

# **RECRUITMENT AND SELECTION POLICY**

**TT-FOA-10**

Effective Date 24 August 2021

Standard Operating Policy – Finance,  
Operations & Administration

## 1. DOCUMENT CONTROL

### 1.1. Document Information

| Property        | Description                      |
|-----------------|----------------------------------|
| Document Title  | Recruitment and Selection Policy |
| Document No.    | TT-F0A-10                        |
| Document Author | Khethelo Zulu                    |
| Change details  |                                  |
| Active Date     | 24 August 2021                   |

Author Signature: *Khethelo Zulu* Date: 15/09/2021

Author signature confirms the contents of this document.

### 1.2. Approvals

The signatures below confirm that the reviewers agree with the content of the document and that this document is approved for implementation within Tshiamiso Trust.

| Name               | Position   | Signature                 | Date       |
|--------------------|--|---------------------------|------------|
| Dr May Hermanus    | Chairman of the Board                                  | <i>May Hermanus</i>       | 01/12/2021 |
| Kgomotso Molebatsi | Chairperson: HR, Remuneration and Governance Committee | <i>Kgomotso Molebatsi</i> | 01/12/2021 |
| Daniel Kotton      | Chief Executive Officer                                | <i>Daniel Kotton</i>      | 05/10/2021 |

This document is effective from the date of the last approval signature.

### 1.3. Change Record

| Date | Effective Date | Author | Version | Change Reference |
|------|----------------|--------|---------|------------------|
|      |                |        |         |                  |
|      |                |        |         |                  |
|      |                |        |         |                  |

### 1.4. Document Location

The fully executed document is held by: The Trust  
When printed this document is uncontrolled.

## **2. POLICY SCOPE**

### **2.1. Purpose and objective of the Policy**

The Recruitment and Selection Policy's purpose is to facilitate the achievement of the Trust's talent deployment objectives, especially those objectives which relate to structural and operational efficiency within the Trust, the demographic composition of the workforce and providing equal development opportunities for all our employees. The Recruitment and Selection Policy provides guidelines that will ensure the employment of the most suitably qualified people.

This Policy applies to the recruitment and selection of full-time employees and fixed term (contract) employees for the Trust.

## **3. POLICY GOVERNANCE**

### **3.1. Policy Review**

The Policy will be reviewed in the year 2024 taking into account any changes in Legislative and the Trust's operational requirements.

### **3.2. Ownership of Policy**

Ownership of the Policy will be vested in the Human Resources scope of accountability.

### **3.3. Legal Context**

This Policy is informed by the:

- The Constitution of the Republic of South Africa, 1996
- The Employment Equity Act, 1998, as amended
- The Labour Relations Act, 1995, as amended
- The Basic Conditions of Employment Act, 1997, as amended
- The Skills Development Act, 1998
- The SAQA Act of 1995

## **4. POLICY STATEMENT**

The Trust's Recruitment and Selection policy aims to ensure that we attract and appoint applicants with the right skills, knowledge, behaviours, and experience to meet the needs of all our vacancies. In light of this we ensure that we appoint based on merit and without discrimination.

## **5. RECRUITMENT AND SELECTION POLICY**

### **5.1. Employment Equity Guidelines**

In all recruitment practices awareness should be given to the Employment Equity Policy and strategy of the Trust, the Employment Equity targets and the Trust's demographic profile, in order to achieve the transformation objectives.

Should there be no suitable external Black candidates or candidates with disabilities to fill the position after a reasonable period of time, the responsible individual must submit the following motivation to obtain written approval from the Chief Executive Officer to appoint a white candidate (who is not disabled):

- Recruitment process followed
- Media used to advertise the position
- Current status of the department in terms of transformation targets
- Reasons why black candidates and candidates with disabilities were not successful.

These interventions are necessary until such time that Trust achieves its Employment Equity targets.

### **5.2. Position Advertising**

The advertisement should not unfairly discriminate against any group of people, and only competencies and attributes applicable to the job may be listed. All qualifications and requirements must be carefully analysed and checked to ensure that the specified criteria are necessary as requirements for the job.



Where a candidate from a designated group is specifically being sought for a position, this should be specified in the advertisement. Such an inclusion is defensible under the Employment Equity Act.

- Vacancies may be advertised internally and externally concurrently in order to speed up the recruitment process.
- Internal advertisements are published via the e-mail system.
- External advertisements are facilitated through the relevant contracted Service Provider. Advertisements must not unjustifiably be confined to certain publications, which exclude or disproportionately reduce the number of applicants from a particular group.

### 5.3. Retention of Records

Management should keep all documentation and applications for the position on file for at least 36 months. There is a requirement to store psychometric assessment information for at least 60 months. *This will only be done for legal purposes and not for the purpose of utilizing previous applications again for new vacancies.* This should also be clearly communicated to candidates.

### 5.4. Application Handling

Applications can be received from various sources, including internally (employees or employee referrals) or externally (direct applications and through recruitment service providers). Internal and external candidates should be considered for a vacancy based on the same selection criteria.

### 5.5. Internal Applications

An Internal application occurs when an employee applies for another position within the Trust and goes through a selection process. This does not include staff movements that occur because of business reorganisation or temporary secondment for project or development purposes.

The Trust endeavours to provide opportunities to staff from within. This does not dilute the requirements of the applicant to meet all selection criteria, based on the inherent requirements of the job.

All internal applicants will be screened with external candidates on the same criteria as required by the job. Suitably qualified candidates with the potential to acquire the competence within a

reasonable period of time should also be considered. During the initial enquiry and application stages the staff member is not obligated to notify his/her direct Manager.

A maximum notice period of 30 days will apply to all internal transfers and promotions.

### **5.6. External Applications**

The vacancy should have been advertised according to the advertising guidelines and / or been screened against approved service provider databases. All screening and short listing for internal and external candidates will be linked to the same criteria based on the inherent requirements of the job.

Applications for full-time employment submitted by Temporary and Contract workers will be regarded as external applications and the same guidelines would apply as for external applications.

### **5.7. Unsolicited Applications**

The Trust is under no obligation to endeavour to interview or make a placement of an unsolicited application. The Trust does not maintain a database of candidates, and care must be taken to ensure that no expectation is created amongst applicants.

### **5.8. Outsourcing of Recruitment**

Recruitment may be outsourced to a selected number of preferred and endorsed recruitment service providers that understands the Trust's business and can meet its staffing needs. The Chief Financial Officer must agree Service Level Agreements with recruitment Service Providers who are able to provide the kind of service that meets the Trust's standards.

Service Level Agreements are in place to govern the relationships (including fee structures, procedures, and quality of service) between Service Providers and the Trust and will be reviewed from time to time.

### **5.9. Selection Strategy**



The Trust will only utilise validated, reliable, and culture-fair techniques in the selection of candidates for employment. Such methods will be discrimination free. As far as practically possible, the principles of inclusivity and transparency must apply when making recruitment decisions.

#### **5.10. Interview**

Interviews may be conducted either on a one-on-one or panel basis. Interview procedures should be applied consistently, using the same selection procedures for each candidate. All competency-based questions asked in the interview should be based on the inherent requirements of the job. Interviewers should be familiar with interviewing skills and techniques.

#### **5.11. Psychometric Assessments**

All assessment processes need to comply with Legislative requirements, including the Employment Equity Act, Act 55 of 1998 and the Health Professions Act, Act 56 of 1974. These Legislative Requirements in essence require that:

- Psychometric tools are used only if these are scientifically valid and reliable, can be applied fairly to all employees, and do not discriminate against any employee or group.
- In the normal course, only registered psychologists are permitted to perform psychological functions, which include evaluation, testing, assessment, interpretation, and the control of any instruments
- Psychometrists, and other accredited professionals can however, subject to a number of stipulations set by the Professional Board of Psychology, use certain assessment instruments.
- Contravention of the provisions set out in the legislation referred to above can have very serious consequences for the Trust as well as the individual performing the psychological act.
- Ethics – all assessments need to be done in accordance with the ethical guidelines outlined in the Professional Codes of Conduct of relevant bodies (e.g. SABPP, Board of Psychology)
- It is the responsibility of each individual involved in the administration and/or other activities of the assessment process to ensure that their conduct is of the highest standard.

All documentation relating to assessments will be retained by an accredited psychologists or psychometrists for a minimum of 5 years.

#### 5.12. Reference and Credential Checking

As part of the recruitment process a reference and credential check is conducted as relevant to the inherent requirements of the job i.e., credit checks, criminal record and/or qualification verification. The candidate's written consent is required for the credential check to be done. Management should ensure that the candidate signs the relevant consent forms before the checks are conducted.

Conducting reference and credential checks does not imply an actual or tacit undertaking to employ the applicant. The information will be treated confidentially and with discretion, and will only be shared with the applicant, if applicable. If a candidate refuses to give permission for a credential check, they will not be able to progress further in the recruitment process, as the credential check is an inherent requirement of the job.

#### 5.13. 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 entitle them to work legally in this country. Not only is this practice illegal, but such actions place the Trust at risk and prejudices legitimate application for work permits for individuals whose services or expertise is needed.*

*Managers unlawfully employing non-South African citizens may be held liable for their actions in their personal capacity.*

#### 5.14. Recruitment of Fixed-Term Contract Employees

Requests for Fixed Term Contract employee should be directed to the Chief Executive Officer for approval. Under no circumstances can a Fixed Term Contract employee be appointed on a permanent basis, without the position being advertised according to the guidelines contained in this position.

Fixed Term Contract employees may apply for all positions advertised in the Trust and will be regarded as external applicants.