

National Sea Rescue Institute of South Africa “NPC”

Registration No 1967/013618/08

“the Institute”

Recruitment and Selection Policy

Approved: 2015

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1. **POLICY STATEMENT**

NSRI is committed to fair employment practices and a systematic approach to recruitment and selection in order to recruit and employ high calibre volunteers and staff that will satisfy the Human Resource requirements of the Institute and stations and ensure that strategic objectives are met. The recruitment and selection process will be based on the principles of fairness, objectivity and transparency and will include equal employment opportunities.

2. **PURPOSE**

The purpose of this policy is to ensure that:

- 2.1 All recruitment and selection processes are in compliance with the applicable legislative prescripts;
- 2.2 Employment will lead to a service that is appropriately skilled to meet the organisational goals of NSRI;
- 2.3 Equal opportunities for advancement of people exist at all levels within the Institute;
- 2.4 Vacancies will attract candidates from the widest possible pool of talent who will have the requisite competencies in order to comply with the inherent requirements of the job;
- 2.5 Candidates are not prejudiced in the filling of posts;
- 2.6 Access to employment in the Institute is available to all sections of society;
- 2.7 Candidates are identified through the selection process that are best suited for a specific position on the basis of knowledge, skills, experience, ability and future potential as well as the need to achieve representation and a diverse workforce.
- 2.8 The principles of Transformation as outlined in the NSRI transformation Policy inform the NSRI recruitment and selection process.

3. **SCOPE OF APPLICATION**

3.1 This policy is applicable to all institutions and offices within NSRI and will guide the process of recruitment and selection.

3.2 This policy applies to the filling of all permanent or contract/temporary positions (by means of appointments/ transfers/ promotions) in a full time or part time capacity.

3.3 This policy excludes:

3.3.1 Appointment of Volunteers, Station Commanders, Board Members, Operational Board Members, Honorary Life Governors etc.

4. **REGULATORY FRAMEWORK**

The recruitment, selection and placement of personnel is done in terms of the legal framework applicable to the Institute, namely:

4.1 Constitution of the Republic of South Africa, 1996;

4.2 Companies Act 71, 2008;

4.3 Employment Equity Act, 1998;

4.4 Skills Development Act, 1998;

4.5 Basic Conditions of Employment Act, 1997;

4.6 Labour Relations Act, 1995 (as amended);

4.7 Promotion of Access to Information Act, 2000;

4.8 Promotion of Administrative Justice Act, 2000;

4.9 NSRI Employment Equity Plan;

5. TERMINOLOGY

- 5.1 **Accessible to everyone** means that it should be able to reach everyone;
- 5.2 **Affirmative action measures** mean policies, practices and procedures developed in order to remove barriers to employment equity;
- 5.3 **Affirmative action programmes** are programmes developed to assist in the achievement of numerical targets;
- 5.4 **Competence** is the blend of knowledge, skills and aptitude a person needs in order to perform successfully;
- 5.5 **Employment equity** refers to the elimination of unfair discrimination as well as the implementation of specific measures to accelerate the advancement of target groups towards the achievement of equality;
- 5.6 **Equal employment opportunities** refer to the formal right of all persons to be treated equally in employment irrespective of race, gender and disability;
- 5.7 **External advertisements** mean the advertisement of posts outside the Institute either nationally or locally, e.g. in the media, for which candidates who are not in the employ of the Institute, can apply;
- 5.8 **External candidates** mean any person who applies for an advertised post who does not hold a permanent employed post within the Institute;
- 5.9 **Head hunting** means to seek and identify suitable candidates for positions where difficulty is experienced to recruit suitably qualified candidates as well as candidates from historically disadvantaged groups, and normally follows the advertising process;
- 5.10 **High calibre** staff means that the candidates who are selected of the available candidates, are the best suited for the position, on the basis of their skills, experience, abilities, personal attributes and future potential, as well as the need to achieve a representative workforce;
- 5.11 **Inherent requirement of the job** refers to the competencies, knowledge, skills, experience and ability that, according to evidence, an employee needs in order to carry out the tasks and responsibilities of that job;
- 5.12 **Internal advertisements** mean –
- (a) posts advertised within NSRI by means of an internal circular.
 - (b) posts advertised within NSRI for which only candidates within NSRI can apply;
- 5.13 **Most suitable candidate** means the candidate who is best suited for the position measured against the duties, formal recommendations and critical post requirements of the post in terms of section 20(3) of the Employment Equity Act, 1998;
- 5.14 **Potential** means that the candidate must possess all the required basic skills and competencies, but requires further development in order to function independently within a reasonable period, as determined by the period of probation;
- 5.15 **Prejudiced** means preconceived opinion which is biased or in favour of a person;
- 5.16 **Representivity** means the extent to which employment in the Institute broadly reflects the composition/demography of the economically active population.

6. GENERAL PRINCIPLES

- 6.1 All persons who qualify for an appointment or transfer, or for promotion, shall be considered in the making of appointments and the filling of posts. The assessment of persons will also be based on competence, knowledge, skills, training, and the need to achieve a representative workforce. This provision must be read in conjunction with section 6(1), 20(3) and 15(4) of the Employment Equity Act, 1998;
- 6.2 The suitability of a candidate shall be determined in accordance with section 20(3) of the Employment Equity Act, 1998, which stipulates that equal credence shall be given to selection criteria, such as formal qualifications, prior learning and relevant experience. In instances where a need has been identified to address equitable representation, consideration must also be given to the candidate's capacity to acquire within a reasonable time (potential), the ability to do the job;
- 6.3 In accordance with section 15(4) of the Employment Equity Act, 1998, no absolute barrier is established to the prospective or continued employment or advancement of applicants who are not from the designated group;
- 6.4 In accordance with section 6(1) of the Employment Equity Act, 1998, the exclusion of applicants who are not from the designated group will not be permitted;
- 6.5 Recruitment methods and selection criteria must be carefully assessed to ensure that inappropriate barriers that tend to exclude people with disabilities are removed;
- 6.6 All reasonable expenses associated with the attendance of selection interview(s) by candidates are to be defrayed from the budget of the Institute;
- 6.7 Recruitment should be conducted in the most cost-effective manner;
- 6.8 All posts will be advertised in such a manner as to attract the most suitable candidates, bearing in mind the cost implication;
- 6.9 Advertisements must state that the filling of posts will be done in line with the Institute's Employment Equity targets. These targets are, however, a guideline and should not deter anyone from applying for the position or participating in the selection interview;
- 6.10 Advertising will be disability sensitive, e.g. where applicable ensure that the logo/insignia (disability sign) is shown on the advertisement;

- 6.11 Advertisements should be accessible to people with disabilities and where practicable, circulated to organisations that represent the interests of people with disabilities and should be provided, on request and if reasonable and practicable, in a format appropriate to people with disabilities;
- 6.12 Advertisements should in no way discriminate either directly (race, gender, etc.), or indirectly (inordinate qualifications/ experience requirements) against any potential candidate or discourage any candidate from applying for the post.
- 6.13 A post must be advertised in line with the inherent requirements of the job and qualifications as stated in the job description. The threshold requirements for a post are as advertised and therefore, no exemption of qualifications will be granted.
- 6.14 Notwithstanding the provision in par. 6.13 above, where a serving employee (excluding employees on fixed-term contracts) is not in possession of the advertised threshold requirement but he/she is already on the level of the advertised post, his/her application may be considered regardless of the fact that he/she is not in possession of the aforesaid threshold requirement. If successful, the candidate will be granted a horizontal transfer.
- 6.15 Job requirements should not be formulated so as to unfairly exclude candidates who may possess the necessary ability and potential;
- 6.16 The Employer reserves the right to verify the authenticity of all documentation as submitted by candidates;
- 6.17 Canvassing, favouritism, nepotism or similar undesirable practices are under no circumstances allowed;
- 6.18 Any person with a personal or vested interest in the recruitment and selection process must declare such interest beforehand and excuse himself/herself from the process;
- 6.19 The candidate shall be regarded as having complied with the closing date for an advertisement when the stated recipient has received the application by the close of business on that date;
- 6.20 Contract employees who apply for posts which are **exclusively advertised internally**, and who submit such applications prior to the date of expiry of their contractual period and while the advertisement is still running, are regarded as legitimate internal candidates even if the closing date for applications is after the date of expiry of the contract;
- 6.21 Security clearances may be prescribed for certain posts;

- 6.22 Non-SA citizens – except for those non-citizens issued with permanent resident permits – may not be appointed in a permanent capacity but may only be considered for contract appointments not exceeding a period of five years, provided no suitable South African citizen is available.
- 6.23 Non-SA citizens may not be regarded as representative of any designated group in terms of the Employment Equity Act, 1998;
- 6.24 No candidate, including serving officials may be short listed or invited to an interview through goodwill;
- 6.25 Reasonable accommodation is to be granted to candidates who are to make themselves available with regard to the selection procedure;
- 6.26 Applicants with self-evident or disclosed disabilities will be given the opportunity to provide, in advance, information on their requirements for reasonable accommodation during the interview;
- 6.27 The period of advertising of a vacancy will usually be four (4) weeks, but may be shortened to no less than three (3) weeks in exceptional circumstances;
- 6.28 Advertisements shall preferably be placed in the languages appropriate to the region in which the post resides;
- 6.29 All appointments will be subject to a probation period of 3 calendar months, which process shall be managed in terms of **NSRI Policy on Probation**.
- 6.30 A one month notice period for termination of employment shall be as required in accordance with section 37 of the Basic Conditions of Employment Act, 1997. However, the notice period of internal candidates may under exceptional circumstances be negotiated to a period preferably not exceeding two months' notice as the assumption of duty of the successful candidate must occur within a reasonable time period.

7. PRIVACY AND CONFIDENTIALITY OF CANDIDATES

- 7.1 In accordance with section 16 of the Labour Relations Act, 1995 and in order to maintain the confidentiality of candidates, NSRI will maintain clear practices about who will have access to the application material;
- 7.2 In general, the identity of candidates (both internal and external) and the contents of the applications are strictly confidential and are available only to those staff who formally constitute either the selection panel or human resource management for administrative purposes – all of whom are bound by a **confidentiality agreement**;
- 7.3 This information will only be made available to those who request it through the proper channels in accordance with the Promotion of Access to Information Act, 2000;
- 7.4 With regard to confidentiality, internal candidates shall not be compelled to direct their applications through formal channels of communication;
- 7.5 Confidentiality is to be maintained throughout the entire recruitment and selection procedure;
- 7.6 Under no circumstances may information be provided which may lead to the creation of an expectation with the candidate;

8. POLICY PROVISIONS

- 8.1 The principle of open competition is introduced with regard to recruitment and selection. Open competition may be divided into three categories:
- 8.1.1 **Internal:** All vacancies should as a minimum be advertised internally. This method is utilised when it is believed that sufficient candidates of high calibre will be recruited from within the internal market:
- a) Posts advertised exclusively within NSRI and are open only to current volunteers/employees of NSRI.
- 8.1.2 **Open (External):** Positions advertised nationally or locally in the media and are open both to Institute volunteers/employees and external candidates;

8.2 All vacant posts in the Executive Management team shall be advertised nationwide; inside and outside the Institute.

8.3 With regard to the utilisation of the aforementioned categories, the following recruitment sources may be used:

8.3.1 Inside sources

- a) Website
- b) Magazine
- c) Newsletter
- d) Broadcast email

8.3.2 Outside (external) sources

- a) Advertisements:
 - Internal (within the entire Institute);
 - Newspapers;
 - Professional associations and journals;
 - Internet sites;
- b) Employment agencies;
- c) Skills search (head hunting);
- d) Unsolicited applications (walk-ins);

9. BASIS OF THE SELECTION PROCESS

9.1 The stability of an organisation largely depends on the quality of its people. Avoidable labour turnover can be linked directly to poor selection processes. Making the right hiring decision is thus of the utmost importance. In order to assist in this regard, the following selection process must be adhered to at all times:

9.2 Appointment of a selection panel shall be done by the CEO. The members of the selection panel will be the primary role-players in the entire selection process;

9.3 The development and implementation of an effective procedure/mechanism to examine and to evaluate applications in reaction on one or more of the recruitment methods/ techniques and to shortlist prospective candidates for formal evaluation;

- 9.4 The identification and development of an evaluation method, which will enhance reliable and objective decision-making, with a minimum risk of discretionary complaint.
- 9.5 The establishing of an integrated selection tool where points allocated in the evaluation process are not absolute cut off points, but are merely indicative of a candidate's relative suitability for a post and should be considered with due regard to the principles of equal employment opportunities and affirmative action measures/ programmes as well as the service delivery needs of the specific institution/ organisation;
- 9.6 No preference will be given to candidates currently in the employ of the Institute over candidates not currently in the employ of the Institute.

10. **COMPOSITION OF THE SELECTION PANEL**

- 10.1 The authority to appoint a selection panel shall be at the level of CEO;
- 10.2 The composition of the selection panel is subject to formal approval by the Governance Board in respect of posts in the Executive Management team
- 10.3 The selection panel shall consist of at least three members who are employees of a grading equal or higher than the grading of the post to be filled.
- 10.4 The chairperson of the selection panel shall be of a grading higher than the post to be filled and of a grading not lower than Executive Director;
- 10.5 Panel members must, as far as possible, be representative of the composition NSRI is striving for in terms of all designated groups (including women and disabled groups) and unimpeachable with regard to level of expertise and objectivity.
- 10.6 In those instances where a second round of interviews is required, the same selection panel as for the initial round must, where feasible, be utilised;
- 10.8 The panel may be allowed to include a person from outside the Institute who has technical expertise in a particular field and where such expertise can assist in the selection process;
- 10.9 The panel may be allowed to include employees of a grading lower than the grading of the vacant position to be filled to provide secretarial duties;

10.10 A human resource advisor should preferably be available to provide advice and assistance during the entire process and holds the status of advisor to the panel but shall not form part of the selection panel.

10.11 The exclusion of all observers or persons who are not directly involved in the selection process.

11. RESPONSIBILITIES OF THE SELECTION PANEL

11.1 Functions of the Chairperson

11.1.1 The chairperson of the selection panel will meet with members of the selection panel to plan the recruitment and selection process. The participation of the members may not be less than two persons of the selection panel;

11.1.2 The chairperson will assume overall accountability of the process, selection criteria, shortlisting, interviewing of candidates and making of the nomination. The panel members will, however, assume co-accountability of the process;

11.1.3 The chairperson will take responsibility for dealing with any complaint or grievance lodged in respect of the selection process as well as the resolution to complaints/ grievances/ disputes arising from this process;

11.2 Screening and shortlisting of applications

11.2.1 A screening procedure needs to be established to assist in the first step of selecting the most highly qualified and competent individuals for referral to the next step of the selection process;

11.2.2 The information obtained during the screening process should play an important role in the categorising of candidates in terms of knowledge and expertise of the pre-determined minimum and inherent requirements of the job as advertised. This process will assist in determining the final shortlist of candidates to be interviewed;

11.2.3 The aforesaid process should be the responsibility of the members of the selection panel. All panel members should have the opportunity to view the applications. If this is not possible, the chairperson of the selection panel shall appoint a sub-panel, consisting of at least 50% of the members of the selection panel and a human resource advisor for shortlisting purposes;

- 11.2.4 Only relevant, objective and verified information, contained in the application form, CV and proof of employment in the form of service records and other attached documentation may be taken into account during the screening process;
- 11.2.5 Undue credit should not be given to qualifications not needed for the position nor should higher scores be allocated to qualifications that exceed the threshold requirements;
- 11.2.6 In order to ensure that the shortlisting has been done in an objective, non-discriminating and equitable manner, the screening procedure should adopt the following approach:
- (i) Firstly, identify the candidates who comply with the **minimum post requirements**, with regard to the qualifications and experience as advertised, by means of scrutiny of the application documentation. (Item 11.2.4 should be kept in mind in this regard). Applications from persons who do not meet the threshold requirements need not be considered further;
 - (ii) Secondly, identify the preliminary criteria **based on the key result areas of the job description and advertisement** and compare the preliminary selection pool as at item 11.2.6(i) to these criteria. This second level of screening should identify a list of candidates who have had exposure to the relevant functional terrain;
 - (iii) Thirdly, one may make use of a preliminary screening interview in order to shorten a shortlist, which has identified too many candidates to be interviewed. Compile a list of questions based on the **key result areas of the job to determine the level of expertise of each candidate**. Telephonic screening may be used as a medium to compile a final shortlist. Model answers and scoring guides could be developed as a guideline for this purpose;
- 11.2.7 The final selection tool(s) as at item 11.3 may be used to determine qualities of the candidates which cannot be determined by means of a CV or telephonic screening;
- 11.2.8 Candidates who withdraw their applications are to do so in writing;
- 11.2.9 The final responsibility to accept the shortlist in respect of **posts in Executive Management** vests in the Governance Board. Shortlists, signed off by the Chairperson of the selection panel, should be submitted to the Board for final approval prior to notifying short listed candidates and making arrangements for selection interviews.

Note: Scoring guides are strictly only to be developed as a guide to determine the candidate's exposure to the key performance areas of the job. Under no circumstances are affirmative action criteria to be coupled to a score to determine suitability during the shortlisting phase.

11.3 Interviewing process

- 11.3.1 The panel needs to agree on how the core competencies contained in the advertisement will be assessed and evaluated, i.e. what selection technique(s) will be used.
- 11.3.2 To ensure that an optimal decision is made with the minimum risk of discretionary complaint a formal interview needs to be conducted with all shortlisted applicants;
- 11.3.3 The panel must prepare specific interview questions in advance to assess the critical competencies required to perform in the position. Questions need to be planned carefully in order to elicit relevant information;
- 11.3.4 The panel must expose all candidates to the same questions or testing/evaluation although follow-up questions may be inevitable depending on the candidate's response;
- 11.3.5 The panel must attend to the probing of projected potential in support of candidates whose appointments would enhance representivity;
- 11.3.6 To ensure uniformity and fair labour practice, a structured interview questionnaire must be developed to test each candidate's performance during a structured interview. This may take the form of a grid against which candidates may more scientifically be compared. This process must be done in writing and documented;
- 11.3.7 To allow for an overall judgement as well as to compare the outcomes of individuals after completion of the selection interview, an individual score guide may be developed and incorporated into the interview questionnaire along the following guidelines:
- (i) The selection panel is to determine the core competencies/functional terrain to be tested. This must be formulated into specific questions;
 - (ii) In order to conduct the assessment of the candidates, a percentage weight can be allocated to each question on the core competencies/functional terrain or in combination thereof;
 - (iii) Each competency/ functional terrain is to be tested by means of linking a total set of questions with a rating of 1 – 5 (1 being poor and 5 being excellent) to each question;
 - (iv) The sum of the score will represent the individual panel member's evaluation of the core competency/ functional terrain. These individual scores should not be combined and averaged as the final assessment of the panel, but should be discussed and a final assessment should be negotiated in favour of a consensus/majority rule recommendation by the panel members;

- (v) Alternatively, a percentage weight can be allocated to each core competency/ functional terrain as part of a total weighting of 100%. A total sum of questions linked to a core competency/functional terrain is to be multiplied by the weight attached to the core competency in order to calculate the total score of the core competency. This process of calculation may be repeated for each core competency in order to obtain a total score for each candidate. These individual scores should be discussed and a final score per competency/ functional terrain should be negotiated and agreed upon by the panel members as a final score per candidate;
- (vi) Should the situation of a deadlock arise, the chairperson may have the final casting vote, based on the entire profile of the candidate. Under no circumstances should the individual panel members' scores be averaged, as this cannot be viewed as an objective reflection of the selection panel's final decision;

11.3.8 The selection panel shall make a recommendation on the suitability of a candidate by drafting the written nomination under signature of the chairperson where after the documentation will be forwarded to the delegated authority for approval;

11.3.9 Although the use of the structured interview is compulsory it is not to be regarded as the only selection tool. For example, presentations, practical tests e.g. to assess computer literacy, in-tray exercises, etc;

11.3.10 Interviewers should ask applicants who have disclosed or self-evident disabilities to indicate how they would perform the essential functions of the post and if accommodation is required. During this process the focus will be on identifying whether the person meets the inherent requirements of the job. A detailed discussion of the need for or cost of reasonable accommodation may only take place once a conditional job offer has been made to a disabled applicant;

11.3.11 The candidate's opinion with regard to the fairness of the selection process and representivity of the panel should be sought. It is imperative to note that the candidate's answers to such questions may not be used to prejudice him/her in the selection process. Where the candidate indicates satisfaction with the overall process during the interview, it does not necessarily mean that he/she cannot lodge a grievance afterwards.

11.3.12 Once the selection procedure has been completed, consideration must be given to the representative profile of the organisation/ component as contained in the employment equity plan and affirmative action programmes. What this means is that whilst numerical targets have not been reached, affirmative action measures may be made applicable to the selection process in accordance with the requirements of the applicable affirmative action programmes as stated in NSRI employment equity plan as well as those developed at institutional level. To this end, "potential" may be considered by

the selection panel as one of the facets in their horizontal comparison of candidates, provided that such potential is assessed to be realisable within a reasonable timeframe. What constitutes a reasonable timeframe will be dictated by the needs and demands of the position. The candidate who has scored the highest points in the selection process may thus be passed over and a candidate with a relatively lower score may be regarded as the most suitable candidate overall;

11.3.13 In the event that the numerical targets in respect of representivity have been reached, or where no candidates from the designated group have applied or been shortlisted, candidates shall be assessed exclusively in terms of the core competencies/functional terrain of the job;

11.3.14 Should a person with disabilities be the recommended candidate, a conditional job offer subject to medical or functional testing may be made.

11.3.15 Selection panels have no decision-making powers. The panel is responsible for making a recommendation to the CEO or the Board. In instances where the CEO or Board deviate from a recommendation by a selection panel, he or she must record the reasons for such deviation in writing for the panel's consideration. Except for Employment Equity requirements, the reason(s) for not accepting the recommendation of the panel is to be confined to the requirements as advertised or any procedural irregularities in respect of the selection process.

12. REFERENCE CHECKS

12.1 NSRI will not make an appointment offer until consideration has been given to relevant reference checks;

12.2 Reference checks will only be carried out for candidates who are seriously being considered for the position, after the interview has taken place;

12.3 A reference may not be sought from the candidate's employer(s) without the consent of the candidate should referees not be listed on the CV;

12.4 No information on an actual or perceived disability may be requested from a previous employer or third party during reference checking, unless this is done with the written consent of the applicant.

13. HEARSAY

13.1. No hearsay evidence may be presented. Should a member of the selection panel be party to information or have knowledge supplementary to or in contradiction of that contained in a candidate's application documents, such information must be verified and declared beforehand. Any member who

is party to information of this nature and who is of the opinion that it may impede his/her ability to make objective decisions, must excuse him/herself from the process.

14. RESPONSIBILITY

- 15.1 The Executive Director to whose establishment the post(s) were provided accepts the primary managerial responsibility for the selection of candidates for appointment to the post(s) in question;
- 15.2 However, all managers/supervisors are responsible for ensuring compliance with the recruitment and selection policy and procedures. It is, therefore, essential that all staff involved in these procedures be given the opportunity to become fully familiar with the contents of this policy. This will maximise their effectiveness and ensure that NSRI recruits quality candidates in a consistent manner;
- 15.3 The Chairperson of the selection panel will assume responsibility for the recruitment and selection decision whilst the Human Resource Management function within Organizational Support will be responsible for the administration of the recruitment and selection procedure.

15. DISPUTE RESOLUTION

The normal procedures as per the Labour Relations Act, 66 of 1995, and the Disciplinary Code and Procedures are in effect when candidates feel aggrieved with the manner in which the process of recruitment and selection has been dealt with.

16. GENERAL MATTERS

- 18.1 NSRI reserves the right not to fill a vacancy or not to appoint, promote or transfer any of the candidates participating in the interviews. The reasons for such a decision must be documented in full.
- 18.2 As a rule candidates must be given timely notice (approximately 5 working days) notice of the selection interview.

19 FILLING OF POSTS IN THE EXECUTIVE

Posts in the Executive cadre shall be approved for filling by the Board.

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