

**FORT COX AGRICULTURE AND FORESTRY TRAINING INSTITUTE**

*Fort Cox Agricultural Training Institute policies will be recorded on the institutional policy catalogue, will be available at the library and on the institute’s website (<http://www.fortcox.ac.za/policies/>) which will be regularly updated. As it is important to provide critical information such as when the policy was introduced, what it aims to achieve and who has a responsibility for its implementation and review, the council meeting of [Date] agreed that all new institution-wide policies be presented in a standardised format as follows:*

**TITLE: Recruitment and Selection Policy**

**POLICY PARTICULARS**

DATE OF APPROVAL BY CHAIRPERSON OF COUNCIL: .....

COMMENCEMENT DATE: 01 September 2017

REVIEW DATE: At least every three years, next review is 31 August 2020

RESPONSIBILITY:

- IMPLEMENTATION & MONITORING: Principal, Human Resources together with Managers/Supervisors
- REVIEW AND REVISION: Human Resources in consultation with the Unions and Managers/Supervisors

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## 1. Introduction

- (a) The legal mandate of the Institute necessitates that employees with appropriate sets of professional, general and specialised competencies are recruited from the widest pool of talent reflecting the South African society at large in order to ensure that the Institute realises its vision of becoming the leading centre of learning in sustainable agriculture and forestry education and training in Southern Africa.
- (b) As the Institute's spectrum of strategic priorities is likely to extend in response to government and industry needs, including the demand for specific and sometimes critical and scarce skills that is dynamic.
- (c) The Institute is, therefore, committed to a demand and needs driven and administratively sound recruitment practice and process and/or retention of employees where diversity, in all its elements, is used as a strength in order to derive maximum benefit from employees' personal commitment to meet the Institute's strategic and operational business imperatives.

## 2. Purpose of policy

The purpose of this document is to:

- (a) provide a strategic institutional policy in order to ensure that the Institute has the leadership and technical human resource capital to achieve strategic and operational objectives.
- (b) provide general principles on how to fairly recruit high calibre individuals qualified to perform as expected and fit into the Fort Cox culture and environment.
- (c) facilitate effective and efficient recruitment processes while ensuring that recruitment decisions are aligned to the Institute's Employment Equity (EE) plans, values and objectives.

## 3. Definition of terms

The following term definitions are used in this document within the context of application of this policy:

- a) **Competency test:** A set of exercises in a controlled environment to establish the competence of a candidate to solve problems and situations of a strategic and operational nature.
- b) **Designated groups/historically disadvantaged groups:** Blacks (African, Coloured and Indian), women and people with disabilities.
- c) **Disabled person:** A person suffering from a physical intellectual and or sensory impairment, medical condition or mental illness, which may be permanent or transitory in nature.
- d) **Employee:** An applicant who applies for a vacant position/s and/or already in the employ of Fort Cox.
- e) **Recruitment:** A process of searching for prospective and suitable employees, stimulating and attracting them to apply for available jobs, with the view of selecting and appointing them based on their suitability.
- f) **Secondment:** A process of placing an employee at the disposal of another department/ section for a stipulated period of time.
- g) **Selection:** A process of interviewing, evaluating and choosing the most suitable candidate for a specific job and selecting an individual for employment based on certain criteria.

#### 4. Objectives

The main objectives of this policy are to provide measures and processes to realize the following.

- (a) To recruit and select the human capital necessary to achieve the Institute's mandate.
- (b) To attract a qualified and competent pool of applicants so that the best candidate can be selected.
- (c) To ensure that the applicants get assigned to right positions and remain with the Institute.
- (d) For a flexible integrated approach to source the required human resource capital.
- (e) To retain current human capacity to ensure excellent organisational performance and continued service delivery.
- (f) To ensure that the whole process is objective and effective.
- (g) To ensure that all role players implement the policy consistently, as outlined.

#### 5. Principles

The following principles underpin the policy:

##### (a) Fairness

Non-discrimination on the basis of race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

*NB: discrimination on the basis of race and gender is not unfair if aimed at enhancing employment equity targets.*

##### (b) Equity:

All candidates shall be measured against the same objective criteria with due regard to the need for diversity and representativeness.

##### (c) Transparency

The following confidential written records shall be easily accessible: selection criteria used in short-listing applicants for the position, assessment scores of individual applicants and the basis of the decision taken by a selection panel.

##### (d) Merit

Selection on merit is fundamental in ensuring the recruitment and the appointment of the highest calibre applicants in the Institute. It is vital to ensure that the person selected among applicants is best suited for the post on the basis of skills, knowledge, experience, competencies, abilities and personal attributes and the need to achieve a representative and diverse workforce.

##### (e) Inherent requirements of the post

The following information shall be used in determining the suitability for short-listing of applicants: competencies acquired through past experience, training received and learning potential.

## **6. Legislative framework**

This policy is informed by the following legislative and policy frameworks that include, amongst others:

- (a) The Constitution of the Republic of South Africa, 1996;
- (b) The Labour Relations Act 66 of 1995;
- (c) The Employment Equity Act 55 of 1998;
- (d) The Basic Conditions of Employment Act 75 of 1997;
- (e) The Skills Development Act 97 of 1998;
- (f) The Occupational Health and Safety Act 85 of 1993;
- (g) The Promotion of Access to Information Act 2 of 2000;
- (h) The Promotion of Administrative Justice Act 3 of 2000;
- (i) The Archives and Record Service of South Africa Act 43 of 1996;
- (j) The Employment Services Act 4 of 2014;
- (k) The Identification Act 68 of 1997;
- (l) The Immigration Regulations of 2014;
- (m) The Refugees Act 130 of 1998;
- (n) The South African Citizenship Act 88 of 1995; and
- (o) The Immigration Act 13 of 2002.

## **7. Scope of application**

This policy applies to:

- (a) The recruitment, selection and appointment to the Institute of candidates for employment;
- (b) The recruitment of candidates for possible employment in the Institute; and
- (c) Those who have the responsibility to implement this policy.

## **8. Policy measures**

- (a) It is expected that the Institute's Principal shall determine the Institute's organisational structure in terms of its core and support functions, and engage in HR planning with a view to meeting the resulting human resource needs.
- (b) The Institute may, depending on the nature of the work to be performed, recruit and employ an employee on a permanent or temporary (contract) basis either full-time or part-time.

### **8.1. Recruitment**

All vacant funded posts may be advertised.

#### **8.1.1. Creation of posts and approval**

- (a) The recruitment process shall begin with the identification of a need to create or fill in a particular position.
- (b) The Manager/ head of section/ department shall submit a written request to the human resources section.
- (c) In order to be considered, the request must be accompanied with:
  - i. A detailed job description and job specification;
  - ii. A brief explanation of the context of the post to be filled, including the existing employee's profile of the Institute; and
  - iii. The Institute's employment equity plan.
- (d) The HR Manager, in consultation with the Manager/ Head of Section/ Department, determine whether the request is integral with the institutional strategic plans and for final approval by the Principal.

### **8.1.2. Recruitment sources**

The following are the recruitment sources that may be considered:

#### **8.1.2.1. Internal sources**

- (a) The Institute shall follow and encourage a practice of promotion from within as far as possible.
- (b) All advertisements shall be posted on notice boards for a period of two (2) weeks.
- (c) Internal adverts shall be used as a source of recruiting Institute employees only.
- (d) The Institute employees shall also be informed of existing vacancies via the e-mail and notice boards.

#### **8.1.2.2. External sources**

- (a) Depending on the nature of the vacancies and labour market trends, the following external sources may be employed:

##### **8.1.2.2.1. Recruitment/ employment agencies (talent/skills databases)**

- (a) Recruitment agencies may be used to assist the Institute to headhunt people for posts where critical and/or scarce skills are demanded, provided that they comply with the prescribed recruitment procedures of the Institute.
- (b) These agencies shall act as intermediaries between the Institute and applicants.
- (c) The Institute notifies the agency about the vacancies.
- (d) The agency then shall recruit the applicants and undertake preliminary selection.
- (e) The Institute shall take over the final selection.
- (f) Occupational level and the skill demand shall be taken into consideration when deciding on the use of employment agencies.

##### **8.1.2.2.2. Pro-active head-hunting**

- (a) Headhunting used in conjunction with the normal advertising of vacancies, (i.e. candidates could be requested to apply for the advertised position so that no expectations are created), where-after the normal interview process will apply.

##### **8.1.2.2.3. Re-active head-hunting (critical/scarce talent/skills search)**

- (a) A Manager may only resort to re-active headhunting if an attempt has been made to fill a vacant post by advertising it in the national media.
- (b) This implies that the post would have been advertised to reach the broadest target market.
- (c) This method of recruitment may be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as recruiting candidates from historically disadvantaged groups.
- (d) This strategy shall be pursued when the Institute or division knows about a candidate with special skills and the potential to successfully fill certain Managerial and technical positions.
- (e) The candidate should be someone who is already successfully employed by a competitive organization or tertiary institution.
- (f) Such candidates shall be subjected to the same screening and selection process as other applicants.

##### **8.1.2.2.4. Internal mobility (rotating employees on the same level)**

- (a) The Institute may rotate an employee to a vacant post on the same level in order to enhance organisational effectiveness and/or multi-skilling of employees (in consultation with the employee).

#### **8.1.2.2.5. Advertisements**

- (a) Advertisements in newspapers [local and national media] and professional magazines shall be the most widely used source.

#### **8.1.2.2.6. Advertising of posts**

The Manager/ head of section/ department must submit on the advertisement form:

- (a) A draft of the advert of the vacant or new position to the HR Manager ten (10) working days prior to the proposed date of placement of the advert in the media;
- (b) A job description;
- (c) Approval for the filling of the position;
- (d) Confirmation of availability of funds;
- (e) The HR Manager shall liaise with the Manager/ head of section/ department regarding the compilation and editing of the advert, proposed date of placement and choice of media;
- (f) For local press/ media a response-handling period of three (3) weeks from the date the advert was placed on the media may be allowed;
- (g) For national press advertising a response-handling period of three (3) weeks from the date the advert was placed on the media may be allowed;
- (h) A position may be re-advertised when there is no and /or poor response from the labour market;
- (i) Approval to re-advertise such a position should be obtained from the Principal; and
- (j) All adverts must comply with the requirements of the labour relations act, employment equity act and other relevant labour laws.

#### **8.1.2.2.7. Media selection**

- (a) Depending on the targeted labour market and availability of talent, advertisements may be placed on local and/or national newspapers.
- (b) The recruitment method chosen must ensure equal opportunities to all, including people from the designated groups.

#### **8.1.3. Transfer**

- (a) A funded vacant post in the Institute may be filled (before being advertised), through the transfer of an employee to that vacant post on the same level within the Institute in order to enhance organisational effectiveness, multi-skilling and/or career enhancement of employees (in consultation with the employee and relevant supervisors/ Managers).
- (b) A transfer can either be employee-initiated or employer-initiated; in both instances, the request must be supported and motivated for in writing by the employee/employer.
- (c) If it is employee-initiated, approval must be obtained from the Principal; if it is employer-initiated, consent from the affected employee should be sought or be proven that the transfer is at the best interest of the Institute and approved by the Principal.

#### **8.1.4. Secondment of staff**

- (a) An employee may be seconded to another department/section for a period of time if such a move is in the best interest of the Institute and aimed at improving capacity and efficiency of the receiving department/ section.
- (b) The relevant employee, supervisors and Managers shall be consulted for their concurrence.

- (c) The relevant employee shall be issued with a letter to inform of all the conditions of the secondment (i.e. period of secondment, performance agreement and performance assessment matters, as well as leave and salary matters).
- (d) All secondments shall be approved by the Principal.
- (e) The post the employee occupied in the department/ section cannot be filled on a permanent basis while the incumbent is on secondment.

#### **8.1.5. Recruitment of people from designated groups**

- (a) The human resource plan and employment equity plan shall inform the recruitment and filing of vacant posts to meet the set targets of people from designated groups (people with disabilities, women and Blacks: African, Coloured And Indian/Asians).
- (b) The HR section will liaise with organisations working with people with disabilities aimed at their recruitment.
- (c) The relevant job advert(s) placed, shall clearly indicate which post(s) are earmarked for people from designated groups.
- (d) Candidates with a disability will, as a general rule, be shortlisted if they comply with the advertised requirements.

#### **8.2. Selection process**

- (a) The Institute shall seek to ensure that the selection process is free of unfair discrimination by appointing selection committees that are as broadly representative as possible.
- (b) The nature of the post being filled will determine the composition of the selection committee.
- (c) It is a precondition that members of selection committees have sound knowledge of the provisions of the labour legislation.
- (d) One selection committee shall serve in the short-listing and interviewing of candidates.

##### **8.2.1. Size and composition of selection committee**

- (a) The selection committee shall be made up of a minimum of three (3) members who are appointed by the Principal.
- (b) All selection committees shall include one (1) representative of a recognized union.
- (c) The composition of all selection committees shall be facilitated by the HR Manager in consultation with the recruiting Manager.
- (d) All selection committees shall be constituted in writing by Principal for filling of all vacant positions of the Institute.
- (e) The process for filling the position of the Principal shall be handled by the council.

##### **8.2.2. Pre-screening of applications**

- (a) If applications received by the HR section are more than 30 (thirty) for one position, HR must perform pre-screening of all applications using the minimum inherent job requirements as per the advertisement.

##### **8.2.3. Shortlisting of applicants**

- (a) Immediately after the closing date the HR section should prepare a register of all applicants, a summary of their particulars, qualifications and experience.
- (b) The Recruiting Manager/ Chairperson of the selection committee shall give a brief overview about the following:
  - i. The job description of the position;
  - ii. The advertisement; and
  - iii. Information on the equity plans of the Institute.
- (c) The selection committee, as convened, shall meet to:
  - i. Screen all applicants received for the post advertised;

- ii. Scrutinize candidates' letters of application, application forms, and CV's;
- iii. Applications shall be rated in accordance with the set criteria;
- iv. Shortlist those applicants who fulfill the agreed criteria for appointment as per the advertisement;
- v. A minimum of 3 (three) and a maximum of 5 (five) candidates may be shortlisted for one vacant position;
- vi. Only in exceptional cases where the selection committee may be allowed to shortlist a number of candidates that are below the specified minimum and/or above the specified maximum and such cases must be motivated by the Chairperson of the Selection Committee and approved by the Principal;
- vii. Employment Equity Targets and requirements of the Institute shall be applied during the short listing process in order to assist the Institutes in achieving its Employment Equity goals in line with the approved Employment Equity Plan; and
- viii. The scribe from the HR section shall record the proceedings of the meeting.

#### **8.2.4. Conducting interviews**

- (a) The selection committee must assess the candidates against a set of explicit job-related criteria.
- (b) The chairperson of the selection committee has the responsibility to ensure that all the procedures are in compliance with the Labour Relations Act, Employment Equity Act and other relevant labour laws.
- (c) Selection criteria may include two phases of assessment:
  - i. Practical and competency based assessments; and
  - ii. One-on-one structured interviews.

#### **8.2.5. Preparation of selection tools and assessments**

- (a) The selection committee must prepare a set of standard questions which will be put to each candidate as well as the number of follow-up / clarifying questions each member is allowed to ask.
- (b) All selection assessments shall be prepared on the morning of the actual interview date.
- (c) All candidates shall be subjected to the same process and same selection tools and assessments shall be applied in a fair, consistent and equitable manner.

#### **8.2.6. Selection committee recommendations**

- (a) All candidates shall be rated in accordance with the agreed scoring criteria.
- (b) All individual selection committee members scores shall be tabulated and summed up to give an overall performance score of each candidate.
- (c) As a general rule, preference will be given to the candidate with the highest overall performance score.
- (d) In making recommendations, selection committees shall consider overall performance score, required skills set and employment equity requirements
- (e) Recommendations of the selection committee shall be by consensus, but where consensus cannot be achieved; the recommendation of the Chairman shall be final, provided that all other serious objections or contrary views were noted in the minutes.
- (f) After interviews, the recommendation of the selection committee should be submitted through the HR Manager to the Principal for approval.
- (g) The HR representative/ scribe shall record the proceedings of the interview and the recommendations of the selection committee.

#### **8.2.7. Reference checking**

- (a) The HR section will ensure that, as a general rule, the reference check report will form part of the interview process, failing which, the same will be made available before any job offer is made.

## **9. Role players and their responsibilities**

### **9.1. Human Resources shall:**

- (a) Be policy owners and custodians advocating for proper implementation of all policy measures.
- (b) Provide line Managers with advice concerning the prescribed measures: on shortlisting; the use of selection instrument; the composition of selection panel to; amongst other thing ensure the inclusion of appropriate expertise and to ensure objectivity during the interview.
- (c) Ensure that the post has been job evaluated before advertising and is advertised in the appropriate media.
- (d) Ensure that applications for a post are properly received and recorded.
- (e) Assist relevant Manager and selection panel members to shortlist, draft scoring grid and set up the interviews.
- (f) Invite shortlisted applicants for interviews and request them to bring original certificates of qualifications to the interview.
- (g) Provide panel members with relevant documentation (i.e. agenda, copies of CV's and scoring grid).
- (h) Attend the interviews in an advisory capacity, be a panel member and act as scribe.
- (i) Ensure the verification of qualification(s) of nominated applicants (where it is practically possible)
- (j) Ensure the vetting of nominated candidates are conducted (where it is practically possible)
- (k) Draft submission to obtain approval of the recommendation for the nominated applicant(s) appointment and attach the selection panel's motivation and scoring grid to the submission.
- (l) Do at least two reference checks with regard to the nominated applicant(s).
- (m) Send regret letters to shortlisted applicants who were not successful, after the successful applicant has assumed duty.

### **9.2. Relevant Recruiting Manager shall:**

- (a) Complete and submit a request form for initiating a recruitment process.
- (b) Prepare and submit an updated job description/ job profile to HR in order for the draft advertisement to be developed and designed.
- (c) Quality assure and endorse the final draft advertisement before publishing and send to HR to advertise.
- (d) Shortlist applicants together with approved interview and selection panel members and the assigned HR representative within 2 months of the closing date of the advertisement.
- (e) Conduct interviews within 3 months of the closing date of the advertisement.
- (f) Ensure that the panel is post-appropriate.

### **9.3. Recognised Trade Unions**

Unions shall:

- a) be represented in all selection processes.
- b) observe fairness and legal compliance of all selection processes.
- c) report any irregularities relating to recruitment and selection processes to the Principal.

- d) maintain confidentiality of the process.

#### **9.4. Selection Committee members**

These shall:

- (a) Ensure compliance with the policy provisions.
- (b) Assist the Institute in selecting suitable, qualified and competent candidates to fill vacant and advertised positions.
- (c) Report any irregularities relating to recruitment and selection processes to the Principal.
- (d) Maintain confidentiality of the process.

#### **10. Grievances and Disputes**

- (a) The procedures for resolving grievances and disputes, which may arise as a result of decisions taken during the filling of a post, shall be dealt with by following the Institute's dispute resolution procedures.

#### **11. Monitoring and Evaluation**

- (a) The HR representative, as well as any other person who becomes aware of any irregularities (i.e. nepotism, favouritism etc.), in terms of the implementation of this policy must report such irregularities to the chairperson of the selection panel and to HR Manager, as soon as it occurs.
- (b) The person to whom such an incident is reported must immediately investigate the occurrence of such an irregularity and report the findings in writing to the Principal.
- (c) All applications, schedules and submissions regarding the filling of advertised posts must be kept in a safe place in the HR registry for record keeping and audit purposes.

#### **12. Reporting**

- (a) The Vacancy management report to Council, Executive Management, Middle Management, Unions, Skills Development Committee and Employment Equity Committee shall be made available on quarterly basis.
- (b) Updated staff profile in relation to level, race, gender and disability must be made available to all recruitment and selection committees.

#### **13. Conclusion**

- (a) HR should communicate the policy, as well as all the related documentation to all employees of Fort Cox Institute.
- (b) HR must ensure through training sessions that all employees in the organisation are updated on the new policy.

#### **14. Policy reviews**

- (a) This policy will be reviewed every 3 (three) years in consultation with all relevant stakeholders, from the date of implementation, to determine whether they will contribute to the achievement of the overall objectives of Fort Cox Institute, unless there are other valid reasons for an earlier review.

**15. Approval**

This policy has been developed through a consultative process, and the following stakeholders were represented:

**Signed:**

\_\_\_\_\_  
**NEHAWU Chairperson: Fort Cox Branch**

\_\_\_\_\_  
**Date:**

\_\_\_\_\_  
**PSA Chairperson: Fort Cox Branch**

\_\_\_\_\_  
**Date:**

\_\_\_\_\_  
**Fort Cox Institute Representative**

\_\_\_\_\_  
**Date:**

\_\_\_\_\_  
It is recommended that the Institute’s Principal and Chairperson of Council approve this policy for implementation with effect from 01 September 2017:

**Recommended/ Not Recommended**

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**Dr PJ Masika**  
**Principal: FCC**  
**Date:** \_\_\_\_\_

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**Policy Approved/ Not Approved**

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**Dr F Lategan**  
**Chairperson of Council: FCC**  
**Date:** \_\_\_\_\_

