



**NAMC**  
Promoting market access for South African agriculture

# National Agricultural Marketing Council Recruitment and Selection Policy and Procedure

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## RECRUITMENT AND SELECTION POLICY AND PROCEDURE

Policy No	HC/04/2023
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Effective Date;	This policy shall be effective within seven (7) days after approval by Council
Policy Application	The policy applies to all individuals who have a direct or indirect relationship with the NAMC
Managed By:	Senior Manager Human Capital

### CONTROL MEASURES OF THE POLICY

Recommended by Chief Executive Officer	Date Submitted 30/06/2023	Chief Executive Officer's Signature: 
Recommended by Human Resources & Remuneration Committee	Date Submitted 30 June 2023	Chairperson's Signature: 
Approved by Council	Date Approved 12 July 2023	Chairperson's Signature: 
Next Review Date	Document Code HC/04/2026	Annually or as and when the legislation changes

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ABBREVIATIONS	
BCEA	Basic Conditions of Employment Act (Act No 97 of 1997 updated 2012)
CEO	Chief Executive Officer
CFO	Chief Financial Officer
HC	Human Capital Division
NAMC	National Agricultural Marketing Council established by section 3 of the Marketing of Agricultural Products Act 47 of 1996 as amended Act 59 of 1997
HR&RC	Human Resources and Remuneration Committee
A&RC	Audit and Risk Committee
E.g.	Exempli gratia

DEFINITIONS	
Recruitment	Means the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the municipality in achieving its objectives.
Candidate	Means an applicant for a post
Contract employment	Means employment for a predetermined period of time
Employee	Means any person, excluding an independent contractor, who works for the National Agricultural Marketing Council and who receives, or is entitled to receive, any remuneration.
Line Manager	Means an employee who, in terms of a delegation of authority, is charged with the responsibility to direct and guide one or more employees in carrying out his or their responsibilities.
Selection	Means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.
Induction	Initiation into an organization, through a presentation of policies and procedures.
Reference Check	Means the gathering of information about candidate's past history from people with whom such candidate has been associated.
Nepotism	Means favoritism on the basis of family relationship or friendship.
Competency Test	A set of exercises in a controlled environment to establish the competence of a candidate to solve problems and situations of a strategic and operational nature.
Designated Groups/Historically Disadvantaged Groups	Means Blacks (African, Colored and Indian), Women and People with Disabilities

## **1. PREAMBLE**

- 1.1. The NAMC aims to recruit the best staff in order to maintain and develop standards consistent with its vision, mission, strategy, employment equity and the principles of quality Human Capital Management. The Recruitment and Selection Policy and Procedure is aimed at providing guidelines on the elimination of unfair discrimination and the implementation of affirmative action measures in the recruitment process.
- 1.2. The policy will ensure that our Human Capital policies and practices are based on non-discrimination and reflect the employment equity principles at the commencement and during the employment period.

## **2. PURPOSE**

To uphold fair and consistent recruitment and selection processes and practices in accordance with relevant legislation and codes of good practice.

## **3. OBJECTIVES**

- 3.1. To ensure that the recruitment and selection processes are in accordance with fair labour practices consistent with the requirements of the Employment Equity Act, No. 55 of 1998 and the Labour Relations Act, No. of 2015.
- 3.2. To contribute to the enhancement of a diverse culture and environment whereby employee's make-up the representative of the diverse demographic environment.
- 3.3. Attraction and appointment of suitably qualified employees to a vacant position, within a reasonable timeframe;
- 3.4. Eliminate unfair discrimination in human resource policies and practices in the recruitment process.
- 3.5. Design and implementing affirmative action measures to achieve equitable representation of designated groups within the NAMC.
- 3.6. Retain and develop quality employees to ensure excellent organisational performance and continued service delivery;
- 3.7. To establish principles and procedures that will ensure that the NAMC complies with legislative principles in respect of employment equity and affirmative action.
- 3.8. Promote good human capital management and career development practices, to maximise human potential; and

- 3.9. Ensure that applicants are not unfairly discriminated against an employee, directly or indirectly, on any arbitrary ground, including, but not limited to race, gender, sex, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language, marital status or family responsibility.

#### **4. SCOPE OF APPLICATION**

This policy is applicable to all employees of the NAMC, including prospective job applicants.

#### **5. LEGISLATION FRAMEWORKS**

- 5.1. Basic Conditions of Employment Act 75 of 1997, as amended
- 5.2. Constitution of the Republic of South Africa, 1996
- 5.3. Employment Equity Act 55 of 1998, as amended
- 5.4. Labour Relations Act 66 of 1995, as amended
- 5.5. Promotion of Access to Information Act (Act No. 2 of 2000).
- 5.6. Protection of Personal Information Act (Act No.4 of 2013 as amended).
- 5.7. Public Service Act, 1994, As amended
- 5.8. Promotion to Access to Information Act, 2000
- 5.9. Skills Development Act 97 of 1998
- 5.10. Skills Development Levies Act 9 of 1999
- 5.11. South African Qualification Authority Act 55 of 1995

#### **6. KEY POLICY PRINCIPLES**

- 6.1. This policy is underpinned by the principle of fairness, equity, confidentiality and the principles of good people practices.
- 6.2. It is aimed at matching Human Capital to the strategic and operational needs of the NAMC and ensuring the full utilization and continued development of its employees.
- 6.3. All aspects of the recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except in special circumstances with regards to affirmative action and employment equity.
- 6.4. Promotions shall only take place through the recruitment process.
- 6.5. Preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act of 1998, consisting of black people, women and people with disabilities.

- 6.6. Priority shall be given to internal employees who meet the inherent job requirements in order to promote succession planning; and
- 6.7. Ensure compliance with the targets set out in the employment equity policy and plan.

## **7. AFFIRMATIVE ACTION**

- 7.1. The NAMC shall endeavour to implement affirmative action measures in order to achieve employment equity, as defined in section (1) of the Employment Equity Act of 1998. This shall include, but are not limited to the following:
  - 7.1.1. Identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;
  - 7.1.2. Furthering diversity in the workplace based on equal dignity and respect of all people;
  - 7.1.3. Making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce;
  - 7.1.4. Ensure the equitable representation of suitably qualified people from designated groups in all occupational levels in the workplace; and
  - 7.1.5. To retain and develop people from designated groups and to implement appropriate training measures, including measures in terms of the Skills Development Act of 1999.

## **8. RECRUITMENT OF CANDIDATES WITH DISABILITIES**

- 8.1. The NAMC shall endeavour to integrate disability issues in all our recruitment processes and procedures.
- 8.2. Promote equal opportunities and equity for persons with all types of disabilities in the workplace.
- 8.3. Promote reasonable accessibility/accommodation for disabled persons in the workplace.
- 8.4. Eliminate discrimination against persons with disabilities and increase awareness of disabilities.
- 8.5. Promote capacity-building and public education on disability issues.

## **9. ORGANISATIONAL STRUCTURE**

- 9.1. Recruitment for possible filling of vacant positions and the creation of new positions must be informed by the approved structure; and
- 9.2. Line Managers must inform Human Capital on any planned expansion of their structure for human capital planning.

## **10. STATUTORY AUTHORISATION IN LINE WITH DELEGATION OF AUTHORITY**



- 10.1. The Chief Executive Officer (CEO) is appointed by of Council.
- 10.2. The Chief Financial Officer (CFO) is appointed by the Council.
- 10.3. The Senior Managers and general staff are appointed by the CEO.

## **11. NEPOTISM**

- 11.1. For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws of any of the foregoing.
- 11.2. The criteria for the appointment of employees in the NAMC shall be the appropriate qualification and the inherent job requirements of the position.
- 11.3. An employee may not participate in decisions regarding employment, re-appointment, placement, rate of remuneration, remuneration increase/s, promotion, tenure, or other personal interest of a relative, in-law or someone they are dating.
- 11.4. Employees and prospective employees shall disclose the identity of any employee who is related as a family member directly or by marriage.
- 11.5. Any violation of this policy will be subject to disciplinary action, treated as very serious misconduct with a recommended sanction of dismissal if a verdict of guilty is found. Such sanction is subject to the approved Disciplinary and Incapacity Policy and Procedures.

## **12. GRIEVANCE AND DISPUTES**

The procedure for resolving grievances and disputes, which may arise as a result of the recruitment process, shall be addressed in terms of the grievance policy and procedure.

## **13. MONITORING AND POLICY REVIEW**

The Human Capital Division shall monitor the implementation of the policy. The policy shall be reviewed every three (3) years or as and when the relevant legislations changes.

## **14. ANNEXURE A: PROCEDURE**

### **1. JOB ANALYSIS AND JOB DESCRIPTION**

- 1.1. Before filling a vacant position, the Human Capital shall ensure that the position exists in the approved organisational structure and is budgeted for.
- 1.2. For positions not included in the structure including project appointments, the human capital shall confirm the need and budget for the position.
- 1.3. A job analysis shall be conducted with the purpose of examining the content of the job, breaking it down into its specific tasks, functions, processes, and operations and developing a job description.
- 1.4. A job description provides an accurate and current picture of what functions make up a job, and the knowledge, experience, qualifications, skills and attributes required to perform the job effectively.
- 1.5. The respective line manager must submit the Request to Fill position (see Annexure B) form to Human Capital, including the job profile.
- 1.6. The CFO shall confirm the budget availability and the CEO shall approve the request to fill a vacant position.
- 1.7. In the event of the appointment of the CEO, CFO and COO, the Human Capital Division shall prepare the request to fill form and Council shall approve the form.
- 1.8. .

### **2. ADVERTISING**

- 2.1. Job adverts shall accurately reflect the inherent or essential requirements of the job and competency specifications such as qualification, skills, behavioural attitudes and key responsibilities.)
- 2.2. Job adverts shall be made accessible to designated groups that are under-represented.
- 2.3. Where applicable, the NAMC may state that preference will be given to members of designated groups. However, this does not suggest that the process of recruitment excludes members from non-designated groups.
- 2.4. Employees who are on maternity leave must be informed of positions advertised.
- 2.5. The following platforms will be used for advertising:
  - 2.5.1. National Newspapers for Senior and Executive positions;
  - 2.5.2. The official NAMC website; and
  - 2.5.3. The official NAMC social media pages, e.g. Facebook.
- 2.6. The job advertisement must include the following:
  - 2.6.1. Title of the position;

- 2.6.2. The designation of the advertised position;
- 2.6.3. The minimum requirements in terms of qualifications, skills, knowledge/ behavioural attributes and experience;
- 2.6.4. A summary of the key performance areas/ key duties of the position;
- 2.6.5. Type of appointment, e.g. permanent or contract;
- 2.6.6. contact details of [HR@namc.co.za](mailto:HR@namc.co.za)
- 2.6.7. Method and closing date for submitting applications; and
- 2.6.8. A clause on the following:
  - a. Qualification verification, reference and criminal checks; and competency assessment for specific positions identified by the organisation.
  - b. POPIA clause on protection of information;
  - c. If the applicant is not contacted within three (3) months of the closing date, his/her application was unsuccessful.
  - d. A reference to the Employment Equity Policy.
- 2.7. The advertisement in the newspaper and website must run concurrently and have the same content; and
- 2.8. Applications may be submitted to the at [HRrecruitment@namc.co.za](mailto:HRrecruitment@namc.co.za).
- 2.9. Closed adverts for vacant positions shall be stored on the website's archives.

### **3. HEADHUNTING AND REFERRALS**

- 3.1. These methods of recruitment will only be used to seek suitably qualified candidates, where the extreme difficulty is experienced in finding a candidate for the position and under the following conditions:
  - 3.1.1. After a post has been advertised without success; and
  - 3.1.2. Head-hunted candidates are subjected to the same process as those who applied for the advertised position.
- 3.2. Employees may be asked to communicate information about vacancies to acquaintances. This method must be applied in conjunction with normal advertising of vacancies. Headhunting for the Chief Executive Officer and Chief Financial Officer shall be approved by Council.

### **4. SELECTION**

#### **4.1. Short listing**

- 4.1.1. Short-listed applications must be in compliance with the requirements of the advertisement and job description.

- 4.1.2. The short-listing panel must include a representative from the Human Capital Division, to minimize individual bias., , Line Manager and two or more employee with a grade higher than the advertised position
- 4.1.3. Applicants from designated groups who meet most but not all the minimum requirements may be short-listed. These applicants could be considered for development to meet all the job requirements within a specified timeframe.
- 4.1.4. Submitted applications will be checked for any applicants with disabilities, to make appropriate allowance for any special requirements or any reasonable adjustments during the selection process.
- 4.1.5. A preliminary short-list of candidates will be submitted to the panel for final short-listing;
- 4.1.6. The final short-list of candidates will be approved by the panel for interviews.
- 4.1.7. The short-listed candidates will be informed of the date, time and venue for the interviews at least five (5) days prior the interviews.
- 4.1.8. Appropriate arrangements shall be made for short-listed with disabilities ahead of time. Where practicable, applicants will be contacted to obtain further information.

#### **4.2. Interview panel**

- 4.2.1. The interview panel shall comprise the Line Manager, two or more employees who are of equal or higher grading than the post (vacancy) and a representative from the Human Capital Division.
- 4.2.2. The respective manager shall act as the chairperson of the panel.
- 4.2.3. The Human Capital representative shall serve in a secretarial and advisory capacity. Such an employee can also act as a member of the panel.
- 4.2.4. The Chairperson of the HR&RC, ARC and Council must be part of the short-listing and interview process for the appointment of the Chief Executive Officer, Chief Financial Officer and Chief Operating Officer.
- 4.2.5. The Chairperson of the HR&RC and the CEO will be part of the short-listing and interview process for the appointment of the Senior Managers.
- 4.2.6. The Chairperson of the HR&RC will be the chairperson of the short-listing and interview process for the appointment of the Senior Managers.

#### **4.3. Interview questions**

- 4.3.1. The panel shall prepare and agree on the questions to be used during the interviews.

- 4.3.2. The interview questionnaire should be based on the job description, particularly essential elements of the job and competency specifications.
- 4.3.3. The questionnaires must be audited by the panel to ensure that they do not contain questions that are potentially discriminatory.
- 4.3.4. Candidates must be asked the same questions; however, panel members may ask follow-up questions for more clarity.
- 4.3.5. The weighting on the questionnaires must be standardized and the weightings must be allocated in a manner that ensures a balance between the job requirements, numerical targets and the needs of the organisation.

#### **4.4. Interview pack**

- 4.4.1. The Human Capital Division is responsible for the creation and distribution of the interview pack to all panel members. The pack must include the following:
  - a. The agenda of the interview ;
  - b. The Attendance register, declaration form and confidentiality form ;
  - c. The advert for the position; and
  - d. CV's of the short-listed candidates;

#### **4.5. Interviews**

- 4.5.1. Training and guidance shall be provided to the panel members on the following:
  - 4.5.1.1. Conducting Interviews;
  - 4.5.1.2. The measuring system;
  - 4.5.1.3. The recruitment process and the relevant guidelines/procedure;
  - 4.5.1.4. The Employment Equity and Affirmative Action; and
  - 4.5.1.5. Matters relating to diversity, including skills for recognizing different dimensions of merit.
- 4.5.2. Competency-based selection will be used as a guide for the interviewing process, this includes the use of competency-based questions that are in line with the specific functions/ responsibilities related to the position and shall be conducted in English.
- 4.5.3. The selection panel shall record their assessment of each applicant on the shortlisting scoresheet.
- 4.5.4. Members of the panel must sign and date all scoresheets.
- 4.5.5. All candidates should be treated fairly during the interview and the scores must be awarded fairly and consistently.
- 4.5.6. Human Capital shall consolidate the scores for all candidates for recommendation.

4.5.7. The panel will then decide on the successful candidate and a runner-up, should there be one.

#### **4.6. Conduct of panel members**

- 4.6.1. declarations and confidentiality forms shall be signed by panel members during the short-listing and interviewing process.
- 4.6.2. Failure to declare by a panellist shall be deemed as misconduct and will be dealt with in terms of NAMC's Disciplinary and Incapacity Code and Procedure.
- 4.6.3. Each member of the panel shall assess and justify the rating of each candidate in a fair and objective manner.
- 4.6.4. Members will refrain from comments that may be deemed as being discriminatory or personal in nature.
- 4.6.5. Panel members will refrain from making comments that are deemed as job offers, or which may create any form of legitimate expectation for a job offer.

#### **4.7. Verifications**

- 4.7.1. The Human Capital Shall conduct qualification verification and reference checks on successful candidates.
- 4.7.2. Competency Assessments will be conducted on specific positions, upon request from the organisation.
- 4.7.3. Only referees provided by the applicant will be contacted. The lack of a reference shall not be used to disqualify an applicant under the following circumstances:
  - 4.7.3.1. Applicant has no previous experience; and
  - 4.7.3.2. The current employer is the only source of reference.
- 4.7.4. Reference checks shall not be conducted in a manner that unfairly discriminates against candidates and the same type of reference checks must be conducted on all interviewed short-listed candidates.
- 4.7.5. credit and criminal checks must be conducted if they are relevant to the requirements of the position. The reference shall be based on the essential requirements of the job and be conducted in a structured format by the Division service provider duly appointed by the organisation.
- 4.7.6. All service providers shall be appointed through the supply chain management processes, no supplier may be used for verification purposes if they do not meet all the SCM requirements.

#### **4.8. Competency Assessments**

- 4.8.1. All Executive and Senior Management positions will be subjected to a competency or psychometric test in order to ascertain the competency level of the preferred candidate.
- 4.8.2. The results of the assessments will be consolidated with the results of the interviews in order to recommend a suitable candidate for appointment.
- 4.8.3. Job-related and other similar assessments for lower-level positions are permissible if the test or assessments being used:
  - 4.8.3.1. Can be applied fairly to all candidates;
  - 4.8.3.2. Are not biased against any candidate or group; and
  - 4.8.3.3. Agreement should be reached between all parties involved on which tests should be conducted prior to or post the interviews.

## **5. EMPLOYMENT OFFER**

- 5.1. The Human Capital shall draft the motivation and offer of employment and submit it, with supporting documents to the CEO for approval.
  - 5.1.1. In the case of the appointment of the CEO, CFO and COO the Council shall approve/ reject the recommended candidate in writing.
  - 5.1.2. The CEO shall approve or disapprove amendments to the total cost to company salary offer consultation with the Senior Manager: Human Capital Division and the CFO.
  - 5.1.3. In the case of the CEO, CFO and COO the Council shall approve or disapprove amendments to the total cost to company salary offer in consultation with the Human Resources and Remuneration Committee
  - 5.1.4. Upon the acceptance of the employment offer by the perspective candidate, he/she must return the signed employment contract within five (5) working days from the date of receipt.
  - 5.1.5. The non-acceptance must be communicated with the relevant manager and an offer made to the runner-up.
  - 5.1.6. Should a candidate not accept a job offer, an "exit" interview must be conducted to establish the reason for not accepting the offer. This will enable the employer to identify and remove existing barriers.
  - 5.1.7. The Human Capital shall inform all employees of the new appointment.

## **6. NOTIFYING UNSUCCESSFUL CANDIDATES**

Unsuccessful candidates will be notified in the form of a regret letter, after the employee has commenced with his/her duties.

## **7. KEEPING RECORD**

- 7.1. Consistent with its commitment to transparency and the right of the applicant to written feedback, the NAMC will document the criteria used within each selection process and the decisions taken about each candidate relative to the recruitment process. The following records will be kept:
  - 7.1.1. Advertisements and media used to advertise;
  - 7.1.2. The number of applications received and demographics; and
  - 7.1.3. The selection criteria, interview questions, assessment/evaluation results of individual candidates.
- 7.2. These records shall be kept for at least 12 months.
- 7.3. These documents may be used in the case where an applicant challenges the recruitment and selection process.
- 7.4. The data obtained from the recruitment processes shall be kept for future purposes. This information may include the following:
  - 7.4.1. The demographic details of candidates who apply, are short listed, interviewed and those who are made offers; and
  - 7.4.2. The demographic details of candidates in relation to short listing, interviewing and job offers made in each department to establish which sections within the workplace are advancing the employment equity profile of the NAMC.

## **8. INDUCTION**

- 8.1. Upon appointment, the employee will be inducted on the various policies and procedures of the NAMC, which includes familiarizing the new employee with the vision, mission, values, job requirements and employees, as well as the workplace environment.
- 8.2. The Human Capital shall ensure, in conjunction with the incumbent, that all appointment documentation have been completed and processed.
- 8.3. The employee shall be taken on a tour, of the organisation and allocated a working station.
- 8.4. During the induction process, new employees shall receive copies of the applicable policies, including the grievance policy & procedure and other dispute resolution mechanisms. Reasonable accommodation should be made for employees with disabilities
- 8.5. The line manager will explain and provide a copy of the job description relating to the new employee's specific position / job function.



## **9. PROBATION PERIOD**

- 9.1. The purpose of the probation period is to provide orientation, guidance, on the job training and coaching to the new employee, allowing them the opportunity to learn and fulfil the requirements of their new position.
- 9.2. All new employees should be provided with a performance agreement and be evaluated as per the Performance Management and Development Policy & Procedure.
- 9.3. Management is required to regularly monitor, measure and review the new employee's level of performance during the probation period. During this time the new employee will be evaluated to determine if the employee is meeting the job requirements.
- 9.4. Employees shall be appointed upon successful completion of a probation period of 6 (six) months, subject to the following conditions:
  - 9.4.1. The Line manager confirms the employee's appointment in writing.
  - 9.4.2. If the line manager, is of the opinion that the employee is not fit for the position on or the employee was unable to complete the full six (6) months' probation period, due to unforeseen circumstances, the probation period may be extended for a fixed period not exceeding six months; or
  - 9.4.3. The employee will be served with a one month's written notice that his/her services will be terminated on a specific date: Provided that a fair procedure has been followed.

## **10. PAYMENT OF TRAVELLING AND ACCOMMODATION COSTS**

- 10.1. Payment for travelling and accommodation costs will be dealt with in terms of the existing Finance Policies.

## ANNEXURE A: PROCEDURE

<b>HR04</b>	<b>REQUEST TO FILL THE POSITION</b>
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Complete in below form

<b>NAME OF POSITION</b>						
<b>DIVISION</b>			<b>POSITION LEVEL</b>			
<b>COST OF POSITION</b>			<b>AVAILABLE BUDGET</b>			
<b>TYPE OF POSITION</b>	<b>PERMANENT</b>		<b>FIXED TERM CONTRACT</b>		<b>TEMPORARY/ SECONDMENT</b>	
<b>IS THIS AN EXISTING OR NEW POSITION</b>						
<b>DATE REQUIRED</b>						
<b>IS THIS A CONTRACT RENEWAL?</b>						
<b>DURATION – END DATE</b>  (Not applicable to permanent positions)						
<b>PURPOSE &amp; MOTIVATION: What is the value added to the NAMC? (Please attach an additional document, if any)</b>						
<b>SPECIFIC EXPERIENCE, SKILLS, COMPETENCIES REQUIRED (Attach Job Profile)</b>			Please see the attached Job Profile			

IS THE POSITION BUDGETED FOR?	
RECOMMENDED BY DIVISION MANAGER, SIGNATURE:	
RECOMMENDED BY SENIOR MANAGER: HUMAN CAPITAL, SIGNATURE:	
RECOMMENDED BY THE CHIEF FINANCIAL OFFICER (FOR BUDGET AVAILABILITY), SIGNATURE:	
APPROVED BY THE CHIEF EXECUTIVE OFFICER, SIGNATURE:	

Declaration by the individual requesting the position	
<i>I declare that all the information provided is complete and correct to the best of my knowledge.</i>	
Signature:	Date: