



## **DRAFT RECRUITMENT POLICY**

### **1. BACKGROUND**

- 1.1. The B-BBEE MAC Sector Council is established in terms of section 9 (1) of the B-BBEE Act of 2003 as amended, with a mandate to oversee and monitor the implementation of the MAC Sector Code. The responsibilities of the Council including but not limited to:-
  - 1.1.1. Advise the organs of state on all matters relating to B-BBEE in the MAC sector
  - 1.1.2. Monitor and review the implementation of the Sector Code and all matters related thereto in the MAC Sector.
  - 1.1.3. Be responsible for the development and fostering of common standards and code of ethics in the implementation of MAC Sector Code in the industry in compliance with B-BBEE legislation and Codes of Good Practice.
  - 1.1.4. Issue guidance notes on the interpretation and application of the MAC Sector Codes
  - 1.1.5. Prepare an annual review, which outlines progress and evaluates new areas of intervention, and submit the report to the DTIC for publication.
  - 1.1.6. Engage with government, the B-BBEE Advisory Council and other regulatory agencies to promote the implementation of the MAC Sector Code.
- 1.2. The B-BBEE Act of 2003, Codes of Good Practice published on 16 May 2015, the Council Constitution and its Terms of Reference and the MAC Sector Code of 2016 regulate the Council's activities.

## **2. PURPOSE**

- 2.1. The purpose of this policy is:
  - 2.1.1. To make provision for an objective and professional approach to the appointment of Council office bearers.
  - 2.1.2. To make provision for a consistent and predictable approach to the appointment of Council office bearers.
  - 2.1.3. To enable the Council to access the best possible candidates with the requisite skills, competencies and relevant experience to fill vacant positions for its office bearers.

## **3. OBJECTIVES OF THE POLICY**

- 3.1. The main objective is to ensure that the Human Resource Management in the Council achieves a diverse, competent and well- managed workforce.

## **4. PRINCIPLES**

- 4.1. The B-BBEE MAC Sector Council is an equal opportunity employer. The employment practices of the Council shall ensure employment equity, fairness, efficiency and the achievement of an effective Council.
- 4.2. Affirmative Action shall be used to speed up the creation of a representative and equitable Council staff complement and to give practical support to Black people, Black Women and Persons with Disability to enable them to fulfil their maximum potential.
- 4.3. Employment practices should maximise flexibility, minimise administrative burdens on both employer and employee and generally prevent waste and inefficiency.
- 4.4. The recruitment process shall be underpinned by the principles of legality and adherence to the South African Constitution.

## **5. CODE OF CONDUCT**

- 5.1. Although encouraging a friend, relative or close associate to apply for a position in the Council shall not be regarded as a conflict of interest, all panellists must disclose if they are in anyway associated with the person being considered for short-listing.
- 5.2. Councillors may not apply for Council positions.
- 5.3. Section 5 of this Policy must be read in conjunction with the Council's Code of Conduct/ Terms of Reference.

## **6. RECRUITMENT**

- 6.1. The Council is an equal opportunity employer.
- 6.2. Cost-effective, accessible and transparent recruitment strategies will be used to reach and attract candidates from all sections of the population and to maximise recruitment from Black people, Black Women and Persons with Disability.
- 6.3. A position identified as essential to support the effective and efficient operation of the Council will be advertised and filled within a period of two months, where applicable. The availability of funds for such position will be confirmed prior to the advertising of the position.
- 6.4. The Council might use the services of a recruitment agency in instances where the processing of applications requires extensive work that the Council's existing staff is not able to execute.

## **7. ADVERTISEMENT**

- 7.1. Vacant positions will be advertised internally and externally, together with all the specific requirements, i.e. qualifications, experience and other relevant competencies.
- 7.2. Efforts will be made to ensure that the advertisement of vacant posts in the Council reaches and attracts the entire pool of potential applicants from all sections of the population.
- 7.3. The Council shall explore the use of different forms of communication so as to maximise recruitment among people from historically disadvantaged groups.
- 7.4. Executive management positions shall be advertised nationwide.
- 7.5. Advertisements shall specify the inherent requirements of the job, the job title and core functions, salary package and other benefits.
- 7.6. The advertisement will also specify the closing date which will normally be 15 days from the day of advertising.
- 7.7. The Council will consider applications that are posted, hand-delivered or submitted online.

## **8. THE SELECTION PANEL**

- 8.1. The Head of Secretariat shall constitute a Selection Panel, in consultation with the Council
- 8.2. The Selection Panel will consist of a maximum of five persons.

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- 8.3. The composition of the Selection Panel for executive management positions (CEO, CFO and COO where applicable) shall include the Chairperson, Deputy Chairperson and Chairpersons of Council Sub-Committees and two external independent panellists approved by the Council. The Council Chairperson shall be the Chair of the Selection Panel.
- 8.4. The Head of Secretariat or her/his delegated representative shall be the Chairperson of the Selection Panel for positions below executive management.
- 8.5. All panellists will be required to sign confidentiality and non-disclosure form.

### **9. SELECTION**

- 9.1. The Selection shall make recommendations for the short-listing and interviewing of the short-listed candidates.
- 9.2. Other representation in the Selection Panel will include the Secretariat.
- 9.3. Selection will be based on the inherent requirements of the position to be filled as specified on the advertised job specifications and the outcome of other processes that legitimise the appointment.
- 9.4. A member of the Selection Panel should disclose and recuse him/her self in the case where there is any conflict of interest in the appointment of the candidate.
- 9.5. The selection process will prioritise South African citizens or naturalised South Africans.
- 9.6. Members of the Selection Panel shall be required to sign confidentiality forms forbidding disclosure of the deliberations leading to the preferred candidate.

### **10. NOTIFICATION FOR INTERVIEW**

- 10.1. The Council or its delegated representatives shall be responsible for the reception, recording of applications, acknowledging, storing and communication with applicants.
- 10.2. All applications will be acknowledged but any further communication will be confined to short listed candidates.
- 10.3. Candidates will be notified five (5) days before the interview. Candidates must be informed both telephonically and in writing. The invitation letters shall be filed.
- 10.4. The Council shall not cover the travel and accommodation expenses of candidates.

### **11. INTERVIEWS**

- 11.1. The Selection Panel shall be the interviewing panel.

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- 11.2. The Secretariat shall be responsible for recording the interview.
- 11.3. The Interviewing Panel members shall draft interview questions collectively at the same time in the same room a day before of the interview.
- 11.4. The interview questions must as much as possible seek to establish the suitability of the candidate for the position and should therefore any without any bias that might favour any of the candidates.
- 11.5. The outcome of the interviews and recommendations on the preferred candidate shall be submitted to the Council to approve the recommended candidates.
- 11.6. Members of the interviewing panel shall be required to sign confidentiality forms forbidding disclosure of the deliberations leading to the preferred candidate.
- 11.7. Records of interviews shall be kept for a maximum period of 24 months or an extended period depending on the need.

### **12. COMMUNICATION OF INTERVIEW RESULTS.**

- 12.1. The results of the interview will be communicated by the Head of Secretariat
- 12.2. The Council shall notify the preferred candidate 24 hours after the approval of the appointment.
- 12.3. Although the candidate will be required to give the minimum period of notice to the current employer, the Council may endeavour to persuade the candidate to take up the post as soon as possible.
- 12.4. Recommended candidates will be required to provide original documents of the qualifications and Identity documents.

### **13. APPOINTMENT**

- 13.1. The new employee will be given an appointment letter specifying the date of assumption of duty, level of remuneration, main duties, working times and the name of the immediate supervisor.
- 13.2. A new employee shall be required to sign a Z83 form (or a form designed by the Council), an employment contract and a confidentiality form.
- 13.3. All Council employees shall abide by the Constitution and Code of Conduct of the Council.
- 13.4. All new employees shall be subjected to a probation period of six (6) months' probation, after which a decision whether to extend the probation, terminate the employment or appoint permanently will be made.
- 13.5. The immediate supervisor will monitor the appointee's probation period. A team nominated by the Council will manage the probation of executive managers.

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- 13.6. The probation officer shall present a probation report before the expiry of the probation period with recommendations to the Head of Secretariat /Council for a decision to appoint or not appoint permanently or extend the probation period.
- 13.7. The report must detail a month-to-month performance of the official on probation, support systems provided and corrective measures applied in instances where the official failed to perform.

### **14. MANAGING APPEALS**

- 14.1. All candidates are allowed to raise grievances and such grievances must be dealt with by means of prompt, fair and objective process.
- 14.2. Key to responding to every grievance would be the articulation of the Council's Recruitment Policy, recruitment process and specific matters taken into consideration in the decision to appoint.

### **15. MONITORING, EVALUATION AND REVIEW**

- 15.1. This policy is subject to review on an annual basis through consultation with stakeholders.
- 15.2. The policy might require further review after the appointment of the permanent Head of Secretariat to enable him/her to take full responsibility for the administrative management of the Council's work.

**APPROVED:**

**SIGNATURE: .....**

**NAME  
CHAIRPERSON**

**DATE:**