

RECRUITMENT POLICY AND PROCEDURE

Approved by the IkamvaYouth board on *(18 November 2016)*



IKAMVAYOUTH

THE FUTURE IS IN OUR HANDS

1. PURPOSE

- 1.1. As a highly successful and growing organisation, IkamvaYouth recognises that people are the most valued resource. The continued success of our programme depends primarily on our ability to attract and retain key talent that fulfils our requirements as an organisation and promotes teamwork.
- 1.2. This Recruitment Policy is designed to provide a clear and simple process to assist managers in selecting the right person for the job and to ensure equality of opportunity for all applicants. This involves recruiting people based on the inherent requirements for the position as well as the organisation.
- 1.3. The intention is also to provide employees with career advancement opportunities through the recruitment and selection process and this will ensure that high potential employees have an opportunity for career progression within the organisation.

2. GUIDING PRINCIPLES

The recruitment and selection process will be guided by the following principles:

- 2.1. Equal employment opportunity – the criteria for employment shall be non-discriminatory, and all applications shall be treated fairly and equally.
- 2.2. Transparency – the recruitment and selection process shall be clear and transparent to all applicants.
- 2.3. Compliance with legislation and good practice – recruitment and selection shall comply with the relevant employment legislation in South Africa.
- 2.4. Reliability – any assessments, tests or tools used in the recruitment and selection process must be reliable.
- 2.5. Validity – any assessments, tests or tools used in the recruitment and selection process must be fair and valid.
- 2.6. Alignment – recruitment and selection processes must be aligned to other IY policies and procedures.
- 2.7. Cost effectiveness – the most cost effective approach shall to be considered in sourcing candidates.
- 2.8. Talent management – awareness of employees with potential and encouragement of internal applications is essential for employee development and retention.
- 2.9. Fair access – all IY vacancies shall be advertised to allow fair access to IY position.
- 2.10. Employment of local citizens is strongly encouraged so that the organisation can be staffed predominantly by the citizens of the country.
- 2.11. All other principles and processes relating to recruitment and selection shall be implemented as defined in this policy.

3. STEPS TO BE FOLLOWED IN THE RECRUITMENT PROCESS

Identifying a Staffing Need

- 3.1. A vacancy may occur either as a result of the creation of a new position or staff movement. A vacancy may be identified as part of the human resources plan of the department, or may arise as an unplanned operational need.
- 3.2. Every vacancy which arises due to a termination or internal staff movement, provides an opportunity to shift funds to a different priority. So before requesting that an existing vacancy be advertised, the line manager should consider whether there is any greater need to which the funds could be transferred.

Compiling a Job Description

- 3.3. Once a vacancy occurs or is created and needs to be filled, the line manager shall establish the requirements of the position and submit the job description to the HR Manager.
- 3.4. In the job description the line manager shall define the purpose and key performance areas of the position, as well as the minimum requirements of the job such as educational qualifications, legal requirements, knowledge, previous work experience, technical skills, and other competencies. Organisational and additional requirements, such as the ability to travel, also need to be highlighted.
- 3.5. Where there is an existing job description, the line manager must verify that it remains relevant to the future needs of the organisation.
- 3.6. The line manager and the HR Manager shall confirm the information on the job description and agree on the content of the job advertisement.
- 3.7. Key and additional requirements must be weighed against organisational requirements and market availability in relation to the final hiring decision.
- 3.8. Screening criteria for applications, such as minimum educational qualifications, previous work experience and other factors linked to inherent job requirements must be established in advance. The screening criteria must be based on the minimum job requirements.

4. SOURCING OF APPLICANTS

- 4.1. Various methods for sourcing applicants may be utilized.
- 4.2. Multiple recruitment sources may be used at the same time depending on the nature of the vacancy, the available budget and the urgency to fill the position.

Advertising

- 4.3. As a general rule, positions shall be advertised internally first, unless otherwise determined by management.
- 4.4. The content of advertisements shall be non-discriminatory and in line with legislation and best practice. Any knowledge, skill or attribute that is an inherent requirement of the job shall not constitute discrimination.

- 4.5. Where vacancies are advertised externally, the line manager and HR Manager will decide on the most effective medium for advertising the position, taking into account the target market and the allocated budget.

Advertising the Vacancy

- 4.6. The HR Manager shall initiate the process of sourcing applicants. This includes, but not limited to, preparing the job advertisement, creating an email address for receiving electronic response to the advertisement, confirming that the address has been created and ensuring that the position is advertised internally.
- 4.7. Internal advertisements shall remain open for a minimum of 5 working days from date of publication.
- 4.8. Where the recruitment plan includes sourcing applicants externally, the HR Manager shall ensure that the advertisement is placed on the Careers Portal on the organisation's website.
- 4.9. Other methods of sourcing applicants externally include:
 - Word of mouth/ referrals / networking
 - Recruitment agencies
 - Newspapers
 - External websites

5. INTERVIEWS

- 5.1. Recruitment and selection shall take place against set and defined criteria to ensure transparency and elimination of unfair discriminatory practices.

The following shall be adhered to:

- 5.2. Competency-based interviews shall be conducted using specific guides for specific positions.
- 5.3. Appropriate practical assessment shall be used in assessing candidates where these are practical and will add value.
- 5.4. Reporting lines, subject matter expertise, cross cutting responsibilities and diversity shall be considered in selecting an interview panel.
- 5.5. One-on-one interviews may be conducted for management positions.

Preparing for Interviews

- 5.6. The HR Manager is responsible for all the logistics linked to the selection process, including:
 - contacting applicants and the assessment panels to set up interviews and other assessments, ensuring availability of all parties.
 - booking interview rooms
 - preparing interview packs for each member of the panel and providing them to panel members 24 hours prior to the interview/assessment process
 - Identifying appropriate subject matter experts, in consultation with the line manager
 - facilitating the assessments

- 5.7. The interview panel shall include the following members:
 - The hiring line manager
 - The HR Manager or nominee
 - A member of a cross-cutting department (where appropriate)
 - An additional subject matter expert (where appropriate).
- 5.8. The hiring manager and HR Manager are responsible for drawing up an Assessment Guide (which shall include both an interview guide and appropriate practical assessments), in line legislation and Recruitment Policy.
- 5.9. The Assessment Guide shall form part of the interview pack with the relevant job description, applicant's CV.

6. SELECTION OF CANDIDATES

- 6.1. The selection of candidates shall be based on the relevant inherent job requirements i.e. minimum educational qualifications, knowledge, previous work experience, technical skills, competencies, and other legal, job related and organisational requirements. Decisions shall be taken considering a basket of input, including the CV (qualifications and history), performance in the interview, performance in any practical assessment and the reference check. The panel's decision is final, which is also guided by IY's democratic principles.

7. VERIFICATION OF APPLICANTS

- 7.1. The applicant's details shall be verified by the HR Department, prior to employment of that applicant.
- 7.2. Verification of applicants shall be aligned to the inherent job requirements and be conducted in line with the employment legislation.

Verification Checks

- 7.3. Where required, the HR Manager shall obtain permission from the applicant prior to conducting any verification checks, as well as any additional checks that have been identified as appropriate during the process. Verification checks shall include Reference and Credential checks.

Reference Checks

- 7.4. Reference checks must be related to the inherent job requirements.
- 7.5. References shall be conducted by the relevant HR Manager or line manager and shall be taken telephonically where possible and via email where telephonic reference checking is not possible.
- 7.6. Permission must be sought from the applicant to take references from current employer or from referees not listed on the applicant's CV.
- 7.7. At least 2 recent references must be taken on each applicant from the people to whom that applicant reported directly.

- 7.8. In order to obtain a valid reference, it is essential to include a verification check on the referee as part of the process. This can either be done via their website/ the internet, or via the HR Department / switchboard for that organisation.
- 7.9. Details regarding the relationship of the referee and the applicant also need to be confirmed via a reliable source, such as the HR Department / contact in that organisation.
- 7.10. Credential Checks
- 7.11. Relevant credential checking will be performed on successful applicants prior to making an offer.
- 7.12. Credential checking shall be conducted by the HR Manager using an external specialist service provider.

Credential checks may include:

- 7.13. ID verification
- 7.14. Qualifications
- 7.15. Criminal checks (compulsory)
- 7.16. Credit checks (if applicable to the job)
- 7.17. Driver's license (if applicable to the job)

8. OFFER OF EMPLOYMENT

- 8.1. A written offer of employment shall be made in accordance with the Remuneration Policy and other relevant policies of the organisation. The offer shall be valid for a period stipulated in the offer. Acceptance of the offer must be confirmed by the signature of the applicant.

9. COMMENCEMENT OF EMPLOYMENT

- 9.1. Where it is necessary for an employee to commence work prior to completion of the relevant checks, the offer shall be conditional and subject to the positive outcome of the relevant checks. This should only happen in exceptional circumstances.
- 9.2. Should material details fail the verification check, the contract shall be terminated with immediate effect.

10. MISREPRESENTATION

- 10.1. Corrective action shall be taken in terms of the Disciplinary Code and Procedure of **IY** where it is found that the candidate has misrepresented himself / herself during the recruitment and selection process.

11. REGRETTING UNSUCCESSFUL APPLICANTS

- 11.1. External applicants who have been interviewed and all internal applicants must be advised as to the outcome of their application. Where required, HR shall provide detailed feedback to the applicants regarding their applications.

Regretting Unsuccessful Applicants

- 11.2. Once the successful applicant has accepted the offer, the HR Manager is responsible for sending a letter of regret to unsuccessful external applicants who have been interviewed and all internal applicants.
- 11.3. An opportunity for more detailed feedback will be provided for both successful and unsuccessful short-listed applicants if requested. The onus, however, rests on the applicant to seek such feedback.

12. INDUCTION AND ORIENTATION

- 12.1. HR will hand over to Internal communications department who is responsible for handing over the induction process to the line manager, who will use the Induction Checklist as a guideline until the induction process has been completed.
- 12.2. The line manager is responsible for arranging the departmental induction of new employees, including liaising in advance with IT to arrange all necessary equipment prior to the start date.

13. PROBATION

- 13.1. The purpose of probation is to give the line manager an opportunity to evaluate the employee's performance before confirming the appointment.
- 13.2. All IY employees shall be subject to a probation period from 3 - 6 months, which may differ from job to job according to the time it takes to determine the employee's suitability for continued employment in that particular role. This period may be extended up to a maximum of 12 months, where deemed necessary.
- 13.3. During the probationary period, the employee's performance should be assessed on a regular basis.
- 13.4. A line manager should give an employee reasonable evaluation, instruction, training, guidance or counselling in order to allow the employee to render a satisfactory service.
- 13.5. There should be a clear plan, with set out times for meetings and feedback as well as any training.

- 13.6. If, during this period, the line manager determines that the employee's performance is below standard, the employer should advise the employee of any aspects in which the employer considers the employee to be failing to meet the required performance standards.
- 13.7. If the line manager believes that the employee is incompetent, the employer should advise the employee of the respects in which the employee is not competent.
- 13.8. The line manager shall provide support that is appropriate to the particular position occupied by the employee.
- 13.9. The line manager may either extend the probationary period or recommend the dismissal the employee after complying with all requirements of this policy.
- 13.10. The period of probation may only be extended for a reason that relates to the purpose of probation. The period of extension should not be disproportionate to the legitimate purpose that the line manager seeks to achieve.
- 13.11. If the line manager chooses to recommend dismissal, the process set out in the Policy on Performance Improvement and Incapacity due to poor performance shall be followed, from Clause 6.