3 Advertising and recruitment of the CEO and senior managers may be undertaken by a professional recruitment agency and is the responsibility of the Board of Directors through the HR Committee. Advertising of positions below senior management should be undertaken internally by Ntinga unless circumstances warrant the use of the services of a professional recruitment agency.

#### **6.4.4**

#### **6.5 Unsolicited Applications**

- 6.5.1 The Entity must respond to the sender of unsolicited applications received indicating that the entity did not have any vacancies at the time when the application was submitted and that should any vacancy arise,

Ntinga would advertise such vacancy.

## **6.6 Compiling of master lists**

**6.6.1** After the closing date of an advertisement all the applications received are captured in the master list compiled by the HR representative (practitioner/ officer). The master list must contain, in table form, the following particulars in respect of each candidate:

- i. The applicant's name;
- ii. The applicant's gender
- iii. The applicant's race;
- iv. The applicant's qualifications and experience relevant to the job description and job specification; and
- v. If applicable, the nature of the applicant's disability.

**6.6.2** The manager responsible for the HR department must, during the compilation of the long list, establish the validity and accuracy of any certificates, diplomas and other information supplied by an applicant. If any candidate submitted or claimed that she/ he had some other certificate or diploma, qualification or experience that is disproved, such information must be noted next to the name of the candidate in the long list.

## **6.7 Compiling Short-lists**

**6.7.1** The HR department is responsible for screening all applicants. A shortlist is prepared using the agreed-upon selection criteria.

**6.7.2** Unsuccessful applicants not to be interviewed may be advised to this effect within a period of four (4) weeks after the closing date of the job posting/ advertisement. A practice of pre-informing applicants on the advert of the fact that an absence of response within four (4) weeks of the closing date is an indication of them being unsuccessful is encouraged.

**6.7.3** Applicants who are invited to an initial interview must be requested to submit original copies of all educational certificates and their ID documents for verification by the HR department.

**6.7.4** Prior to the interview the applicant should submit certified copies of all academic qualifications and identity documents to the HR department. All documentation pertaining to the applicant should be verified and copies of the documents should be filed.

**6.7.5** Qualifications, Identity Document and Driving License should be verified by a professional verification institution

**6.7.6** Short listing must be done in accordance with the following order of

preference:

- a) Internal applicants;
- b) Local applicants;
- c) Provincial applicants;
- d) National applicant;

6.7.7 The HR Manager must determine the date or dates and venue for conducting interviews with the chosen candidates and inform the candidates accordingly.

## 6.8 Reference Checks

6.8.1 Reference checks will be undertaken for all short-listed candidates.

6.8.2 Both written and oral references could be obtained. One of the key conditions for an offer of employment is receipt of good references. In line with the Bill of Rights, reference-checking methods must not infringe on an individual's right to privacy. References must be confidential and interpreted with sensitivity.

6.8.3 Checks on previous criminal records, financial and credit worthiness status may be undertaken in the recruitment and selection of:

- a) Senior Management (**compulsory**)
- b) Middle Management;
- c) Staff members who handle high risk assets (especially cash/ cheques) or who will be employed in similar business risk areas.

## 6.9 Interviewing

### 6.9.1 Planning for the Panel Interview

- i. Applicants' competencies against key requirements are to be drafted by the panel prior to the interview
- ii. Every attempt must be made to ensure that questions are not directly or indirectly discriminatory.
- iii. The focus should be on assessing each candidate against the core requirements of the job whilst allowing interviewers the flexibility to explore issues that arise during the course of the interview.
- iv. An interview plan should be drawn up and this should have prepared for:
  - a) Questions to be asked;
  - b) Information to be provided to the applicant;
  - c) Tests (if/as appropriate).

## **6.9.2 Invitation of Candidates**

- i. When applicants are invited to an interview they should be advised of the key stages in the selection process and of interview arrangements.

## **6.9.3 Selection Panel**

- 6.9.3.1 Selection process will be conducted by a panel appointed by the Head Corporate Services in the case of employees below Senior Managers
- 6.9.3.2 Recruitment and selection panels should at the minimum be comprised of three people, namely, the Head of Corporate Services Manager/ HR Manager, HR representative and a relevant Senior Manager or other senior staff member from the relevant department who has knowledge of the requirements of the position and Union Representative as an observer.
- 6.9.3.3 The head of relevant department recruiting must be the chairperson of the panel.
- 6.9.3.4 The panel is responsible for running the recruitment and selection process in adherence to the provisions set out in paragraph 7 of this Policy.
- 6.9.3.5 The full panel must undertake the entire interview except where a member has to be excused for a compelling reason e.g. conflict of interest in which case a suitable replacement with similar competencies should be found where necessary. The panel should at all times aim to reach a consensus decision.
- 6.9.3.6 All data is to be recorded in writing during the interview. This includes the questions asked, brief notes of responses, each individual panel member's rating, interview decisions made by the panel and subsequent reasons for the selection decision.
- 6.9.3.7 References taken from external or internal sources (either verbally or in writing) are also to be recorded.
- 6.9.3.8 In the course of the interview, interviewers should establish whether or not applicants have existing study commitments.
- 6.9.3.9 Should the candidate have any unpaid study loan from his/ her current employer it should be made clear to him/ her the entity does not give study loans and this should be finalised prior to joining the entity.



#### **6.9.4 Selection Panel for CEO & Senior Managers**

- 6.9.4.1 The recruitment of senior managers (recruitment & short listing) is delegated to the HRRC chaired by the CEO, interviews to the Board Executive Committee (EXCO) and appointment recommended to the Board,
- 6.9.4.2 The recruitment and short-listing of the CEO is delegated to the Board EXCO, but the interviews and appointment may be conducted by the Board or the Board may delegate the function to the Board EXCO.

#### **6.10 Selection**

- 6.10.1 The purpose of selection is to identify the suitable candidates from all the persons who applied and to eliminate unsuitable candidates in the fairest way possible.
  - 1.1.1 The entity relies on interviews, relevant psychometric and physical tests as decisions regarding appointments, promotions and transfers. Depending on the nature of a post to be filled, psychometric and physical tests are also applied to serve as screening tests.
  - 1.1.2 Psychometric and competency tests should be undertaken during the recruitment of senior management positions or any position as determined by job requirements.
  - 1.1.3 Medical testing of an employee and a candidate for employment is prohibited, unless-
    - a) Legislation permits or requires the testing.
    - b) It is justifiable in the light of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of the job.
    - c) Testing an applicant for employment to determine that applicant's HIV status is prohibited unless such testing is determined justifiable by the Labour Court in terms of section 50 (4) of the Employment Equity Act.
  - 1.1.4 Psychometric testing and other similar assessments of an applicant for employment are prohibited unless the test used:
    - a) Has been proven to be scientifically valid and reliable.
    - b) Can be applied fairly to applicants.
    - c) Is not biased against an applicant/ group.

## **1.2 Conducting Screening Tests**

- 1.2.1** Applicants for appointment must undergo any screening tests required by the entity for the position.
- 1.2.2** Applicants must indemnify the entity in writing against any claims for damage, injury or illness due to any physical tests that they may be subjected to.
- 1.2.3** Applicants take part in all tests at their own responsibility.
- 1.2.4** The results of any screening test are strictly confidential.

## **1.3 Offer of Employment**

- 1.3.1** After all interviews had been conducted, unsuccessful applicants must be advised of the outcome by an official letter within 4 weeks.
- 1.3.2** Applicants should ideally be advised of the outcome of their interview within seven (7) days of the interview. A delay in responding to the top 2 to 3 applicants may occur whilst an offer is verbally made and accepted by the successful applicant.
- 1.3.3** Having identified the most suitable applicant for the post, the Head of Corporate Services submits a report to the CEO with the recommendations by the panel.
- 1.3.4** The CEO reserves the right not to approve the recommended candidate by the panel but he/ she must give reasons for his/her decision.
- 1.3.5** After the CEO has approved the panel report, the Head of Corporate Services shall make an offer of employment. This includes a remuneration offer commensurate with the grade of the post. Generally the package will reflect the panel's assessment of the applicant's ability to achieve the key requirements of the post from the outset, market trends and the applicant's current remuneration.
- 1.3.6** Once the candidate has accepted the offer of employment the HR Manager will be responsible for updating the organogram (post establishment) indicating the post has been filled.

## **1.4 Letter of Appointment**

- 1.4.1** On receiving a written acceptance of offer from the applicant, the HR Manager produces a letter of appointment. This is a formal contract, which stipulates:
  - a) The date of employment;

- b) Designation of the post and department;
- c) The remuneration package; and
- d) Benefits and other terms of employment.

**1.4.2** The candidate should accept the appointment in writing by completing the form attached to the appointment letter.

**1.4.3** The new employee will sign an employment contract when he/she assumes duties.

## **2. PROBATION**

### **2.1 Probationary Period**

**2.1.1** A six (6) month probationary period is standard for new staff, providing both the institution and the applicant with an opportunity to ensure their employment decision was the right one. New staff and management should at the outset agree on the output and performance levels for this period.

## **3. PROMOTION**

**3.1** The purpose of promoting employees within the Ntinga is:

**3.1.1** To facilitate career advancement and opportunities for employees.

**3.1.2** To enhance service delivery of the organisation.

**3.1.3** To create/ retain critical skills within the entity by creating a suitable environment for advancement.

**3.1.4** To facilitate the continuous development of previously disadvantaged groups.

**3.2** Employees may only be promoted when vacant positions at a higher grading exist and if they are suitably qualified for the post.

**3.3** Under no circumstances will a post be created on the organisational structure to promote an employee.

**3.4** Advertisements for the post should be placed by the HR department on the notice boards, internal newsletter and the internet and should call upon suitably qualified employees to submit a written expression of interest in the position within 10 working days of the placement of the notice.

**3.5** Selection procedures should proceed immediately after the closing date as per section 7 above to guide the promotion process.

**3.6** The interview panel should consist of a minimum of three members namely, the HOD where the vacant post exists, Head of Corporate Services, HR Manager and Union Representative as an observer.

**3.7** Suitability of all candidates should be assessed based on the employment history of the candidate, but should be excluded the following:

- 3.8** Misconduct penalties which have expired.
- 3.8.1** Disciplinary charges against the employee where the employee was found not guilty.
- 3.8.2** Objections or appeals made by an employee against performance appraisal or disciplinary hearing outcomes.
- 3.9** The promotion becomes operative on the first day of the month following the month during which the promotion took place.
- 3.10** The date of promotion will become the date when the employee receives future notch increases.
- 3.11** The promotion is not subject to a probationary period.

#### **4. HEAD HUNTING**

- 4.1** The head hunting method of recruitment may be used by Ntinga to seek and identify suitable candidates for positions where difficulty is experienced to recruit suitably qualified candidates as well as candidates from historically disadvantaged groups.
- 4.2** This method of recruitment should be used only in conjunction with the normal advertising of vacancies, i.e. an identified suitable candidate should be requested to apply for the advertised position, where after the normal recruitment processes and procedure above will apply.
- 4.3** In cases where no suitable candidates were identified after the final interviews, further head-hunting may be undertaken. Such an identified candidate must, however, be assessed by the same selection committee and against the same criteria used during the interviews of the other candidates.

#### **5. ROLES AND RESPONSIBILITIES**

##### **5.1 Senior Management Role**

- 5.1.1** The CEO and the Head: Corporate Services have overall responsibility for ensuring that its recruitment and selection is done in adherence with the principles and procedures outlined in this policy
- 5.1.2** Head of departments play a critical role in recruitment and selection process in their departments. This includes responsibility for adherence to Labour Legislation, minimising recruitment costs and the identification, retention and development of staff.

##### **5.2 The HR Role**

- 5.2.1 The HR Department provides the infrastructure for recruitment in the form of policies, procedures and guidelines.
- 5.2.2 The HR department co-ordinates the receipt of applications and provides a central communication point for applicants who have queries about the position. They will treat all applications confidentially.

## **6. RECORD KEEPING**

Documentation concerning the entire recruitment and selection process needs to be maintained, including selection and short listing criteria. These records need to be maintained for the prescribed period by the HR department.

## **7. BUDGET AND RESOURCES IMPLICATIONS**

Targeted departments must be responsible for budgeting for the implementation, monitoring and evaluation of the policy. Senior managers must take note of cost implications of the approved policy that should be borne by the respective department.

## **8. IMPLEMENTATION, MONITORING AND EVALUATION**

- 8.1 This policy will be implemented and effective once recommended by the Human Resource Committee and approved by Board of Directors.
- 8.2 Recruitment and selection needs to be monitored to ensure that affirmative action targets, alignment to annual recruitment plan as well as best practice standards are met. Regular evaluations will be required to identify variances and trends. The internal audit function will re-enforce this exercise.
- 8.3 The HR department will monitor all applications received by Ntinga in terms of race and gender. This process will provide information on the number of applications received from disadvantaged communities, the number that are short-listed and finally recruited. If indirect discrimination is taking place, this information will assist Ntinga to identify such a trend.
- 8.4 Sourcing channels will be continually reviewed to ensure that external recruitment attracts a broad selection of high caliber candidates at all levels. The administrative procedures will also be reviewed with a view to maintaining high, accurate service levels.

## **9. COMMUNICATION AND CONSULTATION**

This policy will be communicated to all employees using the full range of communication methods available to the entity and posted on the entity's intranet. This communication and awareness of the policy will be the responsibility of the Corporate Services.

## 10. PENALTIES

Non-compliance to any of the stipulations contained in this policy will be regarded as misconduct, which will be dealt with in terms of the Disciplinary Code.

## 11. DISPUTE RESOLUTION

Internal dispute resolution processes must be followed in the event of any grievances and disputes arising out of the implementation of this policy. For all external candidates, the recognised labour relations mechanisms must be applied.

## 12. POLICY REVIEW

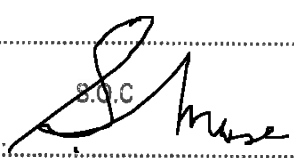
This policy must be reviewed annually from its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time as necessary to reflect substantial organisational changes at the Entity or any change required by law.

## 13. APPROVAL AND SIGNATURES

FORMULATED BY: .....  ..... DATE 28/08/2020

CEO RECOMMENDATION:.....  ..... DATE 28/08/2020

BOARD APPROVAL:..... **BOARD APPROVED COPY** 28/08/2020  
**NTINGA O.R. TAMBO DEV. AGENCY**

Date:.....
Signature:.....  .....