



Resourcing Policy



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; Immigration Act, No.13 of 2002; 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; Protection of Personal Information Act, No. 4 of 2013; 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: Integration of Employment Equity into human Resource Policies and Practices; 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; and Transfer, Relocation and Secondment Policy.
Policy Owner:	Chief Corporate Support Officer
Responsible Person:	Head: People Management
Approval Authority:	Category B (CEO Approval)



1. Abbreviations

The abbreviations defined in Appendix A of the Policy Management Policy.

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 level or at the same TASK level 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.
- 2.3 **Critical Position:** means a position that is critical to the ongoing operations of the RAF. Without this position, the performance of the RAF would be impacted, and this could lead to, amongst others, major productivity losses for 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 Assessment:** means a test aimed at determining the technical competency of a Candidate.
- 2.7 **Contingency Sourcing:** means a process where a duly appointed recruitment agency is instructed to source suitable Job Applicants for a Vacant Position.
- 2.8 **Criminal Record:** means a list of a Candidate's previous criminal convictions and, or non-expunged criminal offences excluding pending cases.
- 2.9 **Exclusion:** means a decision by the People Management Department, 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. (Considerations on Adverse Financial Records and Criminal Records).
- 2.10 **Expertise:** means skills, qualification, and experience required to fully participate as a panel member during Shortlisting and interviews.
- 2.11 **Highly Specialised Skill:** means a skill that an Employee has which focuses on a particular field that is difficult to fill and or replace.
- 2.12 **Hiring Manager:** means a line manager to which the Vacant Position reports to or any person delegated to act on his behalf.
- 2.13 **Inclusion:** means the approval by the delegated officials in terms of this Policy to proceed with the appointment of a successful Candidate in spite of a Criminal Record and/or Adverse Financial Record which is in line with the requirements of Annexure A.
- 2.14 **Induction:** means a process where new Employees are introduced to the RAF business, policies, and procedures.
- 2.15 **Job Applicant:** means a person who makes a formal application for a job.



- 2.16 **Minimum Requirements:** means the acceptable education and work experience needed to successfully perform the job functions which include specific skills, personal qualities, educational credentials, professional certificates, or areas of knowledge as per the job advertisement.
- 2.17 **Non-Standard Employment:** means an Employee who performs work for the RAF through a temporary employment services, as contemplated in section 196 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 196C 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.
- 2.18 **Observer Status:** means a person who has been invited or delegated to observe during Shortlisting and, or interview.
- 2.19 **People Management Department:** means the Department that facilitates the recruitment process.
- 2.20 **Policy:** means this Resourcing Policy.
- 2.21 **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 accordance with item 8 of Schedule 8 of the LRA.
- 2.22 **Psychometric Assessment:** means an assessment tool designed to measure any range psychological constructs.
- 2.23 **Recruitment Database:** means the storing of CVs of Job Applicants and Candidates that had been identified during Shortlisting and or interviews for future vacancies.
- 2.24 **Resourcing:** means the process of filling a Vacant Position.
- 2.25 **Screening:** means the process of reviewing all applications received, including application kept on the Recruitment Database, excluding any Job Applicant/s who do not meet the Minimum Requirements of the position as advertised.
- 2.26 **Security Vetting:** means vetting required in terms of MISS to classify the level of security clearance in respect of an Employee for purposes of his duties at RAF.
- 2.27 **Shortlisting:** means the process used to identify those Candidates who meet the selection criteria for the Vacant Position, including applications kept on the Recruitment Database.
- 2.28 **Similar Vacancy:** means the core functions, inherent requirements of the job and the salary level (salary range and TASK level) the vacancy is the same as the advertised post.
- 2.29 **Scarce Skill:** means those occupations in which there exists a scarcity of qualified and experienced persons, currently or where a scarcity is anticipated to occur in the future, either (a) because such skilled persons are not available or (b) they are available but do not meet employment criteria.
- 2.30 **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.
- 2.31 **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 Department of Public Service and Administration, may be followed in as far as such procedures apply to the RAF.

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 People Management 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 may not report directly to his spouse, life partner or child.
- 7.1.5 Priority will be given to South African Citizens.
- 7.1.6 All ex-RAF Employees will be subjected to an internal verification process to establish past conduct, while employed at the RAF.
- 7.1.7 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.
- 7.1.8 When a vacancy arises, the Hiring Manager or delegated official may initiate the job requisition process, in accordance with the Resourcing SOP.



- 7.1.9 The RAF may pay for the travelling expenses of a Candidate where interviews are face to face and the Candidate is required to travel from another province, alternatively, online interviews may be conducted.
- 7.1.10 The automatic renewal of a Fixed-Term Contract may not be allowed to occur.
- 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 RAF vacancies may be re-advertised where less than two Job Applicants qualify and or interviews are unsuccessful.

- 7.2 **Factors to be considered and adhered to before initiating Resourcing**
- 7.2.1 An approved and budgeted vacancy may 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 Chief Corporate Support Officer and/or Head: People Management 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 may agree on interview questions for the position of the CEO.
- 7.3.6 Three (3) Candidates may be recommended to the MoT for the filling of the position of CEO.
- 7.3.7 Background Checks may be conducted prior to interviews in respect of the position of the CEO.
- 7.3.8 The MoT may 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.

- 7.4 **Resourcing for Vacant Positions excluding the positions of CEO**
- 7.4.1 Subject to paragraph 7.4.2, 7.7.5 and 7.7.7, Vacant Positions may be advertised.
- 7.4.2 When the recruitment process is underway prior to interviews and a Similar Vacancy arises, the People Management Department 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 may be similar to the Vacant Position being recruited for and the process may not be used to fill a vacancy in another Department.
- 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 RAF may directly head hunt suitable Candidates for Executives, Head of Departments, Critical Positions, Scarce Skills as well as Highly Specialised Skills. The



Identified Candidates need not apply but will be interviewed and upon success in the interview they will be subjected to Psychometric Assessments and Background Checks.

- 7.4.6 Applicants identified through referrals for Executive, Head of Department, Critical Positions, Scarce Skills as well as Highly Specialised Skills may be contacted by People Management Department to apply for Vacant Positions.
- 7.4.7 The method of advertisement and, or recruitment for interns, learners, graduates, and Call Centre positions, will be determined by SM: HC Administration.
- 7.4.8 The SM: HC Administration may approve requests for head hunting and Contingency Sourcing.
- 7.4.9 Fixed-Term Contracts for Executive positions may be for a duration of not more than five (5) years. For all other Fixed Term Contract positions the duration may not exceed 3 years.
- 7.4.10 The CEO may extend Fixed Term Contract positions for Executives in consultation with the Board.
- 7.4.11 The CEO may extend Fixed Term Contract positions at TASK level 20 to 21.
- 7.4.12 The relevant Executive may, in consultation with the Chief Corporate Support Officer, extend Fixed Term Contract positions at TASK level 19 and below.
- 7.4.13 Employees from the Non-Standard Employment category may only be recruited in the following circumstances:
- a) to replace another Employee who is temporarily absent from work, and the period of employment is specified in the contract;
 - b) 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;
 - c) 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
 - d) 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.
- 7.4.14 A Non-Standard Employment contract may not be extended or renewed.

7.5 Screening

- 7.5.1 In respect of all Vacant Positions, the People Management Department or appointed recruitment agency, may screen CVs of Job Applicants and exclude from further consideration Job Applicants who do not meet the Minimum Requirements.
- 7.5.2 All Screening may be undertaken with due regard to the Minimum Requirements specified in the advertisement and, or Job Profile.

7.6 Shortlisting

- 7.6.1 As part of the Shortlisting process, the People Management Department in consultation with the Hiring Manager may require Candidates to write a Competency Assessment.
- 7.6.2 The CEO and People Management Department may conduct Shortlisting for Executive positions in consultation with the relevant Board committee Chairperson.
- 7.6.3 The Executive and People Management Department may conduct Shortlisting for Head of Department positions.

Resourcing Policy



- 7.6.4 The Hiring Manager and People Management Department may 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 may maintain an Observer Status during Shortlisting. If the Union representative is unable to attend as communicated to People Management Department, he may 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 may be shortlisted for interviews except in instances where the shortlisted Candidate was head hunted by the RAF.
- 7.6.8 Panel members involved in the Shortlisting process may declare their conflict of interest in line with the Ethics Policy and recuse themselves from the process if conflicted.
- 7.6.9 In the event that a spouse, life partner or child of the Hiring Manager qualifies to be shortlisted, such Candidate may be excluded from the interview process.

7.7 Interviews

- 7.7.1 A minimum of three (3) panel members may conduct interviews, this includes the People Management Department, the 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 may maintain an Observer Status during interviews. If the Union Representative is unable to attend as communicated to by People Management Department, the Union may find an alternative Union Representative. Failure to do so will result in the recruitment process continuing in the absence of the Union Representative.
- 7.7.4 Panel members involved in the interview process may declare their conflict of interest in line with the Ethics Policy and recuse themselves from the process if conflicted.
- 7.7.5 Where a newly appointed Employee resigns within six (6) months of his appointment or where a similar vacancy arises after the filling of the preceding position, the second-best Candidate who meets the interview threshold may be considered for appointment.
- 7.7.6 The interview panel may give preference to an Internal Candidate who scored at the 50% threshold and above.
- 7.7.7 The interview panel may recommend a suitable Candidate to the relevant Executive and/or Head of Department for consideration to fill another Vacant Position within the same Department where there is a vacancy.

7.8 Background Checks

- 7.8.1 Background Checks may be conducted on successful Candidates.
- 7.8.2 Credit checks will only be conducted in respect of position of trust and cash handling as per the Resourcing SOP.



- 7.8.3 The People Management Department or appointed recruitment agency may facilitate Background Checks of the recommended Candidates, prior to extending an offer of employment, to establish the following:
- a) the authenticity of certificates and qualifications relevant to Vacant Position;
 - b) whether the Candidate has a Criminal Record, and if so, the details of the offence;
 - c) whether the Candidate has been found guilty of misconduct or breach of trust; and
 - d) existence of an Adverse Financial Record, where applicable.
- 7.8.4 Employees whose qualifications were previously vetted by the RAF may be excluded from Background Checks. Only additional qualifications relevant to the Vacant Position may be vetted.
- 7.8.5 In relation to interns and learners, only criminal, fraud checks, qualifications, and identity verification checks will be conducted.
- 7.8.6 In instances where certificates and/or qualifications cannot be verified, the Candidate may be disqualified.
- 7.8.7 A minimum of two (2) work references provided by the Candidate may be contacted except for internal appointments.
- 7.8.8 An Internal Candidate will not be disqualified from appointment due to an Adverse Financial Record.
- 7.8.9 The interview panel may consider and approve the inclusion of an external Candidate with an Adverse Financial Record in line with paragraph 3 of Annexure A.
- 7.8.10 Where reason/s for an Adverse Financial Record is not listed in paragraph 3 of Annexure A, a Memorandum for the Inclusion will be submitted to the Board in case of the Executive positions, CEO for position at TASK level 20 and 21 and relevant Executive of a particular division for positions below TASK level 19.
- 7.8.11 The Board may consider and approve the inclusion of a Candidate/s with Criminal Record/s for Executive positions in line with paragraph 3 of Annexure A, this will be based on a written motivation submitted by the People Management Department.
- 7.8.12 The CEO may consider and approve the inclusion of a Candidate/s with Criminal Record/s for positions at Task level 21 and below in line with paragraph 3 of Annexure A, this will be based on a written motivation submitted by the People Management Department.
- 7.8.13 The People Management Department may consult with the Senior Manager Security Services Department when recommending for approval by the CEO and/or Board, the inclusion of a Candidate/s with Criminal Record/s where applicable, in line with paragraph 3 of Annexure A.
- 7.9 Psychometric Assessments**
- 7.9.1 The recommended Candidate/s may undergo a Psychometric Assessments.
- 7.9.2 Psychometric Assessments are compulsory for all positions at Task 15 and above.
- 7.9.3 The results of the Psychometric Assessments may 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 may 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 may be extended in writing, to the successful Candidate.

7.11.2 A regret letter may only be issued to unsuccessful Candidates, who attended the interview.

7.11.3 Where the RAF is not successful in appointing the first recommended Candidate, the next suitable Candidate may be appointed, subject to agreement by the interview panel during interviews.

7.12 Counter Offers

7.12.1 The relevant Executive, in consultation with the Chief Corporate Support Officer, may recommend to the CEO to consider a counter offer for an Employee who has received an offer of employment.

7.12.2 An Employee may only qualify for a counter offer once in a period of twenty-four months (24).

7.13 Security Vetting

7.13.1 Security Vetting may be conducted on all newly appointed Employees.

7.14 Acting Positions

7.14.1 The Executive of a particular Department may, in respect of positions at TASK level 21 and below, temporarily appoint, an existing Employee to an Acting Position up to a period six (6) months.

7.14.2 The CEO may, temporarily appoint an existing Employee to occupy an Acting Position, in respect of positions above TASK level 21.

7.14.3 The acting appointment may be extended after the period of six (6) months by the CEO for Executive positions and the relevant Executive for positions at TASK level 21 and below.

7.14.4 An appointment of an Employee in an Acting Position may be recorded in writing.

7.14.5 An Employee appointed into an Acting Position may assume full responsibility in respect of all duties and obligations relating to his substantive position and the Acting Position, unless:

- a) It must be impractical for the Employee to perform the duties and obligations of both the Acting Position and the substantive position;
- b) 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



- c) The Employee occupies a position at TASK level 21 and above.
- 7.14.6 The acting allowance will be based on the minimum of the TEC of the Acting Position.
- 7.14.7 Should the Employee who is acting earn more than the minimum of the TEC of the Acting Position, the acting allowance will be based on the TEC of the Employee's substantive position.
- 7.14.8 Subject to 7.14.6, an Employee appointed to act is entitled to an acting allowance as follows:
 - a) 15% 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;
 - b) 10% 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
 - c) 7.5% 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.
- 7.14.9 The number of cascading Acting Position appointments is limited to one level below.
- 7.14.10 In order to qualify for the payment of an acting allowance, the Employee should be in an Acting Position for a period of one (1) month or more.
- 7.14.11 The acting allowance may be paid in arrears from the end of the first (1st) month and monthly thereafter for the duration of the acting period (i.e., acting from July will be paid in August, etc.).
- 7.14.12 Appointment to an Acting Position may not create an expectation for permanent appointment.

7.15 Induction

- 7.15.1 A new Employee may attend Induction, as soon as it is possible, after commencing employment with the RAF. The LSD Department may facilitate Induction.
- 7.15.2 A Direct Supervisor may conduct on the job orientation for new Employees.

7.16 Probation

- 7.16.1 A newly hired Employee will be required to serve Probation as stated below, prior to the confirmation of the employment:

Contract Period	Probation Period
0-12 months	No Probation
Above 12 months to 3 years	3 months Probation and may be extended for 3 months
Above 3 years	6 months Probation and may be extended for 3 months.

- 7.16.2 Probation may only apply to new Employees i.e., Employees who recently joined the RAF on Permanent Contracts and/or Fixed Term Contracts.
- 7.16.3 During Probation an Employee will receive his full remuneration in accordance with his contract of employment.

Resourcing Policy



- 7.16.4 The Probation period may be reflected in the Employee's contract of employment.
- 7.16.5 During Probation the Employee's performance may be managed in accordance with the processes as set out in the Resourcing SOP and Performance Management and Development Policy.
- 7.16.6 At the end of the Probation period, the Employee will be issued with a letter confirming employment and successful completion of Probation only if the Employee's performance is deemed to be satisfactory as set out in the Resourcing SOP.
- 7.16.7 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 may:

- 8.1.1 Approve Executive appointments in line with the relevant Board committee's recommendations;
- 8.1.2 Recommend to the MGT, 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 a Criminal Record, as per this Policy; 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 may:

- 8.2.1 Approve appointments of Employees from TASK 20 to TASK 21;
- 8.2.2 Conduct interviews for all positions above TASK 21 with relevant Board committee;
- 8.2.3 Approve the temporary appointment into an Acting Position as per the Policy;
- 8.2.4 Approve the payment of an acting allowance above TASK 21;
- 8.2.5 Consider and/or approve requests for counter offers;
- 8.2.6 Approve the extension of an acting period exceeding six (6) months as per the Policy;
- 8.2.7 Extend Fixed Term Contract positions as per the Policy;
- 8.2.8 Approve the inclusion of a Candidate with a Criminal Record as per the Policy, in line with Annexure A; and
- 8.2.9 Approve a deviation from any provision in this Policy.

8.3 The Chief Corporate Support Officer may:

- 8.3.1 Facilitate the process for the recruitment of the CEO in consultation with the Board;
- 8.3.2 Approve the extension of an acting period as per the Policy;
- 8.3.3 Endorse extension Fixed Term Contract positions as per the Policy;
- 8.3.4 Endorse the inclusion of a Candidate with a Criminal Record as per the Policy;
- 8.3.5 Approve the payment of an acting allowance at TASK level 21 and below; and
- 8.3.6 Endorse requests for Counter offers.



- 8.4 The Executive/s may:
 - 8.4.1 Endorse appointment of Employees on TASK 16 to 21;
 - 8.4.2 Approve extension of Fixed Term Contract positions as per the Policy, in consultation with the Chief Corporate Support Officer;
 - 8.4.3 Recommend to the CEO requests for counter offers;
 - 8.4.4 Approve the temporary appointment of an existing Employee to occupy a Vacant Position as per the Policy;
 - 8.4.5 Comply with this Policy; and
 - 8.4.6 Approve inclusion of a Candidate where reasons for an Adverse Financial Record is not listed in paragraph 3 of Annexure A.
- 8.5 The Head: People Management may:
 - 8.5.1 Approve appointments of Employees at TASK 16 to TASK 19;
 - 8.5.2 Extend Fixed Term Contract positions as per the Policy;
 - 8.5.3 Facilitate the process for the recruitment of the CEO;
 - 8.5.4 Ensure implementation and adherence to this Policy;
 - 8.5.5 Endorse the Inclusion of a Candidate with a Criminal Record at TASK 19 and below in line with Annexure A; and
 - 8.5.6 Endorse requests for Counter offers.
- 8.6 The SM: HC Administration may:
 - 8.6.1 Approve appointments up to TASK 17;
 - 8.6.2 Ensure the review, implementation of and adherence to this Policy; and
 - 8.6.3 Approve requests for head hunting and Contingency Sourcing.
- 8.7 The People Management Department may:
 - 8.7.1 Ensure the review, implementation and adherence to this Policy;
 - 8.7.2 Provide recruitment advice and support, in line with this Policy; and
 - 8.7.3 Develop behavioural interview questions.
- 8.8 The Interview Panel may:
 - 8.8.1 Conduct interviews;
 - 8.8.2 Declare their actual or potential conflict of interest;
 - 8.8.3 Recommend to the CEO, or the Board, for the inclusion of a Candidate with a Criminal Record, in line with Annexure A;
 - 8.8.4 In consultation with People Management Department, Exclude a Candidate that does not fall within one or more categories in paragraph 5 of Annexure A;
 - 8.8.5 Consider and approve the Inclusion of an external Candidate with an Adverse Financial Record in line with paragraph 3 of Annexure A; and
 - 8.8.6 Recommend suitable Candidate/s to fill a Vacant Position.



- 8.9 The Hiring Manager or delegated official may:
- 8.9.1 Comply with this Policy;
 - 8.9.2 Inform the People Management Department of any Resourcing needs;
 - 8.9.3 Participate in the Resourcing process;
 - 8.9.4 Develop technical interview questions after consultation with the People Management Department;
 - 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 may:
- 8.10.1 Observe fairness in respect of Shortlisting and interviews for all positions in the Bargaining Unit.
- 8.11 Employees may:
- 8.11.1 All Employees may, in respect of their respective areas of responsibility, comply with this Policy.

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



12. Approval

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

Signature:	
Name and surname:	Collins Letscalo
Capacity:	Chief Executive Officer
Date:	08 of December 2023



Annexure A

CONSIDERATIONS ON ADVERSE FINANCIAL RECORDS AND CRIMINAL RECORDS.

1. Introduction

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 may 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 may approve Inclusion where the debt:

3.1.2.1 has been settled in full;

3.1.2.2 has not been settled in full but proof was submitted by the Candidate showing

Resourcing Policy



- consistent payment towards the debt or proof of arrangement to pay the debt has been entered into;
- 3.1.2.3 amount can be settled immediately, and proof is submitted to the People Management Department;
 - 3.1.2.4 is due to identity theft and there is proof from SA fraud services;
 - 3.1.2.5 is due to bankruptcy or liquidation;
 - 3.1.2.6 is a result of divorce;
 - 3.1.2.7 is due to loss of income as a result of expiry of contract, unemployment, reduction in salary, termination of internship, learnership, attachment, retirement, unpaid maternity, and, or end of in-service training;
 - 3.1.2.8 is due to the death of a legal guardian who was providing a Candidate with financial support; or
 - 3.1.2.9 relates to a Candidate who is under a debt review process.
- 3.1.3 Inclusion will be granted where the Candidate provides satisfactory proof.
- 3.1.4 Candidates who do not fall within one or more of the categories listed in paragraph 3.1.2 may be Excluded by the People Management Department 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 certificates; 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 may 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 old or more;
 - 3.2.2.2 the Criminal Record is not related to the nature of the job;
 - 3.2.2.3 the Criminal case is pending;
 - 3.2.2.4 payment of a fine was ordered by a court and was paid by the Candidate;
 - 3.2.2.5 the Criminal Record is as result of being falsely accused, where the court of law has issued an order in respect of same; and
 - 3.2.2.6 The police report or court order indicates that the person was not found guilty of any crime.
- 3.2.3 Candidates who do not fall within one or more of the categories listed in paragraph 3.2.2, may be Excluded by the People Management Department in consultation with the interview panel.