



# POLICY

## – RECRUITMENT

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document information

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# 1. PURPOSE / SCOPE

- a) The aim of this recruitment policy and procedure is to ensure that a transparent and unbiased recruitment process is followed, in line with the Rand Refinery's business operational and strategic needs, relevant legislation and employment equity targets.
- b) The Recruitment policy and procedure will result in the appointment of the best candidate based on competence and best fit in terms of Rand Refinery values and culture, while also taking the organisation's transformation, diversity and employment equity targets into consideration.
- c) This recruitment policy and procedure will ensure that the organisation attracts high calibre individuals with the appropriate competencies and accelerates the appointment of designated Associates into decision-making and/or developmental positions using a fair and non-discriminatory process.
- d) Associates at all levels are responsible for taking an active role in advancing their careers and to pursue opportunities available relevant to their career aspirations.
- e) Line managers are accountable for the appointment of Associates in accordance with the guidelines stipulated in this policy.
- f) The HR Recruitment team are responsible for providing and facilitating an effective and efficient recruitment practice, process, advice, system and adherence to this policy.
- g) The Manager Recruitment is responsible for educating the hiring managers on the contents of this policy.
- h) The provisions of this policy apply to Rand Refinery for all permanent and temporary vacancies.
- i) All vacancies will be managed through the on-line system "Direct Hire", including all approvals for positions.
- j) The conditions applicable for internal and external recruitment are clarified in this policy document ensuring that the process is transparent and fair.
- k) The provisions of this policy and procedure apply to all permanent and temporary vacancies within Rand Refinery, subject to the applicable legislation of South Africa.
- l) While this policy may not cover every possible situation or eventuality, it establishes adequate parameters for making appropriate recruitment decisions

# 2. RELATED POLICIES AND REFERENCES

For the purpose of this procedure the following references are valid:

- Basic Conditions of Employment Act, No 75 of 1997
- Labour Relations Act, No 66 of 1995, as amended
- Employment Equity Act, No 55 of 1998, as amended
- The Skills Development Act, No 97 of 1998, as amended
- Occupational Health and Safety Act, No 85 of 1993
- Protection of Personal Information Act (POPI)
- Form\_Labour Requisition



### 3. TERMS AND DEFINITIONS

For the purpose of this policy the following terms and definitions apply.

- **ATR** – Authorisation to Recruit
- **B-BBEE** – Broad-Based Black Economic Empowerment
- **GM** – General Manager
- **CV** – Curriculum Vitae
- **Designated Groups** - Black people (Africans, Coloureds and Indians), women and people with disabilities: who are citizens of the Republic of South Africa by birth or decent; who became citizens of the Republic of South Africa by naturalisation before 27 April 1994; or who would have been entitled to acquire citizenship by naturalisation prior to that date.
- **EAP** - Economic Active Population: Includes people from 15 to 64 years of age who are either employed, or unemployed but seeking employment. The EAP demographic represents the employment equity target which should be aimed towards at each occupational level and is published by StatsSA on a quarterly basis.
- **EE** – Employment Equity
- **SHEQ** – Safety, Health, Environment and Quality
- **Exception** - The appointment of an individual who does not fit the determined priority demographic aligned to the EAP target.
- **Fair Discrimination** – According to the Employment Equity Act: Preference given to people from designated groups, i.e. in the implementation of affirmative action. Fair discrimination between individuals should solely be based on inherent requirements of positions.
- **HR** – Human Resources
- **LOA** – Letter of Appointment
- **LRA** – Labour Relations Act
- **OD** – Organisational Development
- **People with Disabilities** - People who have long-term or recurring physical or mental impairments which substantially limit their prospects of entering into, or advancement in employment.
- **Priority Candidates** – Individuals who fits the determined priority demographic and disability status aligned to the EAP target. Priority is determined by comparing the company’s demographic representation, for each of the Employment Equity Occupational Levels, to the EAP targets.
- **PSL** – Preferred Supplier List
- **QMS** – Quality Management System
- **TA** – Talent Acquisition
- **RCM** – Recruitment Management System (Direct Hire)
- **South African Legislation** –
  - Basic Conditions of Employment Act, No 75 of 1997
  - Labour Relations Act, No 66 of 1995, as amended
  - Employment Equity Act, No 55 of 1998, as amended
  - The Skills Development Act, No 97 of 1998, as amended



- Occupational Health and Safety Act, No 181 of 1993
- Protection of Personal Information Act (POPI)

## 4. POLICY SECTIONS

### 4.1. Document Responsibilities

| Departmental Manager   | Process Owner   |
|--|---|
| <p>All Managers shall ensure that they and their subordinates are familiar with the updated documents.</p> <p>Any proposed changes must be reported to the Recruitment Manager, for updates (if required) and signoff.</p> | <p>The Process Owner shall ensure only controlled and current copies of documents are used and distribute documents to relevant personnel whenever updated versions are available.</p> <p>The process owners shall develop procedures based on the outcomes of risk assessments for their work areas.</p> |

### 4.2. Key Principles and Requirement Statements

#### 4.2.1. Rand Refinery Policy Principles

- a) The following principles govern the recruitment process within Rand Refinery:
  - i. **STRATEGIC ALIGNMENT:** The Recruitment policy is underpinned by Rand Refinery’s business imperatives. The recruitment process supports business by ensuring that the right candidate is sourced for the right position at the right time.
  - ii. **INTEGRATION:** The recruitment process is linked to other HR practices such as organisational design, values alignment, learning and development, career and succession management, talent management, recognition and reward as well as Associate relations.
  - iii. **STANDARDISATION:** The recruitment principles and system are standardised across all departments at Rand Refinery.
  - iv. **AFFIRMATIVE ACTION:** Rand Refinery embraces Employment Equity and preference is given to suitably qualified candidates from designated groups to ensure demographic representation in line with Rand Refinery’s Employment Equity (EE) Plan.
  - v. **FAIRNESS, OBJECTIVITY AND CONSISTENCY:** Eligible candidates are considered based on potential and number of factors i.e. experience, qualification, etc. The selection criteria and techniques are reliable, valid and relevant to the position and level of accountability concerned, i.e. they fit the definition of “inherent requirements of the job”.
  - vi. **ACCESSIBILITY:** All prospective candidates are given a reasonable opportunity to become aware of the advertised vacancies and the terms of appointment; and a reasonable time in which to apply.
  - vii. **PREFERENCE TO INTERNAL CANDIDATES:** Internal candidates are considered ahead of external candidates, if they meet the inherent requirements of the advertised position and the appointment satisfies the strategic intent of the organisation.
  - viii. **EMPLOYMENT OF FAMILY RELATED MEMBERS:** Rand Refinery is committed to ensuring fair employment practices and therefore will guard against any form of favouritism or nepotism. For this reason, and to avoid other complicating factors, the recruitment of family members will be permitted on the following conditions: That the position does not exist in the same



department as the referring Associate. That the position does not report to the referring Associate or vice versa. The referring Associate must not have influence in the recruitment process. For all such appointments, prior approval must be acquired before the recruitment process commences, approval must be sought from the GM: Human Resources and the Executive head of the department.

- ix. **EFFECTIVENESS:** Our recruitment processes are cost effective. Multiple methods and techniques will be utilised to ensure that the best candidate is identified for the job at a reasonable cost to Rand Refinery, while ensuring that the methods and techniques do not pose barriers to people from designated groups.
- x. **FEEDBACK:** All applicants who have gone through recruitment process have the right to receive feedback on the outcome of the recruitment process.
- xi. **BEST PRACTICE:** Rand Refinery promotes best practice in recruitment, continuously developing the recruitment practices to allow for innovative ideas and approaches to be incorporated.
- xii. **CONFIDENTIALITY:** All applications received are treated confidentially.
- xiii. **INTERNAL APPLICANTS:** All internal candidates must advise their Line manager of their intent to apply, but this is not mandatory if an Associate has been with their current position for at least 12 months.
- xiv. **ELIGIBILITY TO APPLY FOR INTERNAL VACANCIES:** All internal candidates may apply for vacancies after a minimum of 12 months in their current position and after which period, they may apply and follow the recruitment process.
- xv. **NON-DISCRIMINATORY PRACTICES:** When recruiting it is important to ensure that the recruitment process is free from any bias and discriminatory practices. Rand Refinery will ensure that candidates are not discriminated against on any unfair or unlawful grounds.
- xvi. **PART-TIME AND FIXED-TERM ASSOCIATES** should similarly not be treated any less favourably than permanent staff.

### 4.3. Key Roles and Responsibilities

| KEY ROLES            | RESPONSIBILITIES  |
|----------------------|---|
| <b>HR SPECIALIST</b> | <ul style="list-style-type: none"> <li>▪ Coordinate the end-to-end recruitment process;</li> <li>▪ Responsible for educating the line managers on the contents of this policy;</li> <li>▪ Partners with business;</li> <li>▪ Facilitates kick-off meeting prior to recruitment commencing;</li> <li>▪ Defines sourcing strategies;</li> <li>▪ Builds relationship with candidates and agencies;</li> <li>▪ Guides hiring decision;</li> </ul> |



| KEY ROLES                  | RESPONSIBILITIES   |
|----------------------------|--|
|                            | <ul style="list-style-type: none"> <li>▪ Extends the offer to candidates; and</li> <li>▪ Involved in the onboarding of new hires.</li> <li>▪ Facilitates the administrative onboarding of the new hire.</li> </ul>   |
| <b>LINE MANAGER</b>        | <ul style="list-style-type: none"> <li>▪ Responsible for planning people resources;</li> <li>▪ Manages expert screening;</li> <li>▪ Determines candidates to be interviewed;</li> <li>▪ Makes the hiring decision;</li> <li>▪ Confirms salary details; and</li> <li>▪ Involved in the onboarding of new hires.</li> </ul>  |
| <b>MANAGER RECRUITMENT</b> | <ul style="list-style-type: none"> <li>▪ Confirms budgeted headcount prior to recruitment;</li> <li>▪ Obtains ATR;</li> <li>▪ Conducts interviews (second onwards ideally);</li> <li>▪ Guides hiring decision;</li> <li>▪ Puts together the dummy payslip based on salary details provided;</li> <li>▪ Signs off LOA; and</li> <li>▪ Involved in the onboarding of new hires.</li> </ul> |

#### 4.4. Employment Types

| KEY ROLES                   | RESPONSIBILITIES  |
|-----------------------------|---|
| <b>PERMANENT ASSOCIATE</b>  | <ul style="list-style-type: none"> <li>▪ Permanent Positions makes provision for an Associate to work directly for the employer and paid directly by the employer.</li> <li>▪ This position makes provision for annual leave, sick leave, maternity leave, subsidised health care, assistance to study further and contributions to a retirement plan.</li> <li>▪ Permanent Positions makes provision for the Associate to stay employed for an unlimited time, depending on retirement age as set by the employer, or operational requirements by the organisation.</li> </ul> |
| <b>TEMPORARY EMPLOYMENT</b> | <ul style="list-style-type: none"> <li>▪ Temporary Positions means work is available for a specific period until a task is completed.</li> <li>▪ The Temporary Position has a specific start date and end date (i.e. Fix Term Contracts).</li> </ul>  |



| KEY ROLES                      | RESPONSIBILITIES   |
|--------------------------------|--|
| <b>INDEPENDENT CONTRACTING</b> | <ul style="list-style-type: none"> <li>Independent Contractors have specialised skills and are employed for different projects for the duration of the project.</li> <li>These Contractors have their own small businesses and are called “independent contractor.” These contractors should be taxpayers, can work their own hours (depending on the project requirements) and are not entitled to the employment benefits offered by the organisation.</li> <li>This type of employment does not require the recruitment process.</li> </ul> |
| <b>THIRD PARTY EMPLOYMENT</b>  | <ul style="list-style-type: none"> <li>Third-party Employment Services are agencies, organisations, or individuals recruiting candidates for temporary, or part-time employment opportunities on behalf of the organisation.</li> </ul>  |

## 4.5. Recruitment Timeline

The Recruitment Team will endeavour to meet the following maximum amount of time to close a vacant position from date of approval of the vacant position to placing a new Associate

| STEPS        | TOTAL ACQUISITION  | ACTIVITY<br>(N° OF WORKING DAYS) |
|--------------|--|----------------------------------|
| 1            | Advert publication process on Direct Hire                | 3                                |
| 2            | Mandatory Job Advertisement                              | 10                               |
| 3            | Sourcing, Screening and Shortlisting of the applications | 5                                |
| 4            | Line Manager Feedback                                    | 2                                |
| 5            | Technical/HR Interview and candidate selection           | 20                               |
| 6            | Salary negotiation and Contract letter                   | 5                                |
| <b>TOTAL</b> |  | <b>45</b>                        |

## 4.6. Initiating and Approval of Vacancy

- Approval for all vacancies must be completed on the Direct Hire portal by the Line Manager, GM of the respective Area and the GM Human Resources.





- b) Once the headcount has been approved, the Line Manager, with the help of the HR Specialist, must ensure that the Job Description for the position is either created or updated on the approved template, to fully reflect the requirements of the position.
- c) All newly created vacancies must be evaluated by the Compensation and Benefit Manager to determine the relevant level of accountability and to assign the Job Grade.
- d) The HR Specialist must advertise the position on Direct Hire within two (2) working days after it has been authorised by all parties.
- e) The HR specialist must check the requisition on Direct Hire to ensure that all the necessary information has been provided.

## 4.7. Recruitment Methods

Sourcing refers to using various methodologies to find potential candidates in line with the requirements of the position.

| TYPES OF SOURCING                     | DESCRIPTION  |
|---------------------------------------|--|
| <b>INTERNAL SOURCING</b>              | <ul style="list-style-type: none"> <li>▪ All vacancies will be advertised internally to provide opportunities to Rand Refinery Associates to apply on line via Direct Hire.</li> <li>▪ All positions will be advertised simultaneously internally and externally.</li> <li>▪ The approved job advert must be loaded onto Direct Hire and posted on notice boards, for 5 working days.</li> <li>▪ The HR specialist must send an e-mail to all employees to notify them of the new position and to ensure advertisements are posted on all notice boards.</li> </ul>      |
| <b>EXTERNAL SOURCING</b>              | <ul style="list-style-type: none"> <li>▪ The HR Specialist will recruit directly using a variety of methods such as Direct Hire, professional networks, social media and approved external portals.</li> <li>▪ Recruitment agencies, who are on the preferred supplier list (PSL), will only be used as to minimise the costs of recruitment.</li> <li>▪ Recruitment agencies will submit CV's through the Agency Portal on Direct Hire.</li> <li>▪ Line managers may not engage directly with agencies or source additional agencies over and above the PSL.</li> </ul> |
| <b>RE-EMPLOYMENT OF EX-ASSOCIATES</b> | <ul style="list-style-type: none"> <li>▪ Rand Refinery's approach to the re-employment of former Associates is dependent on several considerations, and guidance must be sought from the responsible HR Manager prior to short listing. The reason(s) include: Performance rating history; Disciplinary record where the termination is</li> </ul>   |



| TYPES OF SOURCING   | DESCRIPTION  |
|---------------------|--|
|                     | <p>deemed to be a 'no-fault' of the Associate; Any ex-Associate who was dismissed, had an unsatisfactory performance rating, or had a history of behavioural/misconduct issues will be disqualified from consideration for re-employment; and Written approval must be given by GM Human Resources provided that all the requisite checks have been conducted and other provisions of this policy have been satisfied.</p> <ul style="list-style-type: none"> <li>▪ Former Associates of Rand Refinery are welcome to apply for advertised, vacant positions for which they are qualified.</li> <li>▪ A former Associates will be evaluated based on the same criteria used to evaluate other external applicants, and his/her entire record of prior employment with the Company will be considered.</li> <li>▪ A former Associate dismissed for misconduct and/or unsatisfactory work performance will not be eligible for re-hire.</li> </ul> |
| <b>RETRENCHMENT</b> | <ul style="list-style-type: none"> <li>▪ Associates who have opted to take a voluntary retrenchment or been retrenched (conclusion of retrenchment process), which is a no-fault termination will not be entitled to apply for any positions within Rand Refinery for a 12-month period from the date of their retrenchment.</li> </ul>  |

## 4.8. Associate Referral Policy

The purpose of the Associate Referral policy is to:

- a) Encourage all existing Rand Refinery Associates to actively refer candidates to be considered for employment at Rand Refinery.
- b) Find qualified and competent Associates by using a cost-effective method; and reward Rand Refinery Associates for their effort in promoting the Rand Refinery brand.
- c) This policy applies to all permanent Associate of Rand Refinery who are referring a candidate for a permanent position within Rand Refinery. This does not apply to internal referred Associates.
- d) The scope of this policy excludes: All Human Resources Associates; Line managers who are directly involved in the selection process of their referred candidates; and other management BMC level members.

### 4.8.1. Rules and Regulations for the Associate Referral and Placement

- a) All referrals will be handled on a first come first served basis. In other words, if two (2) Associates refer the same candidate, the Associate who uploaded the resume first will be considered as the referring Associate.
- b) If the referred candidate is employed for any other position apart from the position which he was referred against, the referring Associate will still be entitled to the referral payout.
- c) The referred candidate will go through normal selection process.
- d) The Associate making the reference will not participate in the selection process for the referred candidate.



- e) The candidate must state who referred them to Rand Refinery during the interviewing process. The HR Specialist will make a note of the Associate referral.
- f) The referral payout shall be affected after four (4) months and paid in the fifth (5th) after the successful placement of the referred candidate.
- g) The referring Associate and the referred candidate must be in service with Rand Refinery to become eligible for the referral payment.
- h) Associate Referral payments will be subject to personal income tax.
- i) The company reserves the right to modify this policy from time to time and as and when the business conditions change.

| PLACEMENT BASED PATERSON GRADE | REFERRAL PAYOUT |
|--------------------------------|-----------------|
| BL                             | R3000           |
| BU                             | R3000           |
| CL                             | R4000           |
| CU                             | R5000           |
| DL and above                   | R5000           |

## 5. RECRUITMENT PROCESS AND PROCEDURES

Rand refinery follows a step-by-step hiring process. This process has four key phases



### 5.1. Planning

- a) The number of Associates to be hired and the skills sets required are confirmed based on the approved head count.
- b) Where a new position is being requested, that is not in the budgeted headcount, a motivation must be submitted by the Line Manager which must be authorised by the General Manager prior to recruitment taking place.
- c) The Line Manager guided by the HR Specialist must ensure that the Job Description for the position is either created on the approved template, to fully reflect the requirements of the position.
- d) The HR Specialist must submit a request for a Job Evaluation for the new position to the Compensation and Benefit Manager, who will determine the relevant level of accountability and assign the Job Grade.
- e) The Compensation and Benefit Manager will inform the HR Specialist of the positions Job Grade and send the information to line manager.
- f) Once the position has been fully approved, the recruitment process can start.



- g) The Line Manager advises the HR specialist of a new position to be recruited for and HR specialist creates position in Direct Hire.
- h) The Line Manager confirms the budgeted head, by approving the authorisation to recruit vacancy on Direct Hire.
- i) The HR specialist will arrange for the kick-off meeting with the Line Manager to discuss the next process steps, tasks, responsibilities, sourcing strategy, seek clarity on the role and discuss possible interview dates. During this meeting the HR Specialist must confirm:
- j) the feasibility of including “not-ready-now” priority candidates, with the potential to be developed to be “ready-now” within the short to medium term, in the shortlist;
- k) interest to source applications for the vacancy in line with the priority candidate requirement, depending on the nature of the skills required and the accessibility of those skills in the market;
- l) that all applicants will be expected to undergo the same selection process as defined in the policy; and the detail of the discussion via e-mail.
  - After the meeting the HR Specialist will on Direct Hire
  - Add the job advert,
  - Add screening questions;
  - Add the recruiting team;
  - Check information for the advert;
  - Set-up the Job Posting;
  - Sent to the Line Manager.
  - The Line Manager will check the information as well as the advert, approve.

## 5.2. Recruitment

The recruitment phase includes talent attraction, advertising, screening and pre-selection.

### 5.2.1. Talent Attraction

- a) Depending on the nature of the skills required and the accessibility of those skills in the market the line manager can elicit interest and refer candidates for the vacancy.
- b) Irrespective of the recruitment source, all candidates will be expected to undergo the same selection process as defined in the policy.
- c) The HR Specialist will review the recruitment strategy based on the kick-off meeting and update Direct Hire.

### 5.2.2. Advertising

- a) The HR Specialist complete the job posting on Direct Hire.
- b) The Internal Advert will be posted for 10 days, externally the advert can be posted for longer.
- c) The HR Specialist is responsible to ensure the Internal Advert is placed on all the designated Notice boards.
- d) The HR Specialist must send an email to all Associates notifying them of the new position, to ensure adverts are posted on all notice boards.



### 5.2.3. Screening and Pre-Selection

- a) All applications must go through Direct Hire including referred CVs from individual candidates, referred CV's from Associates, ex-Associates and external sources.
- b) The HR Specialist will review all applications on Direct Hire against the minimum requirements for the role.
- c) The candidates shortlisted must be moved to the long listing process on Direct Hire.
- d) The Line Manager review the applicants on the long list and provide a shortlist within five (5) working days of the advert closing via Direct Hire.
- e) If it was agreed during the kick-off meeting that it is feasible, the shortlist of candidates must include “not-ready-now” priority candidates with the potential to be developed to be “ready-now” within the short to medium term.
- f) The line manager must conduct screening which refers to reviewing the shortlist and determine which candidates will be called for an interview on Direct Hire.
- g) The HR Specialist will review the candidates shortlisted by the line managers on Direct Hire within two (2) working days. Failure to do so will impact on the recruitment time lines.
- h) The HR Specialist will set up interviews with selected candidates to the Interview Phase on Direct Hire.
- i) The HR Specialist will ‘reject’ all unsuccessful candidates on Direct Hire.
- j) An automated email stating that a candidate is not successful will be sent via Direct Hire to the applicant.

## 5.3. Interview, Assessment and Selection

### 5.3.1. Interviews

- a) All shortlisted candidates must go through a formal competency-based interview to ensure compliance, process consistency and fairness.
- b) The HR Specialist will set up the interviews with the relevant parties.
- c) The HR Specialist must ensure that line manager receives the interview pack two days prior to the interview.
- d) Interviews must be conducted professionally within the guidelines of all relevant legislation.
- e) Interviewers must familiarise themselves with the CV and the Job description.
- f) Interviewers are legally not permitted to ask questions related to race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, belief, political opinion, culture, language, birth, address, mode of transport or any other arbitrary characteristics, as this may cause the perception of unfair discrimination, unless it can be demonstrated that the questions are related to determining the candidate's ability to meet the inherent requirements of the position.
- g) Panel interview will consist of the line manager, HR and key stakeholders.
- h) The interview panel must be consistent throughout the interview phase, exceptions must be agreed upon and documented.
- i) An HR Representative must be present in all interviews to ensure governance, unless managers have completed the competency-based interviewing training.



- j) Interview notes MUST be taken during all interviews. The notes must be dated, signed and returned to the HR Specialist for audit purposes. Failure to submit interview notes will delay the offer stage.

### 5.3.2. Assessments

- a) The HR Specialist will guideline managers on assessment to be used for the vacancies and set-up assessments for all appointments to Paterson CL to F band appointments (whether internal or external candidates)
- b) Assessment will be used to identify the development areas between potential candidates.
- c) These assessments cannot be used to make the final decision.
- d) All Psychometric assessments will be conducted by the appointed consultant, qualified and licensed to conduct such assessments.
- e) The HR Specialist will conduct background screening, including Polygraphs, Reference Checks, Qualifications, ID and Criminal Checks prior to any offer being extended to a candidate.
- f) A minimum of two reference checks must be conducted by the HR Specialist, an agency;
- g) Reference checks may highlight important information regarding skills, competencies and personality of the candidate.
- h) Differences between outstanding candidates and mediocrity;
- i) Reason for leaving, strength and weaknesses;
- j) Qualification and ID verification is compulsory for all candidates;
- k) Criminal and credit check must be requested depending on the nature of the role;
- l) Copies of payslip, ID and qualifications must be obtained from the candidate.
- m) In instances where business requires an urgent appointment prior to the background checks being concluded, a conditional offer may be made subject to the outcome of the outstanding checks.
- n) The HR Specialist will arrange for a medical examination for a candidate as part of the assessment process. The HR specliast must ensure that the candidate is declared fit for duty.
- o) The HR Specialist will provide the line manager with feedback on all the relevant checks to enable a decision.

### 5.3.3. Selection

- a) The line manager is responsible for making the hiring decision with input from the Recruitment Manager and the HR Specialist.
- b) Relevant experience and qualifications, interview outcome, assessments (if required) and references must be considered in the hiring decision.
- c) Should no “ready-now” priority candidates be identified for selection, and if so, agreed during the kick-off meeting, “not-ready-now” priority candidates with the potential to become “ready-now” in the short term, must be given preference.
- d) The line manager informs the Recruitment Manager of his/her decision.
- e) The Recruitment Manager will prepare the offer package, obtain approval from the line manager and presents this to the HR Specialist.

### 5.3.4. Offer

- a) If an internal candidate is successful, the transfer of the candidate is initiated and finalised by the Recruitment Manager.
  - i. • The internal notice period prior to transfer is a maximum of two months.



- ii. Exceptions to the notice period can be agreed to by both Departments (receiving and transferring).
  - iii. In terms of process, the following steps must be followed:
  - iv. The HR Specialist will hand over the Onboarding Checklist and Recruitment Pack to the Recruitment Manager.
  - v. The Recruitment Manager will create the LOA and obtain the General Manager approval.
  - vi. Once the signatures are obtained the Recruitment Manager extends the offer to the successful internal candidate.
  - vii. The successful candidate must return the signed contract within 3 working days.
  - viii. The Recruitment Manager sends the accepted LOA to the Payroll Administrator.
- b) If an external candidate is successful, the following process must be followed:
- i. The Recruitment Manager together with the line manager will agree on the details of the offer to be presented to the successful candidate and send the package structuring/dummy payslip to the HR Specialist to draft the offer (LOA).
  - ii. Upon drafting the contract, the HR Specialist must review the following:
  - iii. Probation Period;
  - iv. Leave;
  - v. Date of Employment;
  - vi. Salary; and Benefits.
  - vii. The HR Specialist sends the LOA to the General Manager and the GM : Human Resources for approval.
  - viii. The Recruitment Manager will obtain the signatures and return to the HR Specialist.
  - ix. The HR Specialist extends the offer to the successful candidate.
  - x. The successful candidate must return the signed contract within three (3) working days.
- c) Feedback to unsuccessful candidates
- i. The HR Specialist will change the status of a candidate to not successful in Direct Hire. An automated regret letter must be sent to all internal and external candidates that have gone through the interview process.
  - ii. Any candidate that would like to get feedback on their interview, can send an email to the HR specialist. The HR Specialist will set up a feedback meeting with the Line Manager and the candidate.

## 5.4. Onboarding

### 5.4.1. Onboarding

- a) The HR specialist will notify the line manager and Recruitment Manager of the candidate's acceptance and start date.
- b) The HR specialist will prepare a communication to the organisation on the appointment of a new hire.
- c) The HR Specialist will liaise with the Line Manager to develop an assimilation programme for the new hire
- d) The HR specialist will liaise with Learning and Development to schedule the new hire for induction. This is a compliance requirement and cannot be waived.



- e) The HR Specialist will close the position on Direct Hire.
- f) The HR Specialist sends the new hire an onboarding pack with all the required documents.
- g) The HR Specialist hands the Recruitment Pack (including: Recruitment Checklist, signed contract of appointment, engagement form, ATR, Job Advert, Associate Declaration, Reference Checks and the job description and the completed onboarding pack to the Recruitment Manager.
- h) The HR specialist to ensure that the new hire completes a medical and SHEQ induction on the first day and initiate the administration onboarding process.
- i) The Payroll Administrator will open the Associate file and uses the Onboarding Checklist to ensure the file is complete.

#### 5.4.2. Referral Process

- a) The referred candidate will go through normal selection process.
- b) If the referred candidate is successful, the Associate may claim the referral payout by submitting an email to the HR specialist.
- c) Once the referred candidate has been employed for four (4) months, the HR Specialist will send the Associate Referral Form to payroll for payout.

## 6. EXEMPTIONS

There may be valid and unique reasons which require exceptions to this Requirement or single elements of this Requirement process. All exceptions must be approved by the owner of this Policy

## 7. DISCLAIMER

- a) Nothing in this document should be interpreted or applied in a manner that violates applicable South African law. If national law prohibits adherence to this document (thus resulting in a conflict of law), South African law will apply.
- b) This document does not create any contractual rights (express or implied) and/or any individual rights. Any employment related decision remains with the responsibility of the direct Line Manager.
- c) The organisation reserves the right at any time to change, modify, or delete this document in its sole discretion without any further notice.
- d) The recruitment policy and procedure must align to the Employment Equity Act as well as BBEEE.
- e) The following requirements needs to be adhered to:
  - i. The Recruitment and Selection process supports current legislation and the implementation of Rand Refinery's Transformation goals in line with Employment Equity plan and B-BBEE.
  - ii. Rand Refinery will ensure that candidates are not discriminated against on any unfair or unlawful grounds as covered by the Employment Equity Act (on the basis of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, belief, political opinion, culture, language, birth and any other arbitrary grounds), unless if it can be justified in terms of inherent job requirements or for the purpose of implementing affirmative action in line with the company's EE Plan. Part-time and fixed-term Associates should similarly not be treated any less favourably than permanent staff.





- iii. All stakeholders included in this policy take shared responsibility for the implementation of the company's transformation agenda.
- iv. All advertisements must include the phrase that preference will be given to candidates in line with the company's EE Plan.

## 8. CHANGE CONTROL

| UPDATED  | DATE UPDATED | KEY CHANGES MADE | VERSION N° |
|----------|--------------|------------------|------------|
| F Ramiah | 2023/04/20   | New Policy       | 1.0        |
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