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**RECRUITMENT POLICY**

**1. Introduction**

 1.1 The cost of labour represents a significant component of our operating expenses and has a direct impact on the profitability of the Company and each department / business unit. Where possible, this cost should be variable relative to the level of business and in accordance with company policy and procedures.

 1.2 The purpose of this policy is to direct and discipline employment practices to ensure that the objectives of the Company are attained - especially those objectives which related to structural and operational efficiency within the business, the demographic composition of the workforce, and providing equal development opportunities for all our employees.

 1.3 This policy replaces the various policies and procedures previously in place to address the filling of vacancies, preferential re-employment and inter-department transfers and directives relating to employment practices within the Company .

**2. Authorisation to employ**

 2.1 In all instances, the appropriate authorisation to employ must be obtained prior to the appointment of an individual.

 2.2 All appointments require written authorisation of the Human Resources Manager.

 2.3 All recruitment requests must be authorised on the Recruitment Authorisation Form

**3. Procedures for the filling of vacancies internally**

The company has a specific policy that deals with this subject. Please refer to the relevant section of your manual.

**4. Preferential re-employment procedures**

 4.1 There are procedures that apply in all instances where retrenchments may have occurred in an area within the previous six months.

**5. Employment of relatives**

 5.1 It is company policy not to employ relatives of management in the same management unit where such employment could place the employee in a potentially compromising situation. We are concerned about conflict of interest. This should in no way be interpreted as discouraging families from working for the organisation as we have sufficient avenues of employment to place them adequately in positions which would not be compromising to them or the organisation.

 5.2 A management unit perhaps needs defining, and this can best be done by quoting a few examples. We would not employ a wife as an Executive Manager’s secretary when her husband is a manager in one of the Executive Manager’s departments. We would not employ the wife of a Manager in his own department (discipline would be difficult). We would not employ two members of the same family in the accounts department.

 5.3 The purpose of this policy is to avoid problems of morale, discipline, security and other potential conflicts of interest.

 5.4 Should a manager be in any doubt as to whether the employment of the applicant in his/her unit may create a conflict of interest, s/he should refer the matter to the Senior Manager: Corporate Services.

**6. Reference checking**

 6.1 Sound reference checking of applicants prior to appointment can avoid unnecessary and often costly mistakes arising within the business. Primarily, the information contained on an individual's application form can be verified by using references. It is especially important to take note of the correctness of information given on the application form, such as dates of employment with previous employers, salary earned, responsibilities and so on. Previous service records and educational background should be examined very carefully. It is desirable to obtain as many objective facts about the applicant’s previous performance and capability as possible, and to use this information as a starting point for predicting future job behaviour.

 6.2 Management should exercise caution and respect the implications of potential unfair discrimination on the basis of unfounded or unsubstantiated allegations that arise during the course of reference checks being conducted.

 6.3 Company policy requires that all potential new employees complete the company Employment Application Form, and that a minimum of two independent references be consulted to verify the information contained therein.

 6.4. Applicants are required to complete the Consent Form to allow the company to verify the employee’s credentials and employment record. [Reference Checking Forms are contained in the Human Resources Manual]

**7. Employment of ex-employees**

 7.1 The company will not preclude employee’s who have previously worked for the Company from applying for employment - provided that their departure from the Company was as a result of a no fault termination and that appropriate reference checks are conducted into their previous employment with the Company. It is a specific requirement that such individuals declare their previous service with the company when completing their application form. Failure to do so will be considered misrepresentation and may result in disciplinary action which may include dismissal.

**8. Employment of non South African citizens**

 8.1 It is unlawful to employ non South African citizens who are not in possession of the necessary work permits and/or official documentation which entitles them to work legally in this country. Not only is this practice illegal, but such actions place the Company at risk (fines) and prejudices legitimate applications for work permits for individuals whose services or expertise is needed.

 8.2 In all instances, new applications to the Department of Home Affairs and the details of all temporary work permit holders employed within the company must be registered with the office of the Senior Manager: Corporate Services