**HUMAN RESOURCES POLICY AND PROCEDURE**

**RECRUITMENT AND SELECTION PROCEDURE**

1. **RECRUITMENT AND SELECTION POLICY**
   1. **PURPOSE**

The purpose of this document is to outline the relevant guidelines, policies and procedures that are applied in order to achieve the required staff goals of Settlers Park Retirement Village, whilst ensuring compliance with legislative and ethical requirements governing Recruitment and selection

* 1. **STATEMENT**

Settlers Park retirement village strives to appoint and develop people with potential at all levels of the business, drawing skills available from within the relevant labor market. Candidates will be selected for appointment in accordance with their competence to fulfil the inherent job requirement, without having regards to arbitrary discrimination factors such as race and gender.

Settlers Park strives to have its labor force reflect the demographic composition of society at large or specific market, but also taking into consideration the special skills required for particular positions

Career development of existing employees is of paramount importance and internal candidates will be given first consideration for job appointments and only when it is considered that a suitable internal candidate is not available nor found to meet the specific requirements of the position, will an external candidate be appointed.

Settlers Park Retirement Village aims to eliminate all forms of unfair discrimination in the recruitment and selection of candidates and in order to facilitate this, the procedures laid out in this policy must be strictly adhered to.

* 1. **OBJECTIVES**

The main objective of this policy is to ensure that the most suitable candidates are selected for vacant positions. In order to achieve this objective, it is important that all parties involved in the recruitment and selection process have a clear understanding of the requirements of the position to be filled and the desired skills, qualifications, experience and behavioral attributes required of the job incumbent

The objectives of the recruitment and selection process are:

* + 1. To attract competent, talented individuals and to fill vacant positions with the best qualified candidates
    2. To ensure that a fair, transparent and evidence based process is followed
    3. To eliminate bias and prejudice in the recruitment and selection process
    4. To comply with all related Labor Legislation
    5. To safeguard Settlers Park retirement Village against unnecessary litigation expenses
    6. To ensure that the correct documentation is completed for employees
    7. To ensure consistency with all employee transfers
  1. **POLICY SCOPE**

The recruitment and selection policy applies to:

* + 1. All permanent vacant positions within Settlers Park retirement Village
    2. Full – time and part-time employees (half day and two third day employees) who are regarded as permanent employees
    3. Temporary employees who have a applied for permanent vacancies within Settlers Park Retirement Village

* 1. **ROLES AND RESPONCIBILITIES**
     1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) is responsible for drafting and updating the policy in line with the Settlers Park Retirement Village human resources strategy
     2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) within the specific business units are responsible for the implementation of the recruitment and selection policy as well as ongoing advisory support to line managers
     3. It is the line managers responsibility to ensure compliance with the policy throughout the recruitment and selection process
  2. **RELATED POLICIES**

This policy must be read in conjunction with the following Settlers Park Retirement Village Human resource policies:

* Employment Equity Policy
* Disability Policy
* Employee relations policy
* Induction Policy
* Travel policy

The following principles of recruitment and selection should be considered:

* + 1. **Substantive and Procedural Fairness**

All candidates must be given a fair opportunity for selection and all parties involved in the recruitment process must ensure that recruitment and selection procedures are substantively and procedurally fair

* **Substantive Fairness** 
  + The criteria for job performance must be clear and relevant for the inherent requirements of the position being offered
  + Recruitment and selection techniques utilized must be relevant to the job-related criteria
  + A candidate’s ability and potential to do the job should be considered. Whilst decisions will be made partly on qualifications and experience, it is important that a candidates “capacity to acquire within a reasonable period of time the ability to do the job” is also considered in terms of the Employment Equity Act 7.1.2
* **Procedural Fairness**
  + Unfair exclusion or inclusion of certain candidates or groups of candidates should not occur
  + Equal opportunity of access to positions should prevail and be ensured
  + Candidates should be interviewed in fair and objective manner, bearing in mind the needs of the job and the business unit.
  + Interview and selection processes should result in fair selection decisions.
    1. **Employment Equity**
* Line managers are required to discuss Employment Equity plans with the relevant heads of department to ensure alignment with to Settlers Park retirement Village’s staffing and Employment Equity strategies
* The employment equity act is intended to lead to representative diversity at all levels and hence the need to rectify previous imbalances through various activities including recruitment and selection practices and procedures. While Settlers Park Retirement Village selection procedures aim at treating all candidates fairly and equally, previously disadvantages groups (i.e. Africans, Colored’s , women and persons with disabilities) will play a major role in filling vacancies in accordance with group transformation strategies and applicable targets
* People with disabilities on shortlists will be given preference above other candidates, in line with the Groups Employment equity (EE) Strategy and Code of Practice around disability as long as it would not impose an unjustified hardship on the business of Settlers Park retirement Village. All appointments will be made in accordance with Settlers Park retirement Village Employment Equity Strategy
  + 1. **Discrimination**

Discrimination refers to the treatment taken towards or against a person of a certain group in consideration, based solely on class or category

* **Race discrimination**

Employees may not discriminate against internal or external candidates on racial grounds i.e. on grounds of color, race, nationality or ethnic origin

* **Gender Discrimination**

Discrimination on the grounds of gender, marital status and family responsibility (including pregnancy) is not permitted.

* **Other forms of Discrimination**

Apart from the above, discrimination on the grounds of age, disability, sexual orientation, religion, political beliefs or opinions, languages and/or culture is not allowed

* 1. **Definitions**

**Cost per hire:** means the cost of recruiting new employees, including advertising costs, cost of interviewers time spend, cost of administrative time spend etc.

**Competencies**: are a set of behaviors that encompass skills, knowledge, abilities, and personal attributes that, taken together, are critical to successful work accomplishment.

**Discrimination:** refers to the treatment taken toward or against a person of a certain group in consideration, based solely on class or category. Discrimination is the actual behavior towards another group. It involves excluding or restricting members of one group from opportunities that are available to other groups.

**Employee:** The Labour Relations Act defines an employee as: any person, excluding an independent contractor, who works for another person and who receives, or who is entitled to receive, any remuneration; and any person who in any manner assists in carrying on or conducting the business of an employer

**External recruitment:** means the recruitment process whereby the position is advertised outside of Settlers Park Retirement Village.

**Finder’s Fee (employee introduction fee)**: means a fully taxable incentive paid to employees who introduce candidates for recruitment for specialist categories.

**Headcount:** means the inventory of the current workforce and current jobs in the structure.

**Internal recruitment:** means recruitment of employees within Settlers Park Retirement Village and not open to individuals outside the Group.

**Nepotism**: Nepotism can be defined as favouritism / preferential treatment shown by someone in power towards relatives and friends, especially in appointing them to positions within the Company with direct reporting lines.

**Part Time employee:** means an individual who works reduced working hours as agreed by Settlers Park Retirement Village and the individual.

**People with disabilities:** are defined as people having a long term or recurring physical or mental impairment, which substantially limits their prospects of entry into, or advancement in employment.

**Permanent employee:** is an individual who is employed until the employment relationship is terminated by the employer or employee. A permanent employee may be full-time or part-time.

**Probationer:** is a permanent employee who serves the first three months of employment to allow for assessment of skills, abilities and compatibility.

**Recruitment and selection**: means those activities which are undertaken in order to attract, select and retain sufficient job candidates who have the necessary competencies and traits to fill the position requirements and to assist the organisation in achieving its objectives.

**Reference checking:** means a method used to verify information about the candidates employment history, education and training, behavioural patterns, job title, salary and any other information that is crucial before finalising an appointment.

**Relatives and family members:** are defined as an individual related to another person or the person's spouse. This includes: an individual’s spouse or life partner, own, step or adopted children, parents, parents-in-law, biological brothers or sisters, legally adopted brothers or sisters, own grandparents and own grandchildren. Extended family members such as niece, nephews etc. are **also included in this definition.**

**Targeted Selection Interview:** is a method used to evaluate an individual’s competencies based on past behaviour, in order to ensure that the right person is hired for the given job.

**Vendor:** means a supplier of any goods or service. For the purpose of this policy, a vendor is a supplier of possible candidates for recruitment purposes.

* 1. **The Recruitment Process**
     1. **Language medium** 
        1. The language medium for business during the entire recruitment process is English
        2. Vacancy advertising, application forms , communication during the interview process, employee risk assessment , offer letters and contracts of employment will be communicated in English
     2. **Participation in the recruitment and selection process**
        1. Candidates must be given sufficient opportunity to avail themselves to participate in the different elements of the recruitment and selection process
        2. Candidates who do not make themselves available must be informed in writing that the process will continue without them, thereby ensuring that the business impact is minimised
        3. The following will apply to employees who are on leave
  2. Statutory Annual Leave: It is the responsibility of the individual to enquire about vacancies advertise or to make necessary arrangements with individuals in the work environment to obtain this information
  3. Any leave other than statutory provisions for annual leave (e.g. study leave, sick leave, maternity leave etc.): The individual takes accountability for advising his/ her direct line manager that he or she may aspire to and provides contact information where vacancy information can be forwarded in his/ her absence
  4. Where employees who are facing retrenchment request to be considered for positions across the organization, responsibility rests with the human resources manager to ensure that the relevant information is available
  5. Internal staff who apply for vacant positions with in Settlers Park Retirement Village are required to inform their direct line managers at point of application. Failure to inform the relevant direct manager will automatically disqualify the individuals application
     1. **Staff Requisition Form** 
        1. A staff requisition form must be completed and signed off by the relevant line manager for all vacant, new or temporary positions.
        2. The recruitment process will commence once the staff requisition is authorized by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
     2. **Job Advertisements**
        1. A job advertisement must indicate the job specifications required for a specific position (role title, location, reporting structure, closing date, role summery, role function and responsibilities, qualifications, experiences, inherent job requirements)
        2. All adverts must be signed off by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(position)
        3. The below clauses must be included on all adverts
           1. Settlers Park Retirement Village is an equal opportunity employer. The Villages approved Employment Equity Plan and targets will be considered as part of the recruitment process aligned to the Employment Equity Strategy. Settlers Park retirement Village actively support the recruitment of people with disabilities
           2. Please note that in line with Settlers Park retiremet Villages recruitment and selection policy, failure to inform your line manager will automatically disqualify your application
           3. In the event of any physical or psychological limitation that may impair an individual’s ability to perform the job function, the employee must consult the employer for reasonable accommodation

1. Consideration must be given to ensure that a wide audience is reached in the most cost effective manner
   * 1. **Internal recruitment** 
        1. All vacancy advertisements must be sent out internally within Settlers Park retirement village. It is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) responsibility to bring current Settlers Park retirement Village vacancies to the attention of current employees.
        2. Communication regarding new appointments, transfers, promotions and terminations of employees is distributed to the group via \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Medium) (weekly/ monthly)
        3. A cash incentive or Finder’s fee is paid to employees who introduce successful candidates to the company. This will be subject to certain rules and categories of employees as indicated in detail below:
           1. A finders fee applicability will be clearly marked on the staff requisition form and internal advert
           2. The core focus of this initiative will be the recruitment of the following categories of staff:
           3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
           4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
           5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
           6. (List specific positions that are challenging to recruit or have specialized skills)
           7. All the categories that fall outside the above identifies job titles must be motivated and approved by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
           8. The following positions are excluded from participating in the incentive program, unless approved by \_\_\_\_\_\_\_\_\_\_(Position)
           9. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
           10. (Usually, people exempt are management, HR, other positions involved in the recruitment and selection process)
           11. The Finders fee for the recruitment of specialist categories of staff will be as follows:
           12. After 3 months: R\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
           13. After 6 months: R\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
           14. Staff members referring applicants for applicable positions are required to personally forward the application to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position). \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Said position) is required to clearly indicate on the Curriculum vitae which particular staff member referred the curriculum vitae for consideration. Curriculum Vitae submitted directly to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) will not be eligible for participation in the incentive program.
           15. Family referrals will be permitted and normal Finders fee procedure will be followed which entitles the employee to receive a cash incentive for the referral of a family member.
           16. Should the candidate be successfully appointed, the employee is required to complete a Finders Fee Form within 14 working days of the applicant commencing service and forward it to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) for processing
           17. The Finders fees will not be payable for the recruitment of staff already working at Settlers Park retirement Village, internal transfers within Settlers Park retirement Village, casual employees, temporary employees or fixed term contracts
           18. After 3 months service, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) is required to arrange for the approval of the Finders fee form and submit it to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) for processing and payment of the first amount
           19. After 6 months service the HR department is required to arrange for the approval of the Finders fee form and submit it to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) for processing and payment of the last amount
           20. The Finders fee will be paid as an incentive bonus through the payroll and will be fully taxable
           21. The Finders fee will be forfeited if any candidates CV has already been received by the group through external agents
           22. Due to stringent audit processes, any non-compliance with respect the above will result in the exclusion of the recruiter in claiming the Finders fee.
     2. **External recruitment** 
        1. Settlers Park retirement Village reserves the right to advertise vacancies externally simultaneous to the position being advertised internally
        2. The current preferred service provider for media advert placement is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Name resource). The service provider must be contracted directly for the placement of media adverts
        3. Employment agencies on the approved vendor list may be contacted should other sourcing methods prove unsatisfactory
        4. The list of preferred vendors is available at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Location)
        5. The job title listing will provide guidance as to the categorizing of positions into those that qualify as scared skills and those that do not. Positions categorized as scarce skills can be filled using a recruitment agency where necessary. For the use of agencies outside of this categorization, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) approval will be required prior to solicitation of candidate.
   1. **The Selection Process**
      1. **Job applications and short listing** 
         1. Candidates are required to complete and sign the Settlers Park Retirement village application form and submit a detailed Curriculum vitae to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) who will be responsible for initial screening
         2. All unsolicited applications received must be replied to and given direction regarding other application and career opportunities within Settlers Park Retirement Village, if any.
         3. In order to be considered for positions at Settlers Park Retirement village, all applicants are required to have a minimum Grade 12 or equivalent National Qualifications Framework (NQF) Level 4 qualification
         4. In line with the Settlers Park Retirement Village Employment Equity and Disability Strategy, provision s made for the recruitment of suitable individuals who are not in possession of a valid Grade 12 or equivalent NQF level 4 qualification. In these instances, it is the responsibility of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) to ensure that the relevant qualification is attained post-employment and within a specified period of two years from the date of commencement of employment
         5. The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) is responsible for finalising and discussing a short list with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
         6. Reasons for not short listing candidates must be recorded on the Settlers Park Retirement Village application form or on the Curriculum vitae
         7. All shortlists should be aligned to the Settlers Park Retirement Village Employment Equity and Disability strategy
         8. Unsuccessful candidates must be notifies by means of a regret letter within one month of finalization of the vacancy
      2. **Target selection Interviews**
         1. Short listed candidates who meet the inherent requirements of a position are to be contacted for an interview by \_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
         2. Interviews and final selection will be carried out by \_\_\_\_\_\_\_\_\_\_\_ (Position) together with \_\_\_\_\_\_\_\_\_\_\_ (Position).
         3. A declaration of interest form must be signed by all interviewing panel members to ensure that there is no conflict of interest with a candidate which may impact on the recruitment process.
         4. Interviews are conducted using the Targeted Selection method of interviewing, whereby candidates are assessed specifically on the inherent requirements identified for each position within Settlers Park Retirement Village,
         5. During the interview process, a candidates potential to acquire and develop the necessary experience within a reasonable period of time should be considered.
         6. The selection panel members are required to declare any conflict of interest prior to the start of the recruitment process
         7. Subsequent to the interview, the interviewers are required to evaluate the candidates responses and record the interview ratings on the interview guide. All documentation must remain with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) for record purposes
      3. **Employee Risk Assessment**
         1. All employee risk assessment will be undertaken by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) The employee risk assessment will include reference checks, document verification, (e.g. qualification and employment check), credit and criminal checks where required
         2. The checks undertaken must be relevant to the inherent requirement of the position which the candidate is being considered for
         3. Competency based reference checks will be used to verify facts ad will be conducted, with written consent of the candidate, after the interview
         4. A minimum of two reference checks must be obtained from recent and current employers, prior to an offer of employment being made to a candidate
         5. In the case where approval for reference checking from the candidates current employer was not obtained, the offer of employment will be subject to “satisfactory references” being obtained to verify material representations made by the candidate in his/ her application
         6. Where permission to obtain reference checks has not been obtained from the candidate’s current employer due to risk within current role, references must be obtained upon acceptance of offer or commencement of employment. Settlers Park Retirement Village reserves the right to withdraw the offer should the reference checking process undertaken prove unsatisfactory. Candidates must be informed of the above process during the resourcing process as well as in the offer letter
         7. A minimum of two references checks must be obtained prior to an internal appointment / transfer being confirmed. At a minimum, one of these must be completed with the employee’s current direct line manager.
         8. Based on the inherent job requirements, criminal and credit checks should be carried out prior to appointment in accordance with South African Law and Settlers Park Retirement Village policy. Criminal and credit checks are only conducted with the written consent of the candidate. The positions listed below are identified as risk posts requiring Criminal and Credit checks:
      * Security guards,
      * drivers,
      * All financial positions,
      * Receptionists
      * All management positions
      * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position)
      * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position)
      * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position)
        1. No offer of employment will be made to internal or external candidates if the employee risk assessment process is not completed
        2. The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_( Position) and \_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) are responsible for mitigating risk relating to the confidentiality of results obtained from the risk assessment process
      1. **Psychometric assessments** 
         1. The current preferred service provider for psychometric assessment is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Provider)
         2. Psychometric assessment options for specific positions are available from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
         3. Psychometric assessments may be conducted for candidates who have been short listed after the interview process is complete
         4. Assessment results remain confidential and feedback is integrated with other information sources and is linked directly to the inherent requirements of the job. Assessment reports should not be given to candidates
         5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) is responsible for the scheduling of all assessments
         6. The use of psychometric testing or other testing must be consistent, objective and credible to avoid disappointment and ensure equity of the process. If one candidate is tested all other candidates on the short list must be tested
         7. Assessment tools selected for senior and executive positions must be approved by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
      2. **Medical testing**
         1. While medical examinations will not be used as a method of selection, Settlers Park Retirement Village reserves the right to undertake such testing / examinations if it is justifiable in terms of employment conditions and/or the inherent requirements of the job
         2. No testing is permitted to ascertain the HIV status of a candidate.
      3. **Declining Candidates**
         1. Standardised regret letters must be utilized for declining unsuccessful candidates. Standardised regret letter templets are available from the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position).
         2. All candidates who have forwarded an application for a position at Settlers Park Retirement Village must receive a regret letter.
         3. These must be retained on file for a minimum period of one year.
         4. Candidates may only be rejected on the basis of the inherent requirements of the job or the Settlers Park Retirement Village Employment Equity Policy.
   2. **The Engagement Process**

When the interviewing process has been concluded, a suitable candidate selected and an offer of employment made and accepted, management and the employees are to agree on a date that the employee will commence employment. Management is required to inform the relevant department’s accordingly.

* + 1. **Letter of offer**
       1. The \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) is responsible for providing a letter of offer after the interview and employees risk assessment process is completed and a suitable candidate selected. A letter of offer templet is available from \_\_\_\_\_\_\_\_\_ (Position)
       2. All job offers will be made in writing and must be signed by candidates who have been successful for specific positions
       3. The period of validity of the offer will be specified on the letter of offer. Job offers are however not valid for longer than seven working days
       4. The signed letter of offer must be placed in the employees personnel file.
    2. **Contract of employment**
       1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) is responsible for providing a contract of employment to employees within the first week of employment A contract of employment template is available from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
       2. All contracts of employment must be made in writing, signed by the authorised signatory and the employee.
       3. Each page of the contract of employment must be initialed by the authorised signatory and the employee.
       4. Conditions of employment are specified in the contract of employment. The employee is referred to the complete spectrum of Settlers Park Retirement Village’s company policy and procedures that are available in hard copy form from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
       5. The signed contract of employment letter must be placed in the employees personnel file and a copy provided to the employee
    3. **Job descriptions**
       1. Employees are required to sign a job description for their respective positions upon commencement of employment. A job description template is available from \_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
       2. Job descriptions must be reviewed annually in \_\_\_\_\_\_\_\_\_\_ (month) during the performance-based discussion process. Any changes must be documented and signed off by the employee and \_\_\_\_\_\_\_\_\_\_ (Position).
       3. The signed job description must be placed in the employee’s personnel file and a copy provided to the employee
       4. It is the responsibility of \_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) to ensure that the job description is updated should the role requirements of the position change. The revised job description must be signed by the employee and placed in the personnel file.
  1. **Pre – employment and post-employment documentation for permanent employees**

It is the responsibility of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) to ensure that an employee personnel file is opened for new employees and is updated regularly.

The following documentation is required prior to the employment of a permanent employee. A pre-employment checklist is available from \_\_\_\_\_\_\_\_\_\_\_\_\_ (Position).

* + 1. **Pre-employment checklist**
* Staff requisition forms signed by authorised signatories
* Job advert
* Settlers Park Retirement village application form completed and signed
* Curriculum Vitae
* Target selection Interview guides
* Certified copies of Identification documents
* Certified copies of qualification certificates
* Certified copies of original Professional Membership certificate (where applicable)
* Copies of most recent pay slip
* Certified copy of valid work permit ( where applicable)
* Copy of driver’s license and / or PDP license ( where applicable) and a signed indemnity form to indemnify the company against all traffic violations
* Background checks
  + Two reference checks
  + Qualification checks
  + Credit checks(where applicable)
  + Criminal checks ( where applicable)
* Psychological Assessment (where applicable)
* A medical certificate that a candidate living with disabilities is able to perform the work required
* Signed letter of offer
* Transfer form ( where applicable)
* Declaration of outside interest form ( where applicable)
  + 1. **Post-Employment Checklist**
* Acceptance of letter of appointment signed and initialed by Settlers Park Retirement Village authorised signatories and the employee.
* Signed job description
* Pension / provident Funds
  + Certified copy of beneficiary’s IDs
* Employee banking details
* Medical aid membership form (where applicable)
* A completed and signed EEA1 form of employees living with disabilities
* SARS tax reference Number
* Performance worksheet and balanced score card (where applicable)
* Signed copy of a three month probation form completed and signed by the Head of Department / line management (where applicable
  1. **The Probation Process**
     1. All new employees will be placed on a three-month probationary period. This enables:
        1. The employee to assess whether he/she enjoys the work environment and opportunities provided by Settlers Park Retirement Village
        2. The manager to assess whether the employee meets the requirements of the position and is compatible with the environment
     2. Probation only applies to new employees and not in respect of promotions or internal transfers
     3. The employer must set and communicate the required standard against which the employee is to be measured
     4. The employer must provide regular feedback. Based on gaps identified, appropriate instruction, training, guidance or counselling should take place
     5. The decision to terminate the services of a probationer must comply with all the required for procedural and substantive fairness
     6. A dismissal on procedurally and substantive fair grounds can take place at any stage of the probationary period and the level of substantive fairness for probationers must be seen as the same as that for permanent employees
     7. A probationer has a legitimate expectation of permanent employment, subject to the probation process, which will materialize where the period of probation expires without specific and written indications to the contrary.
     8. The following probation process must be followed for all employees
        1. In the first week of employment the line manager is required to discuss the probationer’s responsibilities. This involves the clarification of the Key Result Areas (objectives and requirements) in terms of the Performance worksheet
        2. In the second month of employment the line manager is required to facilitate a review discussion with the probationer where applicable. It is at this point that the Key Result Areas and objectives are translated into a Balance Score Card format. The inherent requirements are explored and opportunities for development are highlighted.
        3. A copy of the performance worksheet reflecting successful completion of the three month probation period must be sent to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) for retention
        4. Should performance gaps be identified, a follow-up must be set. If it is evident that the employee is not able to fulfill the performance criteria, the incapacity procedure must be followed
        5. In the event of misconduct, (work habits like sleeping on duty, poor timekeeping, absenteeism) the disciplinary procedure must be followed.
  2. **The termination Process**
     1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) is responsible for conducting a face-to-face exit interview with all staff prior to termination date. An exit interview template is available from \_\_\_\_\_\_\_\_\_\_\_\_\_(Position)
     2. External suppliers utilized to complete exit interview surveys must be registered as Settlers Park Retirement Village provider.
  3. **Record keeping and storage of Information**
     1. Based on Legislative requirements, it is necessary for companies to keep a complete set of records pertaining to the recruitment and selection of employees. This is especially important should Settlers Park Retirement Village be required to prove non-discrimination against an individual
     2. The selection process should be documented as evidence that all selection decisions were based on objective criteria
     3. The complete record of each employee must be kept including the rationale behind the selection decision. Records should be kept for external candidates who were short listed but not successful and for employees who apply for a transfer or a promotion
     4. Records should be kept for a minimum period of one year from the date of making the selection decision
     5. Personnel files must be kept in archives for a period of five years after termination of the contract of employment and may thereafter be destroyed.
  4. **Confidentiality of Information**
     1. To ensure confidentiality of candidate information, recruitment and selection related information is available only to the relevant selection panel and supporting team
     2. All recruitment and selection related information including the application for a position, interview and background checks should not be disclosed to any third party
  5. **Vendor Management**
     1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) , \_\_\_\_\_\_\_\_\_\_\_\_\_(Position) and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) are responsible for the accreditation, negotiation and approval of preferred vendors
     2. Settlers Park retirement Village’s preferred vendors are required to sign Terms and conditions of service for all permanent placements. Sign-off of contracts must be completed by the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) and \_\_\_\_\_\_\_\_\_\_ (Position). A copy of the Terms and Conditions of Service is available from \_\_\_\_\_\_\_\_\_\_(Position)
     3. Temporary , fixed term and Locum placement rates will be negotiated at site level with Settlers Park Retirement Village approved suppliers
     4. Should the services of a vendor be required to source for positions that prove difficult to fill, the vendor must be a Settlers Park Retirement Village accredited provider unless approved by \_\_\_\_\_\_\_\_\_\_\_ (Position).
     5. The vendor list will be reviewed on a three yearly basis as per the agreed terms and Conditions of service. A copy of the Vendor list is available from \_\_\_\_\_\_\_\_\_\_(Position)
     6. Only vendors who are able to assist with scarce skills positions and on approval from \_\_\_\_\_\_\_\_\_\_\_\_\_\_(Position) will be included on the vendor list, during the course of the year
     7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Position) is responsible for payments resulting from the placement of a candidate through a preferred vendor.
  6. **Volunteer Services Management**

Volunteers are defined as people who provide a service within Settlers Park Retirement Village for which they are not remunerated in any form.

* + 1. Settlers Park Retirement Village recruits, trains and supports volunteers to enable the organization to maximize the contributions they make to the relevant business units and the achievement of its objectives
    2. Settlers Park retirement Village Public Liability Policy covers all the persons working within Settlers Park retirement Village and included volunteer worker
    3. Volunteer services are applicable to staff, residents, \_\_\_\_\_\_\_\_, volunteers and prospective volunteers
    4. Volunteers are recruited based on the needs of a specific business unit and the services provided
    5. Students who volunteer to gain practical experience in their field of studies may be considered at the discretion of management.
    6. Where an application is received, a thorough background check must be undertaken, as in the case of permanent employees.
    7. Two reference checks or testimonials are required. These must be verified by \_\_\_\_\_\_\_\_\_\_(Position)
    8. A volunteer application form must be completed and a certified copy of the volunteers ID placed on file
    9. A volunteer may be required to go through an orientation program and attendance of training must be recorded on file
    10. Volunteers are required to sign the Volunteers Contract of Engagement. In this the role of the volunteer and reporting structure will be set out in writing and discussed at the orientation phase, before the volunteer commences service
    11. Sign-off of the contracts must be completed by the \_\_\_\_\_\_\_\_\_ (Position) and \_\_\_\_\_\_\_\_\_\_\_ (Position). A copy of the Volunteer contract of engagement is available from \_\_\_\_\_\_\_\_\_\_\_\_\_ (Position).
    12. All permanent staff within the business must be made aware of the role of the volunteer. It must be emphasized that they may not be asked to do task beyond what is in the agreement
  1. **Nepotism**
     1. Nepotism refers to the appointment of a relative or family member where a reporting relationship exists between the Manager and another member of the same family
     2. The appointment of a relative will only be considered where:
        1. The recruitment procedure has been adhered to, and the relative or family member / candidate is deemed the best person for the job, based on the inherent requirements of the position
        2. Authorization is obtained from the \_\_\_\_\_\_\_\_\_\_\_\_(Position)
     3. No exception, however, will be made in the following circumstances
        1. when one member of the family is responsible for making decisions regarding personnel matters such as appointments, promotion, retention, or salary of another member of the same family or extended family
        2. When one family member is responsible for supervising, directing, evaluating, or influencing the evaluation of, the work of another member of the same family or extended family
        3. When other situations may exist that place members of the same family or extended family in circumstances of actual or reasonably foreseeable conflict between the interests of Settlers Park Retirement Village and the interests of the family members.
  2. **Branding and Marketing initiatives**
     1. All recruitment-related branding and marketing initiatives including career exhibitions are streamlined through \_\_\_\_\_\_\_\_\_\_\_\_(Position)
  3. **Internal Transfers**
     1. Internal Transfers of employees will be allowed provided that the individual has been in his/ her current position for a period of 1 year
     2. Employees who consider a transfer prior to the one year period in their current position are required to obtain a consent form from their direct line manager prior to applying for vacant positions within Settlers Park Retirement Village
     3. If a transfer is approved, this must be signed off by \_\_\_\_\_\_\_\_\_\_\_\_(Position)
     4. The needs of the business and the needs of the employer in respect of career development are to be taken into account when considering internal movement initiatives
     5. Exceptions to one year time frame will be made where the individual is of strategic resourcing interest to Settlers Park retirement village and / or with relevant management consent to the movement
     6. It is preferable that transfers are effected form the first of each month. Should a transfer be approved, the transfer date of the employee will be on the mutual agreement of the managers concerned. The employee may be required to serve one months notice before the transfer is affected
     7. Salaries offered to staff members during internal transfers, whether a lateral move or increase, is at the discretion of \_\_\_\_\_\_\_\_\_\_\_(Position)
     8. The employee file containing all personnel information must be requested by the receiving line manager prior to transfer
  4. **Acting Allowance**
     1. An acting allowance is only applicable should an employee assume duties which are at a grade above the normal grade of responsibility
     2. The employee must act in the relevant position for a minimum of two weeks to be considered for an acting allowance
     3. The employee will be reimbursed with \_\_\_\_\_% of Rate of Pay per month
     4. Where an employee performs duties which are at the same grade of responsibility as the employees current role, the allowance amount will be at the discretion of the line manager
  5. **Job Rotation**
     1. Job rotation refers to the transfer of a permanent staff member to a different position within Settlers Park retirement Village for a predetermined period of time.
     2. Job rotation is intended to provide staff with exposure to different areas of the business thereby increasing knowledge, motivation, and morale
     3. Consideration of Job rotation should form part f the staff performance development process
     4. The period of the rotation, salary and grade must be discusses and signed off by the employee and line manager
     5. Job rotation opportunities are only applicable to permanent staff
  6. **Recruitment Costs**
     1. The cost of external recruitment is budgeted for at the beginning of the financial year. This budget should be monitored monthly and expenses in excess of the budget approved by \_\_\_\_\_\_\_\_\_\_\_\_\_(Position) prior to committing to any recruitment costs
     2. ‘Cost per Hire’ must be taken into consideration when selecting the most appropriate recruitment method.
  7. **Breach**
     1. Any instance of breach of the recruitment and selection policy which comes to Settlers Park retirement village attention, will be investigated and where appropriate, will be considered under the respective disciplinary code which may lead to dismissal

* 1. **References**
* The Constitution Act 200 of 1993
* The Labour Relations act 66 of 1995
* The Employment Equity Act no 55 of 1998)
* The Promotion of **Equality** and Prevention of Unfair Discrimination **Act**, 2000 (PEPUDA or the **Equality Act**, **Act** No. 4 of 2000
* The skills Development Act 97 of 1998
* The Basic Conditions of Employment Act 75 of 1997