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MACROCOMM GROUP HR RECRUITMENT PROCEDURE

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DOCUMENT CONTROL

This provides information on the document version control and sign-off

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MC- P-RC-011	01	19 MAY 2024
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DOCUMENT APPROVAL

DOCUMENT NAME.VERSION		
MG-HR-PRO-RCMT 202406.02		
CHANGES MADE		
Aligned to ISO template Removed process map Refined key stakeholders in process		
STAKEHOLDER NAME AND DESIGNATION	**SIGNATURE**	**DATE**
Sivi Moodley (Macrocomm Group Chief Executive Officer)		
Elton Chettiar (Macrocomm Group Chief Operating Officer)		
Yakshini Naidoo (Managing Executive: Corporate Services and Compliance)		
Charlene Van Onselen (Business Optimisation Executive)		

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1   Introduction

This document serves to provide a view of the key steps involved when the HR department embarks on a recruitment process to source a new employee.

2   Purpose or Background

The purpose of this procedure is to ensure that the recruitment process is carried it in a standardised, fair and equitable manner, with a clear paper trail.

3   Definitions / Abbreviations Used in the Document

Definition Term or Abbreviation	Define Term or Abbreviation
Recruitment	Recruitment is the process of actively seeking out, finding, and hiring candidates for a specific position or job.
Candidate	A person who applies for a job

4   RECRUITMENT PROCESS

4.1 Objective

The objective of this process is to ensure that recruitment is managed effectively from start to end with minimal cost implications for the company.

4.2 Description

This is the standard procedure to ensure that recruitment is carried out in a consistent, fair and equitable manner, and aligns to the overall objectives of the organisation.

4.3 Benefits

The benefit of this procedure is the assurance of a professional and effective way of recruitment of new staff members, which contributes to the overall EVP of the organisation. It also helps to manage the headcount, key roles and responsibilities, and strategic targets for the company in terms of talent and equity.

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4.4 Key Stakeholders and Personnel

The key stakeholders of this process are:

- Custodian of process – HR
- Line managers
- Finance administrator – ITC checks

4.5 Key Inputs

The following key inputs are required:

Input Type	Description and Detail
Administrative	Justification for Role
	Approval to fill the position from Human Resources
	Job description
	Interview Guide
Resources	HR manager/ administrator
Input Documents	Job description template
	CBI questions

The information or documents required are obtainable from the Human Resources (HR) department.

4.6 Typical Outputs

The typical outputs are:

- Advertising of the position on Linked In or other identified recruitment portals.
- Potential Candidates for interviewing and their curricula vitae
- Shortlist of candidates
- Confirmation of references and ITC checks
- Appointment of the appropriate candidate for the role

4.7 Knowledge and Skills Required to Perform this Task

Interviewing techniques

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5 Process / Procedure Steps

The following key procedural steps are required to be followed by the HR department:

Step #	Step Task Description	Document Name and Number and Version
Step 1:	Once a position becomes vacant, HR will obtain the necessary approval from the CEO to recruit for the role.	
Step 2:	If a new role is required, the line manager needs to complete the justification for new position. HR will obtain the necessary approval from the CEO to recruit for the role. Determine equity requirements for the role	Justification for New Role form
Step 3:	HR to share the existing job description with the line manager before posting the job advert.	Job description
Step 4:	If this is a new role, HR drafts a job description and sends to the line manager for further input.	Job description
Step 5:	HR to post the vacancy on recruitment sites (i.e. indeed), and LinkedIn recruitment.	
Step 6:	Should the position be highly specialised, the services of a recruitment provider may be utilised. CEO approval is required before this decision is made.	
Step 7:	As applications are received, HR screens cv's based on the minimum requirements for the job.	
Step 8:	HR provides a shortlist to the relevant line manager, for further shortlisting. The ideal shortlist should contain not more than 6 applicants for a role.	Shortlist matrix

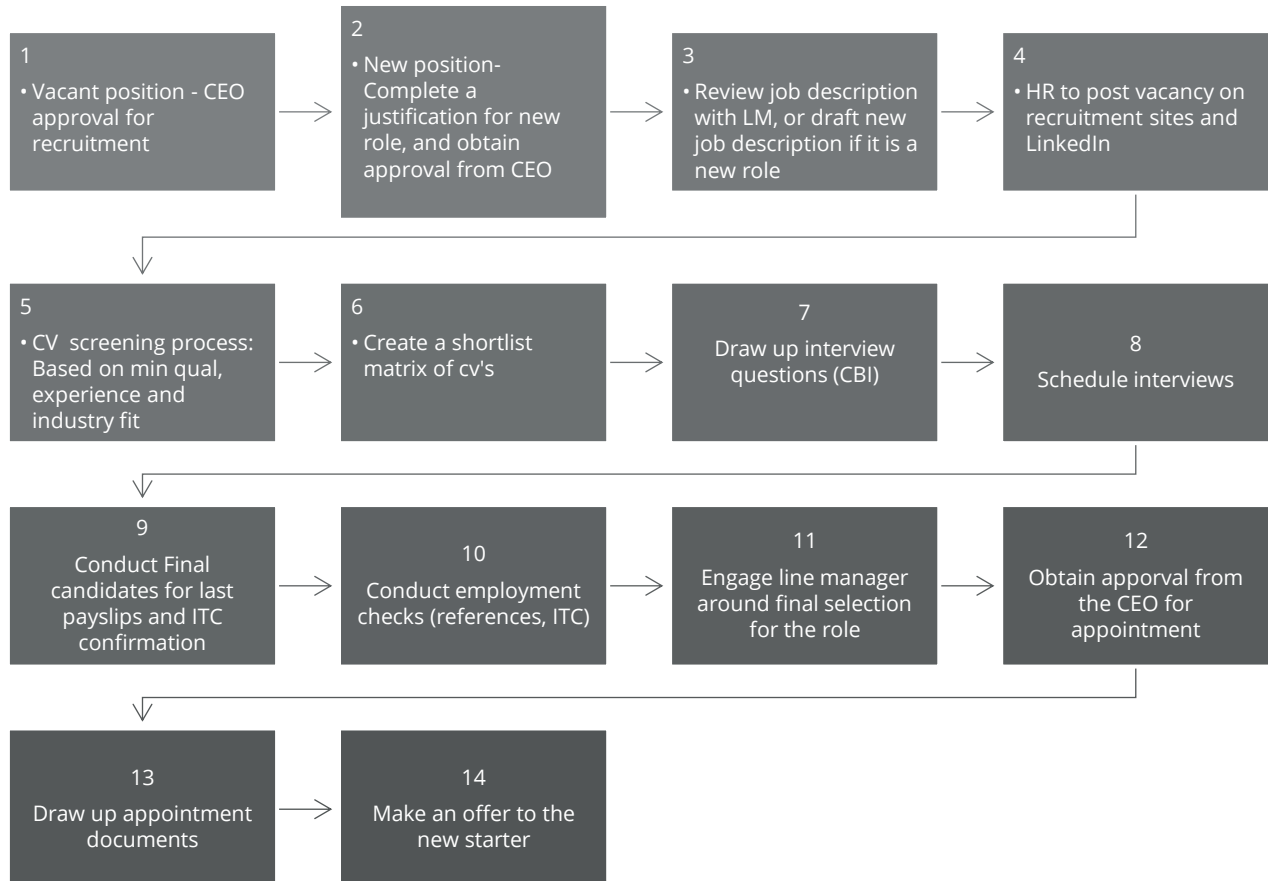| Document -	MG-HR-PRO-RCMT 202406.00
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Step 9:	Once a shortlist is finalised, HR to draw up interview questions based on key competency requirements of the role.	Interview guide
Step 10:	HR to schedule interviews either face to face or virtually.	
Step 11:	Should a second interview be required, HR to schedule accordingly.	
Step 12:	HR to conduct a minimum of 2 employment references before making any offers of employment.	
Step 13:	HR to request final shortlisted candidate to complete the authorisation form for the company to conduct the relevant ITC check (if applicable to a role managing money). Request current/ last payslips from final candidate/ candidates.	ITC check form
Step 14:	HR to send request for ITC check to the finance supervisor.	
Step 15:	If references and checks come out clear, HR to engage the line manager around final decision.	
Step 16:	HR to obtain CEO approval for appointment	
Step 17:	HR to draw up appointment letter, and engage the applicant with an offer of employment.	

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5.1 Procedure by Step

1 • Vacant position - CEO approval for recruitment	**2** • New position- Complete a justification for new role, and obtain approval from CEO	**3** • Review job description with LM, or draft new job description if it is a new role	**4** • HR to post vacancy on recruitment sites and LinkedIn
5 • CV screening process: Based on min qual, experience and industry fit	**6** • Create a shortlist matrix of cv's	**7** Draw up interview questions (CBI)	**8** Schedule interviews
9 Conduct Final candidates for last payslips and ITC confirmation	**10** Conduct employment checks (references, ITC)	**11** Engage line manager around final selection for the role	**12** Obtain apporval from the CEO for appointment
13 Draw up appointment documents	**14** Make an offer to the new starter		

6   Risks and Controls Identified

The following risks have been identified and the controls to mitigate these are:

Risk description	Control objective	Control Activity	Process Reference
Equity restrictions	Positions bonded for equity may reduce the span of suitably qualified candidates	For critical and scarce skills, HR director has the discretionary decision to recruit out of the equity restrictions.	N/A
Nepotism	The recruitment of friends and family may	Employees may refer friends and family for roles. However, all candidates will go through a	N/A

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Risk description	Control objective	Control Activity	Process Reference
	create bias in the recruitment process	competency based interview process, with applicable scores for the best candidate.	