

Resourcing Policy

This Resourcing Policy, on the effective date (communication to Employees) replaces the Resourcing Policy which came in effect on 12 March 2020.

POLICY OUTLINE

Policy Title:	Resourcing Policy
Relevant Legislation:	The legislation specified in Appendix A of Policy Management Policy; Basic Conditions of Employment Act, No.75 of 1997; Employment Equity Act, No.55 of 1998; Minimum Information Security Standards, 1996; National Credit Act, No.34 of 2005; National Minimum Wage Act of 2019; Occupational Health and Safety Act, No. 85 of 1993; Skills Development Act, No. 97 of 1998; and South African Citizenship Act, No. 88 of 1995.
Related Codes:	The codes specified in Appendix A of Policy Management Policy; Code of Good Practice for the Employment of Children in the Performance of Advertising, Artistic or Cultural Activities; Code of Good Practice: Key Aspects of HIV/Aids and Employment; Code of Good Practice on the Preparation, Implementation and Monitoring of the Employment Equity Plan; and Code of Good Practice: Who is an Employee.
Related Policies:	The policies specified in Appendix A of Policy Management Policy; Board Ethics, Services and Training Policy; Disability Management Policy; Gender Policy; Incapacity Policy; Performance Management and Development Policy; Remuneration, Reward and Benefits Policy; Talent and Succession Management and Staff Retention Policy; Transfer, Relocation and Secondment Policy; and Work from Home Policy.
Policy Owner:	Chief Human Capital Officer
Responsible Person:	General Manager: Human Capital Administration Services Centre
Approval Authority:	Category B (CEO Approval)

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1. Abbreviations

In addition to the abbreviations defined in Appendix A of the Policy Management Policy, the following additional abbreviations apply specifically in this Policy:

- 1.1 **HCP:** refers to Human Capital Practitioner.

2. Definitions

In addition to the definitions in Appendix A of the Policy Management Policy, the following additional abbreviations apply specifically in this Policy:

- 2.1 **Acting Position:** means the temporary appointment of an Employee to act in a position at a higher TASK grade or at the same TASK grade to ensure continuity.
- 2.2 **Adverse Financial Record:** means records relating to a Candidate's credit profile, reflecting, administration orders, insolvency, default, judgements and, or bad debts written off as listed on registered credit bureaus of RSA.
- 2.3 **Affirmative Action Measures:** means measures designed to ensure that suitably qualified Candidates from the Designated Group have equal employment opportunities, and are equitably represented in all occupational levels in the work force of the RAF.
- 2.4 **Background Checks:** means credit checks for Position of Trust and Cash Handling, reference checks, criminal checks, and employment history verification, identity verification, citizenship checks, fraud checks, verification of qualifications conducted on all recommended Candidates and all other internal verification processes.
- 2.5 **Candidate:** means a person who is being considered for employment by the RAF.
- 2.6 **Competency Test:** means a test aimed at establishing the technical competency of a Candidate.
- 2.7 **Conflict of Interest:** means in terms of this Policy a situation where the impartiality of the panel member is compromised, or could be perceived by others to be compromised, due to an affiliation between the panel member and the Candidate, which affiliation is based on birth, marriage, co-habitation, Friendship or business association.
- 2.8 **Contingency Sourcing:** means a process where a duly appointed recruitment agency is instructed to source suitable Job Applicants for a Vacant Position.
- 2.9 **Criminal Record:** means a list of a Candidate's previous criminal conviction/s and, or non- expunged criminal offences excluding pending cases.
- 2.10 **Disability / Disabilities:** means an evolving concept which results from the interaction between persons with impairments and attitudinal environmental barriers as recognised in the United Nations Convention on the Rights of Persons with Disabilities, 2007. It recognises persons with disabilities as those persons who have long term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.
- 2.11 **Earnings:** means the regular annual remuneration before deductions, i.e. income tax, pension, medical and similar payments, but excluding similar payments (contributions) made by the employer (RAF) in respect of an Employee; provided that subsistence and transport allowances received, achievement awards, and payments for overtime worked, shall not be regarded as remuneration.
- 2.12 **Earnings Threshold:** means the threshold prescribed by the Minister of Labour from time-to-time, in terms of section 6 (3) of the BCEA.
- 2.13 **Exclusion:** means a decision by the HCP, in consultation with the interview panel, not to proceed with the recommendation of a successful Candidate due to an Adverse Financial Record and, or, a Criminal Record which is not in line with the requirements of Annexure A.
- 2.14 **Expertise:** means skills, qualification and experience required to fully participate as a panel member during Shortling and interviews.

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- 2.15 **Friend/ Friendship:** means a person other than a Relative, with whom the Employee stands in a romantic or friendship relationship. To avoid doubt, "friendship relationship" excludes persons known in a social context who are mere acquaintances.
- 2.16 **Head Hunting:** means a process where a duly appointed agency is instructed to source suitable Candidate for a Vacant Position within the RAF.
- 2.17 **Hiring Manager:** means a line manager to which the Vacant Position reports to or any person delegated to act on his behalf.
- 2.18 **Human Capital Practitioner:** means a recruitment practitioner who facilitates the recruitment process.
- 2.19 **Inclusion:** means the approval by Board, Board Committee, CEO, or Executive Manager to proceed with the appointment of a successful Candidate in spite of an Adverse Financial Record and, or, Criminal Record.
- 2.20 **Induction:** means a process where new Employees are introduced to the RAF business, policies and procedures.
- 2.21 **Job Applicant:** means a person who makes a formal application for a job.
- 2.22 **Lateral Transfer:** means the temporary or permanent movement of an Employee at the request of the RAF, from one position to another position at the same TASK grade.
- 2.23 **Minimum Requirements:** means the acceptable education and work experience needed to successfully perform the job duties which include specific skills, personal qualities, educational credentials, professional certificate/s, or areas of knowledge as per the job advertisement and as clearly reflected on Job Applicant's CV.
- 2.24 **Mission Critical and Strategic Position:** means a position that is instrumental in delivering on the RAFs mandate or exerts a critical influence on achieving operational and strategic goals.
- 2.25 **Non-Standard Employment:** means an Employee who performs work for the RAF through a TES, as contemplated in section 198 of the LRA; and, a Fixed-Term Contract Employee, as contemplated in section 198B of the LRA; and, a part-time Employee, as contemplated in section 198C of the LRA; where the respective class of Employee earns below the Earnings Threshold prescribed by the Minister of Labour, from time-to-time, and provided the period of the employment contract extends beyond three (3) months.
- 2.26 **Observer Status:** means a person who has been invited or delegated to observe during Shortlisting and, or interview.
- 2.27 **Permanent Contract:** means a contract of employment not of a specific duration that would in the normal course terminate when the Employee resigns is dismissed, reaches retirement age or dies.
- 2.28 **Policy:** means this Resourcing Policy.
- 2.29 **Position of Trust and Cash Handling:** means positions within the Finance Department, SCM Department, Claims Department, HRIS, M, SM, GM and Executive Manager positions.
- 2.30 **Probation:** the process to evaluate and assess a newly hired Employee's work performance over a Probation period during which suitability for the position can be ascertained prior to confirming appointment in line with clause 8 of Schedule 8 of the LRA.
- 2.31 **Psychometric Assessment:** means a standard and scientific method used to measure individuals' mental capabilities and behavioural style. It is designed to measure Candidates' suitability for a role, based on the required personality characteristics and aptitude (or cognitive abilities). It is an assessment tool designed to measure any range of constructs, including various psychological constructs and competencies. The assessment tool shall be certified by the Health Professions Council of South Africa in terms of section 8 of the Employment Equity Act, No. 55 of 1998.
- 2.32 **Relative:** means all immediate and extended family, including but not limited to, spouses, children (including adopted children), brothers and sisters, parents, grandparents, uncles and aunts, nieces and nephews, mothers in-law and fathers in-law, brothers in-law and sister in-law.

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- 2.33 **Resourcing:** means the process of filling a Vacant Position.
- 2.34 **Security Vetting:** means vetting required in terms of MIMS to classify the level of security clearance in respect of an Employee for purposes of his duties at RAF. This will be conducted to prospective employees, temporary workers seconded by private employment agencies to RAF, existing employees during promotion and contractors prior to entering into contractual agreement with RAF.
- 2.35 **Screening:** means the process of reviewing all applications received and excluding any Job Applicant/s who do not meet the Minimum Requirements of the position as advertised
- 2.36 **South African Citizen:** means a person who acquired South African Citizenship by birth, or by descent, or by naturalisation, and who has not lost, or renounced, his South African Citizenship, and who has also not been deprived of his South African Citizenship, as contemplated in the South African Citizenship Act, No. 88 of 1995.
- 2.37 **Succession Candidate:** means an Employee who is considered having high potential, and who is exceeding the performance standards and criteria, and who has been identified through the talent management process as a possible successor to a Mission Critical and Strategic position.
- 2.38 **Shortlisting:** means the process used to identify those Candidates who best meet the selection criteria for the Vacant Position; who are most likely to be capable of carrying out the duties of the job.
- 2.39 **Vacant Position:** means a position that is budgeted for, but is not filled.

3. Policy Statement

- 3.1 The RAF shall prioritise Resourcing to ensure a fully capacitated organisation that is able to deliver on its mandate.
- 3.2 The RAF is committed to Employment Equity principles.
- 3.3 Resourcing practices shall be equitable, fair and transparent.

4. Purpose

The purpose of this Policy is to establish a framework within which the RAF manages Resourcing.

5. Objectives

- 5.1 The objectives of this Policy are to:
 - 5.1.1 establish a framework that ensures compliant, economical, transparent, equitable and consistent Resourcing practices; and
 - 5.1.2 outline governance and responsibilities of Employees involved in Resourcing.

6. Scope of Application

- 6.1 This Policy applies to Resourcing in respect of all vacancies at the RAF, except for the appointments of members of the Board.
- 6.2 With regards to the exclusions specified in paragraph 6.1, the procedures provided for in the Handbook for the Appointment of Persons to Boards of State and State Controlled Institutions, published from time-to-time by the DPSA, shall be followed in as far as such procedures apply to the RAF.

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7. Policy Content

7.1 Guiding Principles

- 7.1.1 In keeping with the organisation's philosophy, no person may unfairly discriminate, directly or indirectly, against an Employee, Job Applicant or Candidate.
- 7.1.2 For all Resourcing requirements, the HC Department will provide recruitment advice and support, in line with this Policy.
- 7.1.3 Relatives of RAF' Employees or Board members will not be given preferential treatment with regard to recruitment.
- 7.1.4 An Employee shall not report directly to his or her spouse, life partner or child.
- 7.1.5 Unless the law provides otherwise, priority will be given to South African Citizens.
- 7.1.6 The RAF shall not recruit persons younger than fifteen (15) years of age, or persons that are under the minimum school leaving age, in terms of any law.
- 7.1.7 All ex-RAF Employees will be subjected to an internal verification process to establish past conduct, while employed at the RAF.
- 7.1.8 When a vacancy arises, the Hiring Manager or delegated official shall initiate the requisition process, in accordance with the Resourcing SOP.
- 7.1.9 The RAF may pay for the travelling expenses of a Candidate that has been invited to attend an interview, in line with the Travel Policy.
- 7.1.10 An automatic renewal of a Fixed-Term Contract, is not allowed.
- 7.1.11 No RAF Employee may create a reasonable expectation that a Fixed-Term Contract will be converted to a Permanent Contract.
- 7.1.12 Re-advertisement of RAF vacancies will be limited to instances where less than two Job Applicants qualify unless approved by SM Shared Services.

7.2 Factors to be considered and adhered to before initiating Resourcing

- 7.2.1 An approved and budgeted vacancy shall exist in the organisational structure, prior to recruitment being embarked upon, to fill the Vacant Position.

7.3 Resourcing for the positions of the CEO

- 7.3.1 The CHCO in consultation with the Board will facilitate the recruitment process in respect of the CEO position.
- 7.3.2 Advertising for the position of the CEO may be done via print media, Head Hunting, Contingency Sourcing, RAF's website and, or online search engines.
- 7.3.3 The shortlisting committee, as delegated by the Board, will conduct shortlisting for the position of the CEO.
- 7.3.4 The interview committee, as delegated by the Board, will conduct interviews for the position of the CEO.
- 7.3.5 The interview committee shall agree on interview questions for the position of the CEO.
- 7.3.6 Three (3) Candidates shall be recommended to the MoT for the filling of the position of CEO.
- 7.3.7 Background Checks shall be conducted prior to interviews in respect of the position of the CEO.
- 7.3.8 The MoT shall upon the recommendation of the Board, appoint the CEO of the RAF on such terms and conditions of employment as the Board may determine.
- 7.3.9 Appointment in respect of the position of CEO, is based on Fixed-Term Contract, with a duration of not more than five (5) years.

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7.4 Resourcing for Vacant Positions excluding the positions of CEO

- 7.4.1 Subject to paragraph 7.4.2, Vacant Positions shall be advertised unless a Lateral Transfer is considered, in line with the Transfer, Relocation and Secondment Policy and Disability Management Policy.
- 7.4.2 When the recruitment process is underway prior to interviews and a similar vacancy arises, the HCP in consultation with the Hiring Manager, may consider filling the newly Vacant Position using the recruitment process already underway.
- 7.4.3 Subject to paragraph 7.4.2, the job requirements shall be similar to the Vacant Position being recruited for and the process shall not be used to fill a vacancy in another RO.
- 7.4.4 The advertising of a Vacant Position may be done via print media, Head Hunting, RAF's website, online search engines and, or Contingency Sourcing.
- 7.4.5 The method of advertisement and, or recruitment for interns and learner's positions, will be determined by SM Shared Services.
- 7.4.6 The SM: Shared Services shall approve requests for Head Hunting and Contingency Sourcing.
- 7.4.7 The RAF may elect to target people with Disabilities when advertising and filling a Vacant Position as per EE targets as outlined on the RAF EE Plan.
- 7.4.8 All Fixed-Term Contracts for GMs and Executive Manager positions will be for a duration of not more than five (5) years. For all other positions the duration of a Fixed Term Contract shall not exceed 3 years.
- 7.4.9 The CEO may extend Fixed Term Contract positions graded at TASK 20 and below. In respect of executive management positions, the CEO may extend Fixed Term Contract in consultation with the Board.
- 7.4.10 The RAF may elect to advertise a Vacant Position internally only, where Succession Candidates have been identified on the RAF Talent and Succession Plan, in accordance with the Talent and Succession Management and Staff Retention Policy. If less than two (2) Succession Candidates meet the Minimum Requirements of the role, the normal recruitment process may be followed.
- 7.4.11 Employees from the Non Standard Employment category may only be recruited in the following circumstances:
 - 7.4.11.1 to replace another Employee who is temporarily absent from work, and the period of employment is specified in the contract;
 - 7.4.11.2 on account of a temporary increase in the volume of work which is not expected to endure beyond twelve (12) months, and the period (not longer than twelve (12) months); is specified in the contract;
 - 7.4.11.3 in respect of a student or recent graduate, who is employed for the purpose of being trained or gaining work experience, in order to enter a job or profession; or
 - 7.4.11.4 to work exclusively on a specific project that has a limited or defined duration, and the duration of the project is specified in the contract.
- 7.4.12 A Non Standard Employment contract shall not be extended or renewed.

7.5 Screening

- 7.5.1 In respect of all vacant positions, the HCP or appointed recruitment agency, shall Screen CVs of Job Applicants, and exclude from further consideration Job Applicants who do not meet the Minimum Requirements.
- 7.5.2 All Screening shall be undertaken with due regard to the Minimum Requirements specified in the advertisement/Job Profile, as well as the RAF's policies that may be relevant to the recruitment.

7.6 Shortlisting

- 7.6.1 Shortlisting shall be conducted from the pool of screened Candidates.
- 7.6.2 As part of the Shortlisting process, the HCP in consultation with the Hiring Manager may require Candidates to write Competency Tests.
- 7.6.3 The CEO and HCP shall conduct Shortlisting for Executive Managers and GMs positions in consultation with the Board committee, relevant to the Vacant Position.
- 7.6.4 The HCP and the Hiring Manager shall conduct Shortlisting for all other positions.
- 7.6.5 The Hiring Manager may nominate an Employee, whose TASK grade is not below that of the Vacant Position, with the relevant Expertise to participate in the Shortlisting process.
- 7.6.6 Subject to the provisions of any recognition agreement in force, the Union representative shall maintain an Observer Status during Shortlisting. If the Union representative is unable to attend as communicated to HCP, he or she shall find an alternative Union representative. Failure to do so will result in the recruitment process continuing in the absence of a Union representative.
- 7.6.7 A minimum of two (2) Candidates shall be shortlisted for interviews. In the event where the job advertisement requires more than one incumbent, the shortlisted Candidates shall exceed the number of advertised vacancies by at least one (1) Candidate, per position.
- 7.6.8 Where there is one or no qualifying Candidate/s following re-advertisement, qualifying Candidates who applied in the previous advert with the same reference number, will be considered, unless such Candidate was interviewed and was unsuccessful.
- 7.6.9 Panel members involved in the Shortlisting process shall declare their actual or potential Conflict of Interest on the prescribed form, and recuse themselves from the process if conflicted.
- 7.6.10 In the event that a spouse or child of the Hiring Manager qualifies to be shortlisted, such Candidate shall be excluded from the interview process.

7.7 Interviews

- 7.7.1 A minimum of three (3) panel members shall conduct interviews, this includes the HCP, Hiring Manager and an additional panel member whose TASK grade is higher than that of the Vacant Position.
- 7.7.2 The Hiring Manager may nominate an Employee, whose TASK grade is not below that of the Vacant Position, with the relevant Expertise to fully participate in the interview or an external person with the relevant Expertise.
- 7.7.3 Where the recognition agreement allows, the Union representative shall maintain an Observer Status during interviews. If the Union representative is unable to attend as communicated to by HCP, the Union shall find an alternative Union representative. Failure to do so will result in the recruitment process continuing in the absence of the Union.
- 7.7.4 Panel members involved in the interview process shall declare their actual or potential Conflict of Interest on the prescribed form, and recuse themselves from the process if conflicted.
- 7.7.5 In instances where invited Candidates do not attend the interview, the interview panel will proceed with the interviews and recommend a successful Candidate for appointment.
- 7.7.6 The interview panel will recommend a suitable Candidate.

7.8 Background Checks

- 7.8.1 Background Checks shall be conducted on all successful Candidates
- 7.8.2 Credit checks will only be conducted in respect of Position of Trust and Cash Handling.

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- 7.8.3 Written consent shall be obtained from the recommended Candidate before the Background Checks are performed. Where consent is not obtained, the Candidate will be disqualified.
- 7.8.4 The HCP or appointed recruitment agency shall facilitate Background Checks of the recommended Candidates, prior to extending an offer of employment, to establish the following:
 - 7.8.4.1 the authenticity of certificates and qualifications relevant to Vacant Position, including the matric certificate;
 - 7.8.4.2 whether the Candidate has a Criminal Record, and if so, the details of the offence;
 - 7.8.4.3 whether the Candidate has been found guilty of misconduct or breach of trust; and
 - 7.8.4.4 existence of an Adverse Financial Record, where applicable.
- 7.8.5 In relation to interns and learners, only criminal, qualifications, citizenship and identity verification checks will be conducted.
- 7.8.6 In instances where Background Checks produce undesirable results, the Candidate shall be disqualified.
- 7.8.7 A minimum of two (2) work references provided by the Candidate shall be contacted.
- 7.8.8 The Board, Board Committee, CEO or **Department's Executive Manager** in consultation with the CHCO, will approve Inclusion of a Candidate/s with Criminal Record/s and, or, Adverse Financial Record/s where applicable, in line with paragraph 3.1.2 and 3.2.2 of Annexure A, this will be based on a written motivation submitted by the HCP.
- 7.8.9 Subject to paragraph 7.8.8, the HCP after consultation with Manager National Security, will recommend Inclusion of a Candidate/s with Criminal Record/s where applicable, in line with paragraph 3.1.2 and 3.2.2 of Annexure A.

7.9 Psychometric Assessments

- 7.9.1 The recommended Candidate/s shall undergo a Psychometric Assessments.
- 7.9.2 Psychometric Assessments are compulsory for all positions at Task 15 and above.
- 7.9.3 Consent is required from the Candidate before a Psychometric Assessment is conducted. Where consent is not obtained, the Candidate will be disqualified.
- 7.9.4 The results of the Psychometric Assessments, in assessing developmental gaps, shall be taken into consideration in the final hiring decision.

7.10 Selection

- 7.10.1 The interview results, Background Check results and the Psychometric Assessment results shall be considered by the interview panel when determining the Candidate's suitability for the job.

7.11 Job Offers

- 7.11.1 A job offer shall be extended in writing, to the successful Candidate.
- 7.11.2 A regret letter shall only be issued to unsuccessful Candidates, who attended the interview.
- 7.11.3 Where the successful Candidate decline a job offer, the second preferred Candidate shall be appointed, subject to agreement by the interview panel during interviews.

7.12 Security Vetting

- 7.12.1 Security Vetting shall be conducted on all newly appointed Employees.

7.13 Acting Positions

- 7.13.1 The Executive Manager of a particular Department may, in respect of positions at TASK level 20 and below, temporarily appoint, an existing Employee to an Acting Position up to a period six (6) months.
- 7.13.2 The CEO may, temporarily appoint an existing Employee to occupy an Acting Position up to six (6) months, in respect of positions above the level of TASK 20.
- 7.13.3 An appointment of an Employee in an Acting Position shall be recorded in writing.
- 7.13.4 An Employee appointed into an Acting Position shall assume full responsibility in respect of all duties and obligations relating to his or her Substantive Position and the Acting Position, unless:
 - 7.13.4.1 It must impractical for the Employee to effectively and fully perform the duties and obligations of both the Acting Position and the substantive position;
 - 7.13.4.2 There must exist a requirement for the segregation of the duties and obligations of the Acting Position and the substantive position, which risk control measure would be negated if the Employee is required to perform the duties and obligations of both the Acting Position and the substantive position; and, or
 - 7.13.4.3 The Employee occupies a position at TASK level 20 and above.
- 7.13.5 Subject to 7.13.4, an Employee appointed to act is entitled to an acting allowance equal to:
 - 7.13.5.1 15% of the Employee's substantive position TEC, is payable to an Employee who act in a position at a higher TASK level and assumes full responsibility in respect of all duties and obligations relating to both the Acting Position and his substantive position;
 - 7.13.5.2 10% of the Employee's substantive position TEC, is payable to an Employee who act in a position at a higher TASK level and assumes responsibility in respect of all duties and obligations relating the Acting Position only (vacating Substantive Position); or
 - 7.13.5.3 7.5% of the Employee's substantive position TEC, is payable to an Employee who act in a position at a same TASK grade and assumes full responsibility in respect of all duties and obligations relating to the Acting Position and his Substantive Position.
- 7.13.6 The number of cascading Acting Position appointments, is limited to one level below. For example, when a Manager Litigation is required to act as Senior Manager Claims. A Team Lead can be appointed to act as Manager Litigation to allow for segregation of responsibilities and no further acting appointment is allowed.
- 7.13.7 The the acting allowance shall be paid from the third (3) month and monthly thereafter for the duration of the acting period.
- 7.13.8 Only Employees who were appointed to act for a period of three (3) consecutive months will qualify for an acting allowance.
- 7.13.9 Employees who fall ill during their acting period for more than a month will be paid a pro-rated amount in lieu of their acting appointment, if another Employee was delegated to act, during their absence
- 7.13.10 An Employee may not be appointed to an Acting Position for a period exceeding six (6) months, unless it is approved by the CEO in respect of positions at the level of TASK 24 and below, or the Board in respect of CEO.
- 7.13.11 Appointment to an Acting Position shall not create an expectation for permanent appointment.

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7.14 Induction

- 7.14.1 A new Employee shall attend Induction, as soon as it is practically possible, after commencing employment with the RAF. The L&D Department shall facilitate Induction.
- 7.14.2 A Direct Supervisor shall conduct on the job orientation for new Employees.

7.15 Probation

- 7.15.1 A newly hired Employee will be required to serve a Probation as stated below, prior to the confirmation of the employment: The below Probation period applies:
 - 7.15.1.1 6 months to 3 years- No Probation.
 - 7.15.1.2 Above 3 years to below 5 years- 6 months Probation and may be extended for 3 months; and
 - 7.15.1.3 5 years and above- 12 months Probation and may be extended for 3 months.
- 7.15.2 During Probation an Employee will receive his full remuneration as in accordance with his conditional offer of employment.
- 7.15.3 The Probation period shall be reflected in the Employee's conditional offer of employment.
- 7.15.4 During Probation the Employee shall be managed in accordance with the process as set out in the Resourcing SOP.
- 7.15.5 At the end of the Probation period, the Employee will enter into to a permanent employment contract or a Fixed Term Contract ONLY if the Employee's performance is deemed to be satisfactory as per the RAF's performance management process.
- 7.15.6 If the Employee's performance is deemed unsatisfactory, the Employee's appointment will not be confirmed as set out in the Resourcing SOP.

8. Roles and Responsibilities

8.1 The Board shall:

- 8.1.1 Approve Executive Managers appointment in line with the relevant Board committee's recommendations;
- 8.1.2 Recommend to the MoT, in writing, a minimum of three (3) Candidates to be considered for appointment in instances where the CEO position is Vacant;
- 8.1.3 Approve the Inclusion of a Candidate with an Adverse Financial Record and, or, a Criminal Record, in respect of the CEO position, or an Executive Manager position in line with Annexure A (Considerations on Adverse Financial Records and Criminal Records); and
- 8.1.4 Decide on the composition and terms of reference of the Board shortlisting committee and interview committee for the recruitment of the CEO.

8.2 The CEO shall:

- 8.2.1 Approve appointments from TASK 19 to TASK 20;
- 8.2.2 Conduct interviews for all positions above TASK 20 with relevant Board committee;
- 8.2.3 Approve the temporary appointment of an existing Employee to occupy a Vacant Position above TASK 20;
- 8.2.4 Approve the payment of an acting allowance above TASK 20;
- 8.2.5 Approve the extension of an acting period exceeding six (6) months;
- 8.2.6 The CEO may extend Fixed Term Contract positions as per the Policy; and

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- 8.2.7 Approve the Inclusion of a Candidate with an Adverse Financial Record and, or, a Criminal Record for positions at TASK 19 to TASK 20, in line with Annexure A (Considerations on Adverse Financial Records and Criminal Records).
- 8.3 The **CHCO** shall:
- 8.3.1 Approve all appointments at TASK 17 and TASK 18 in consultation with the relevant Executive Manager;
- 8.3.2 Facilitate the process for the recruitment of the CEO in consultation with the Board; and
- 8.3.3 Endorse the Inclusion of a Candidate with an Adverse Financial Record and, or, a Criminal Record, in line with Annexure A (Considerations on Adverse Financial Records and Criminal Records).
- 8.4 The **Executive Managers** shall:
- 8.4.1 Endorse appointment for TASK 17 and 18 before approval by CHCO;
- 8.4.2 Approve the temporary appointment of an existing Employee to occupy a Vacant Position at TASK 20 and below;
- 8.4.3 Approve the payment of an acting allowance at TASK 20 and below;
- 8.4.4 Ensure implementation and adherence to this Policy; and
- 8.4.5 Approve the Inclusion of a Candidates with an Adverse Financial Record and, or, a Criminal Record for positions at TASK 18 and below, in line with Annexure A (Considerations on Adverse Financial Records and Criminal Records).
- 8.4.6 The **RGMs** shall:
- 8.4.7 Approve appointments up to TASK 16, in respect of appointments at ROs;
- 8.4.8 Ensure implementation and adherence of this Policy; and
- 8.4.9 Endorse the Inclusion of a Candidate with an Adverse Financial Record and, or, a Criminal Record for RO positions, in line with Annexure A (Considerations on Adverse Financial Records and Criminal Records).
- 8.4.10 The **GMs** shall:
- 8.4.11 Approve appointments at TASK 15 to Task 16, in respect of HO; and
- 8.4.12 Ensure implementation and adherence to this Policy.
- 8.5 The **SM: HC Shared Services** shall:
- 8.5.1 Approve appointments up to TASK 14, in respect of HO;
- 8.5.2 Ensure the review, implementation of and adherence to this Policy; and
- 8.5.3 Approve requests for Head Hunting and Contingency Sourcing.
- 8.6 The **SM: Support** shall:
- 8.6.1 Ensure implementation and adherence to this Policy.
- 8.7 The **HCP** shall:
- 8.7.1 Ensure the review, implementation and adherence to this Policy; and
- 8.7.2 Provide recruitment advice and support, in line with this Policy.

8.8 The **Interview Panel** shall:

- 8.8.1 Conduct interviews;
- 8.8.2 Declare their actual or potential Conflict of Interest;
- 8.8.3 Recommend to the Executive Manager, CEO, or the Board committee, or the Board, for the Inclusion or Exclusion of a Candidate with an Adverse Financial Record and, or, a Criminal Record, in line with Annexure A (Considerations on Adverse Financial Records and Criminal Records);
- 8.8.4 In consultation with HCP, Exclude a Candidate that does not fall within one or more categories in paragraph 3.1.2 or 3.2.2. of Annexure A (Considerations on Adverse Financial Records and Criminal Records); and
- 8.8.5 Recommend suitable Candidate/s to fill a Vacant Position.

8.9 The **Hiring Manager or delegated official** shall:

- 8.9.1 Comply with this Policy;
- 8.9.2 Inform the HCP of any Resourcing needs;
- 8.9.3 Participate in the Resourcing process;
- 8.9.4 Develop technical and behavioural interview questions after consultation with the HCP;
- 8.9.5 Nominate an Employee, whose TASK grade is not below that of the Vacant Position; with the relevant Expertise to participate in the interview where required or an external person;
- 8.9.6 Initiate the recruitment process as soon as the position becomes vacant;
- 8.9.7 During the probationary period, **assess the Employee's performance**; and
- 8.9.8 Give an Employee reasonable evaluation, instruction, training, guidance or counselling in order to allow the Employee to render a satisfactory service.

8.10 The **Organized Labour** shall:

- 8.10.1 Observe fairness in respect of Shortlisting and interviews for all positions in the Bargaining Unit.

8.11 **Employees** shall:

- 8.11.1 All Employees shall, in respect of their respective areas of responsibility, comply with this Policy and the Resourcing SOP.

9. Non-compliance

Non-compliance with this Policy or any applicable regulatory requirement through any deliberate or negligent act or omission, including allowing any staff, either expressly or implied, not to comply with this Policy or any applicable regulatory requirement, will be considered serious and will be dealt with in terms of the RAF's disciplinary policies and procedures.

10. Policy Effective Date


This Policy comes into effect on the date when Approval of this Policy is communicated to RAF staff *via* email, if the email communication does not fall on a Business Day then the Policy comes into effect on the first Business Day following the date on which the email communication was sent.

11. Policy Management and Review

This Policy shall be managed and reviewed in accordance with its provisions and that of the Policy Management Policy.

12. Approval

The signatory hereof, duly authorised in terms of the DPFP, approves this **Category B** Policy.

Signature:	 Collins Letsoalo [Nov 24, 2021 07:10 GMT+2]
Name and surname:	Collins Letsoalo
Capacity:	Chief Executive Officer
Date: of 2021.

This Resourcing Policy, on the effective date (communication to Employees) replaces the Resourcing Policy which came in effect on 12 March 2020.

Annexure A

CONSIDERATIONS ON ADVERSE FINANCIAL RECORDS AND CRIMINAL RECORDS.

1. Introduction

The Resourcing Policy requires, that where an Adverse Financial Record and, or Criminal Record is identified, Board, Board Committee, CEO or Department's Executive Manager in consultation with the CHCO, approves Inclusion of a Candidate from further processing of his or her job application.

The RAF needs to ensure consistency when a decision is taken with regards to the to Inclusion or Exclusion of a Candidate based on an Adverse Financial Record and, or a Criminal Record.

2. Background

The RAF conducts Background Checks on all Candidates prior to employment to ensure that Candidates, who are appointed into RAF positions, do not expose the RAF to any risks.

When conducting Background Checks, the RAF shall comply with Regulation 18 (4)(c) and Regulation 19(12) of the National Credit Act, 2005 which requires access to consumer credit record for positions requiring honesty in dealing with cash or finances.

The purpose of this guide is to:

- provide procedures in respect of approval for Inclusion and, or Exclusion of a Candidate, for employment, with an Adverse Financial Record and, or a Criminal Record;
- ensure that the authorised approver arrives at a fair, consistent, logical and justifiable decision, with regards to the Inclusion or Exclusion of a Candidate from further processing of his job application.

3. Handling of Adverse Records

3.1 Handling of Adverse Financial Record

3.1.1 The RAF conducts credit checks for positions which are deemed to be Positions of Trust and Cash Handling.

3.1.2 Subject to paragraph 3.1.3, the authorised approver shall approve Inclusion where the debt:

- 3.1.2.1 has been settled in full;
- 3.1.2.2 is due to identity theft;
- 3.1.2.3 is due to bankruptcy or liquidation;
- 3.1.2.4 is a result of divorce;
- 3.1.2.5 is due to loss of income as a result of expiry of contract, termination of internship, learnership, retrenchment, retirement, unpaid

- 3.1.2.6 maternity, and, or end of in-service training;
 - 3.1.2.6 is due to the death of a legal guardian who was providing a Candidate with financial support; or
 - 3.1.2.7 is of a Candidate who is under a debt review process.
- 3.1.3 Inclusion will be granted where satisfactory proof is provided by the Candidate.*
- 3.1.4 Candidates who do not fall within one or more of the categories listed in paragraph 3.1.2 shall be Excluded by the HCP in consultation with the interview panel.

***Satisfactory proof** may include a debt settlement letter issued by the credit granter; a divorce decree; proof of guardianship and death certificate; affidavit and police case number in respect of identity theft; a termination of employment letter; a liquidation order; and a letter from the employer confirming unpaid maternity benefits.

3.2 Handling of Criminal Records

- 3.2.1 The RAF conducts Criminal Checks for all positions.
- 3.2.2 The authorised approver shall approve Inclusion in spite of an existing Criminal Record in the following circumstances where:
- 3.2.2.1 the Criminal Record is ten (10) years or longer;
 - 3.2.2.2 the Criminal Record is not related to the nature of the job;
 - 3.2.2.3 payment of a fine was ordered by a court and was paid by the Candidate; or
 - 3.2.2.4 the Criminal Record is as result of being falsely accused, where the court of law has issued an order in respect of same.
- 3.2.3 Candidates who do not fall within one or more of the categories listed in paragraph 3.2.2, shall be Excluded by the HCP in consultation with the interview panel.