



# **RECRUITMENT, SELECTION AND PLACEMENT POLICY**

**Policy No.:** HR Manual:01

**Effective Date:** 29 March 2021


**Revised Date:** 29 March 2021

**Electronic File:**



## APPROVAL OF POLICY

The signatories hereof, being duly authorised thereto, by their signatures hereby authorise the execution of the work detailed herein, or confirm their acceptance of the contents of this Policy and authorise the implementation/adoption thereof, as the case may be, for and on behalf of the parties represented by them.

Name and Position	Date	Signature
<b>Ms TE Mawebele</b> <b>Acting Chairperson of the Board</b>	<b>29-03-2021</b>	



## TABLE OF CONTENTS

1.	Purpose of the Policy.....	4
2.	Objectives of the Policy.....	4
3.	Scope of the Policy.....	4
4.	Principles.....	5
5.	Applicable Legislation .....	5 – 6
6.	Definitions .....	6 – 7
7.	Identifying position and Recruitment Process.....	7
8.	Advertisement.....	7 – 8
9.	Headhunting.....	8
10.	Pre-selection Process .....	9 – 11
11.	Shortlisting Process .....	11 – 12
12.	The members of the Selection Panel.....	12 – 13
13.	Functions and duties of the selection panel.....	13
14.	Interviews of candidates by Selection Panel .....	14 – 15
15.	Competency assessment.....	16
16.	Enforcement rules .....	16
17.	Monitoring and Evaluation .....	16
18.	Policy Review.....	17
19.	Amendments.....	17
20.	Approval .....	17
21.	Annexure – Prescribed Application for Employment Form .....	18



## **1. PURPOSE OF THE POLICY**

- 1.1 The recruitment, selection and placement process of Candidates and Employees must be done in a justifiable, equitable, transparent and fair manner.
- 1.2 To attract, select and appoint the best suitable talent and promote a diverse workforce thereby making MRTT an employer of choice.
- 1.3 To ensure the career advancement, within MRTT, of Employees;

## **2. OBJECTIVES OF THE POLICY**

- 2.1 To ensure that the recruitment and appointment of employees is based on the relevant skills, experience and educational qualifications and is aligned with the applicable legislation and MRTT's policies and procedures.
- 2.2 To ensure that professional methods and techniques of personnel provision are utilised and adhered to by MRTT and in accordance with provisions of relevant legislation.
- 2.3 To identify and provide in a cost effective manner a pool of job applicants who are qualified to perform a particular job.
- 2.4 To ensure that MRTT is adequately staffed and that recruitment is conducted in a fair and objective manner.
- 2.5 To attract and retain right people, with right skills, at the right time, in right positions and at the right place.

## **3. SCOPE OF THE POLICY**

- 3.1 This Policy is applicable to all Employees and Candidates.



#### **4. PRINCIPLES OF THE POLICY**

- 4.1 Candidates shall not be unfairly discriminated against.
- 4.2 Confidentiality shall be maintained during recruitment, selection and placement of Candidates. Breach of confidentiality from any panel member and observers shall be treated as a misconduct.
- 4.3 Positions shall be advertised internally and externally. Qualifying Candidates shall be shortlisted and be given a fair opportunity to participate during the interview process and other relevant selection methods.
- 4.4 Filling of positions on fixed term contract, casual and temporary basis **not** exceeding 3 months will be filled through MRTT's database which shall be maintained on annual basis through advertisement. This includes positions of Practitioners, artisans, and general workers. Practitioners may only be recruited from the database on emergencies like when there is resignation, death or when a project is urgently funded by external bodies like UIF, DOL where there has not been adequate time given to advertise. Candidates shall be sourced from the database, shortlisted, interviewed and appointed in accordance with this Policy.
- 4.5 Candidates shall be appointed in positions appropriate to their vocational skills, competencies, and abilities, unless otherwise indicated in this Policy.

#### **5. APPLICABLE LEGISLATIVE**

- 5.1 This Policy shall be read in conjunction with the following legislation, where applicable:-
  - 5.1.1 Labour Relations Act No. 66 of 1995, as amended;
  - 5.1.2 Basic Conditions of Employment Act No. 75 of 1997, as amended;



5.1.3 Employment Equity Act No. 55 of 1998, as amended; and

5.1.4 Skills Development Act No. 97 of 1998, as amended.

## 6. DEFINITIONS

6.1 Unless the context of this Policy indicates otherwise, words denoting the masculine gender also include the feminine gender and any reference to the singular shall include the plural and vice versa. The following terms shall have the meanings assigned to them hereunder and cognate expressions shall have corresponding meanings: -

6.1.1 “**Candidate**” refers to the applicant that the panel have screened and verified to be suitable for an interview;

6.1.2 “**CEO**” means the Chief Executive Officer of MRTT;

6.1.3 “**Employee**” means any person who is employed by MRTT either permanent or at a fixed term exceeding a period of three months who receives or is entitled to receive any remuneration from the entity;

6.1.4 “**HR Sub-Programme**” means the Human Resources department;

6.1.5 “**Line Manager**” means the manager the Employee is directly reporting to, and “**Supervisor**” shall have a corresponding meaning;

6.1.6 “**MRTT**” means the Mpumalanga Regional Training Trust, a non-profit company, bearing registration number: 1993/006132/08; “**the Company**” and/or “**the Employer**” shall have corresponding meanings;

6.1.7 “**Policy**” means this document including all annexures and, schedules;



6.1.8 “**Trade Union Representative**” means an elected representative of a registered trade union, or of two or more registered trade unions acting jointly, within MRTT’s workplace;

## **7. IDENTIFYING POSITION AND RECRUITMENT PROCESS**

7.1 Before the recruitment and selection process can take place, a vacant position must be identified and have funding, within MRTT’s approved organizational structure and approved by the CEO, through means of a written request.

7.2 Once the vacant position has been identified by the Sub-programme Manager, a written request by means of completion of a recruitment authorization form must be completed by the latter, recommended by the General Manager of the Programme, HR will comment if the filling of a post is supported or not supported and submitted to the CEO for approval. The request must confirm that the position is vacant, funded, and a detailed job description must be attached.

7.3 The recruitment of Candidates shall take place in the following manner:

### **7.3.1 ADVERTISEMENT**

7.3.1.1 Advertising of vacant positions shall take place in the following manner. All positions shall firstly be advertised internal for a period of 5 working days. Upon not receiving candidates who meet the requirements, then the advert will go external for another 5 working days:

7.3.1.1.1 local and national newspapers;



7.3.1.1.2 internal notice boards;

7.3.1.1.3 electronic mail sent by HR to the Employees;

7.3.1.1.4 world wide web (through job advertising website);

7.3.1.1.5 social media platforms (where necessary).

7.3.1.1.6 All applications must be submitted on an official MRTT application form which shall be accessible from the entity's website.

7.3.1.1.7 All applications shall be registered at the Records office and stamped using a date stamp. Where a date stamp is not available, the application will be regarded as being delivered late and shall not be considered.

## **7.3.2 HEAD HUNTING**

7.3.2.1 Head hunting can only be used as a recruitment tool when skills are scarce and a senior post needs to be filled. Head hunting can only be done when recruitment has proven unable to attract qualifying candidates for the third time. The CEO shall authorised HR to head hunt candidates who will be subjected to the normal interview process.

7.3.2.2 The Data Base:

7.3.2.2.1 As part of the exit strategy of our own product i.e. learners and artisans who were trained by the entity, when they have successfully completed the training, they shall be registered on the database.





HR Sub-programme and the Technical Training Operations (TTO) and the relevant sub-programme shall use the database to recruit for urgent projects that are coming from sector departments like the Department of Education and Department of Employment and Labour.

Emergency projects are those that does not allow the process of recruitment and selection to unfold as they are meant to address urgent challenges.

7.3.2.2.2 Depending on the availability of our graduates and artisans, they shall be called to provide general labour or semi-skilled or artisan job for that specific period allocated to the project.

7.3.2.2.3 Emergency projects cannot exceed three months unless delays caused by nature or internal processes. In that case, they will not report to work until the situation allows them to resume work.

7.3.2.2.4 As part of realising the return on investment and placement of our product, the opportunity shall be rotated and repetition of the same people is not acceptable.

## **8. PRE - SELECTION PROCESS**

8.1 This will be a function of HR Sub-Programme whereby the HR Officer shall prepare a long list containing all applicants' profile.

8.2 A long list shall be presented together with candidates applications to the Shortlisting Panel to verify accuracy of HR longlist and prepare to conduct shortlisting. Applications



from Candidates must be screened, assessed and shortlisted through a pre-selection process conducted by the HR Sub Programme.

8.2 A longlist shall contain the following data about the candidates:

8.2.1 Gender

8.2.2 Disability status (if nay declaration available on the documents)

8.2.3 Citizenship: non South African citizens must be in possession of a valid work permit;

8.2.4 Curriculum vitae validation and employment record verification;

8.2.5 Identity validation and verification;

8.2.6 Criminal record check;

8.2.7 Qualifications check.

8.2.8 Years of relevant experience

8.2.9 Proof of professional registration (where required)

8.2.10 Location

8.3 Below are the activities that the HR Sub-programme shall discharge only for the candidates who shall be invited for a formal interview.

8.3.1 security clearance;

8.3.2 background verification;

8.3.3 competency assessments:

8.3.4 psychometric testing:



8.3.5 skills tests:

8.3.6 medical testing: Medical testing is not normally required, unless allowed or justified in terms of applicable law, due to the job requirements or in instances where employees, who have retired on medical grounds, seek re-employment;

8.3.7 credit record check;

8.3.8 reference checks to be done only on the invited candidates;

## **9. SHORTLISTING PROCESS**

9.1 Pursuant to the above, the HR Sub-Programme shall provide the members of the selection panel with a list of the pre-selected Candidates together with other relevant information such as the advertisement and CVs.

9.2 The Selection Panel shall comprise of the manager heading the relevant sub-programme or his Supervisor provided the latter is senior than the required position, Subject expert and the official from the same Programme.

9.3 Shortlisting shall be conducted by 3 panel members in the presence of 2 trade union representatives on observers status i.e. 1 from NEHAWU and 1 from HOSPERSA. HR Sub-programme shall always provide secretariat support. Where trade union representatives are not available or one trade union is available, the shortlisting meeting shall proceed.

9.4 A ratio of qualifying candidates who responded to be considered adequate for interview to take place will be at a following minimum ratio:



- For one position, a minimum ratio of 1:4
- For two positions, a minimum ratio of 2:5
- For three positions, a minimum ratio of 3:6
- For four positions and above, the panel shall reach a consensus.

9.5 The selection panel shall then agree as to when it shall conduct interviews with the pre-selected candidates, in line with the purpose and principles of this Policy, and shall inform the HR Sub-Programme of their availability.

9.6 The HR Sub-Programme shall notify the pre-selected Candidates in writing of the date, venue, and time of their interview.

#### **9.7 THE MEMBERS OF THE SELECTION PANEL**

9.8 Selection panel shall be the same as officials who participated in the shortlisting process.

9.9 The chairperson of the shortlisting process shall conclude the process by becoming the chairperson of the selection panel. Where there is just reason for his unavailability, members of the selection panel will elect a chairperson to chair the selection panel.

9.10 Members of the selection panel members must be made up comprise of the following:

9.10.1 line manager, who must be one level above the position being interviewed for;

9.10.2 subject matter expert;

9.10.3 Official from the same Programme;

9.10.4 HR personnel for Secretariat support and advice;



- 9.10.5 Observers (Trade union representatives i.e. the same representatives who participated in the shortlisting process)
- 9.11 The constitution of the selection panel will remain the same until the entire recruitment and selection process has been completed, unless exceptional circumstances exist.
- 9.12 Each member of the selection panel will be required to declare and sign a conflict of interest form for each Candidate; such a declaration of interest form must be provided to each member of the selection panel, prior to the interview.
- 9.13 A member of the selection panel shall be considered to have a conflict of interest in cases there his spouse, children, cousins, siblings, parents and other relatives, friends and significant others are being interviewed.
- 9.14 A member of the selection panel with a conflict of interest shall be excluded from the selection and/or interview process to ensure fairness and integrity.
- 9.15 Where a member of the selection panel has excused himself, a like-for-like alternative panel member will replace the excused member.
- 9.16 When considering the internal applicants and where the minimum ratio cannot be met in terms of qualifying internal employees, HR shall inform those who meet the requirements that the position is advertised externally because of the less number of qualifying applicants internally and they need not apply but shall be screened together with the external candidates.



## **10 FUNCTIONS AND DUTIES OF THE SELECTION PANEL**

10.1 The selection panel must:-

- 10.1.1 ensure that the Candidates meet the requirements as set out in the job description;
- 10.1.2 ensure that Candidates are given the opportunity to put forward their candidature;
- 10.1.3 to conduct interviews in a fair manner;
- 10.1.4 the members of the selection panel must compile and sign minutes relating to the interviews held with the Candidates.

## **11 INTERVIEWS OF CANDIDATES BY SELECTION PANEL**

- 11.1 The members of the selection panel shall conduct interviews in line with the purpose and principles of this Policy.
- 11.2 For a position of a Senior Manager i.e. Chief Financial Officer and General Managers, panel shall consist of the CEO and other two senior officials seconded from the department of education or any of the sister entities.
- 11.3 For a position of a Manager, panel shall consist of the General Manager Corporate Services (Chairperson), the CFO and one General Manager.
- 11.4 For a position of an Accountant and any other Officer position, panel shall consist of the Human Resources Manager and two other Managers.



- 11.5 An interview must be structured, each Candidate must be asked the same questions and undergo the same assessment to ensure collection of data and scoring of candidates as accurately as possible.
- 11.6 The members of the selection panel must minute every interview session. The said minutes will be signed by the members of the selection panel.
- 11.7 The members of the selection panel must be present for the entire interview process, unless exceptional circumstances exist.
- 11.8 The chairperson will facilitate the discussion during which members motivate for their evaluation of each Candidate, and minutes the discussions must be recorded.
- 11.9 Once the interview is concluded, the interviews scores of the members will be calculated and the candidates ranked according to their scores.
- 11.10 For Practitioners (Facilitators) who will be subjected to practical assessment test, the performance shall be determined at 60/40 i.e. 60% theory and 40% practical.
- 11.11 For Artisans who will be subjected to practical assessment test, the performance shall be determined at 30/70 i.e. 30% theory and 70% practical as this category is more on the production sub-programme.
- 11.12 A person with the highest score shall be recommended for appointment. Consensus may also be reached where the principle of employment equity comes in with regards to the targets.
- 11.13 At least two Candidates should be recommended where possible.
- 11.14 An interview report and the list of recommended candidates must be prepared by HR Sub-programme and submitted to the CEO for final appointment.



- 11.15 Once written authorisation of the appointment is received, an employment offer will be made through the HR Sub-Programme and such an offer will be in writing and sent to the successful Candidate.
- 11.16 Appointment of the best candidates is based on the highest score. Where there is a tie of scores, the panel shall consider re-interviewing the two or consider the outcome of the competency results or the results of practical work or the employment equity targets if the position was meant to address the EE targets.
- 11.17 Should the successful candidate declines to accept the offer, the second best candidate shall be considered provided his/her performance score is not lesser than 60% of the candidate one score.
- 11.18 A turn around time of three (3) months is provided for the post to be filled from the date of the advertisement. Should the entity fail to appoint, the post shall be re-advertised.
- 11.19 Regret letters will only be sent to candidates who did not pass the interview.

## **12 COMPETENCY ASSESSMENT**

The best three (3) candidates i.e. who performed well at the formal interview, shall be subjected to Competency assessment only for the positions of Managers, Accountants and Senior Managers.

## **13 ENFORCEMENT RULES**

- 13.1 All persons involved in recruitment and selection of Candidate shall apply this Policy in its totality and any requirement for deviation from this Policy shall be stated in writing and approved by the CEO.






13.2 Deviation from this policy shall be viewed as a breach and, the employee shall be subject to disciplinary action as outlined in the MRTT's Disciplinary Policy.

### 13. MONITORING AND EVALUATION

Programme	Name and Position
Planning and Performance Information	FW Magwandana - Manager

### 14.POLICY APPROVAL AND REVIEW

Name and Position	Date of Review and Approval	Signature
Ms TE Mawelele Acting Chairperson of the Board	29-03-2021	

### 15. AMENDMENTS

15.1 This Policy does not form part of any other document; it replaces and supersedes any previous MRTT grievance policies, procedures or any other similar document.

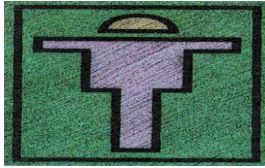
15.2 This Policy shall only be amended, varied or altered in writing. MRTT reserves the right to make such amendments, variations or alterations to this Policy from time to time with written notice of one calendar month being given after proper consultation with the relevant stakeholders.



**MRTT**



Annexure



Mpumalanga Regional  
Training Trust  
**M.R.T.T.**

**Application for Employment Form**

**A. ADVERTISED POST**

Position for which you are applying for (as advertised)	Location:
---	-----------

**B. PERSONAL INFORMATION**

Surname							
Maiden Surname							
First Names							
Date of Birth							
Age							
ID/Passport Number							
Race	A		W		C		I
Gender	Male			Female			
Residential Address							
Postal Address							
Contact Numbers	(Cell): _____ Email: _____				Alternative: _____		
Marital Status	Married			Divorced			
	Single			Widow			
Are you a South African Citizen?	Yes			No			
If no, what is your Nationality							
Do you have a valid work permit?	Yes		No		Expiry Date		
Do you have a disability?	Yes		No		Please Specify		

**C. LANGUAGE PROFICIENCY**

Recruitment, Selection and Placement Policy e.g. English	Languages (Specified)					20
	Speak					
	Read					
	Write					

