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TRAINING INSTITUTE
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FORT COX AGRICULTURE AND FORESTRY TRAINING INSTITUTE

Fort Cox Agriculture and Forestry Training Institute policies will be recorded on the institutional policy catalogue, will available at the library and on the institute website, (as <http://www.fortcox.ac.za/policies/>) which will be regularly updated. As it is important to provide critical information such as when the policy was introduced, what it aims to achieve and who has responsibility for its implementation and review, the council meeting of agreed that all new Institution-wide policies shall be presented in a standardised format as follows:

TITLE: Recruitment and Selection Policy

POLICY PARTICULARS

DATE OF APPROVAL BY CHAIRPERSON OF COUNCIL: 27/10/2021

COMMENCEMENT DATE: 27/10/2021

REVIEW DATE: At least every three years, next review is 28/10/2024

RESPONSIBILITY:

IMPLEMENTATION AND MONITORING: Principal, Human Resources together with Managers/Supervisors

REVIEW AND REVISION: Human Resources in consultation with the Unions and Managers/Supervisors

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1. Introduction

- (a) The legal mandate of the Institute necessitates that employees with appropriate sets of professional, general and specialised competencies are recruited from the widest pool of talent, reflecting the South African society at large in order to ensure that the Institute realises its vision of becoming the leading centre of learning in sustainable agriculture and forestry education and training in Southern Africa”.
- (b) As the Institute’s spectrum of strategic priorities is likely to extend in response to government and industry needs, the demand for specific and sometimes critical and scarce skills is dynamic.
- (c) The Institute is therefore committed to a demand and needs driven and administratively sound recruitment practice and process and/or retention of employees where diversity in all its elements is used as a strength in order to derive maximum benefit from employees’ personal commitment, to meet the Institute’s strategic and operational business imperatives.

2. Purpose of policy

- (a) The purpose of this document is to provide a strategic institutional policy in order to ensure that the Institute has the leadership and technical human resource capital to achieve strategic and operational objectives.
- (b) To provide general principles on how to fairly recruit high calibre individuals, qualified to perform as expected and that are fit to Fort Cox culture and environment.
- (c) It is furthermore to facilitate effective and efficient recruitment processes while ensuring that recruitment decisions are aligned to the Institutes employment equity plans, values and objectives.

3. Definition of terms

(a) 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.

(b) Designated groups/historically disadvantaged groups:

Means blacks (african, coloured and indian), women and people with disabilities.

(c) Disabled person:

A person suffering from a physical intellectual and or sensory impairment, medical condition or mental illness, which may be permanent or transitory in nature.

(d) Employee:

An applicant who applies for a vacant position/s and/or already in the employ of Fort Cox.

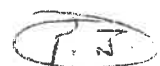
(e) Recruitment:

It is a process of searching for prospective and suitable employees, stimulating and attracting them to apply for available jobs, with the view of selecting and appointing them based on their suitability.



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(f) **Secondment:**

It is a process of placing an employee at the disposal of another department/ section for a stipulated period of time

(g) **Selection:**

It is a process of interviewing, evaluating and choosing the most suitable candidate for a specific job and selecting an individual for employment based on certain criteria.

4. Objectives

- (a) The main objectives of this policy are to provide measures and processes.
- (b) To recruit and select the human capital necessary to achieve the Institute's mandate.
- (c) To attract a qualified and competent pool of applicants so that the best candidate can be selected;
- (d) Ensure that the applicants get assigned to right positions and remain with the Institute;
- (e) For a flexible integrated approach to source the required human resource capital.
- (f) To retain current human capacity to ensure excellent organisational performance and continued service delivery.
- (g) Ensure that the whole process is objective and effective.
- (h) To ensure that all role players implement the policy consistently, as outlined.

5. Principles

The following principles underpin the policy:

(a) **Fairness:**

May not discriminate on the basis of race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

NB: discrimination on the basis of race and gender is not unfair if aimed at enhancing employment equity targets.

(b) **Equity:**

All candidates shall be measured against the same objective criteria with due regard to the need for diversity and representativeness.

(c) **Transparency:**

The following confidential written records shall be easily accessible: selection criteria used in short-listing applicants for the position, assessment scores of individual applicants, the basis of the decision taken by a selection panel.

(d) **Merit:**

Selection on merit is fundamental in ensuring the recruitment and the appointment of the highest calibre applicants in the Institute. Ensure that the person selected among applicants is best suited for the post on the basis of skills, knowledge, experience, competencies, abilities and personal attributes and the need to achieve a representative and diverse workforce.



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(e) Inherent requirements of the post:

The following information shall be used in determining the suitability for short-listing of applicants: competencies acquired through past experience; training received; and learning potential.

6. Legislative framework

This policy is informed by the following legislative and policy frameworks that include amongst others:

- (a) The Constitution of the Republic of South Africa, 1996
- (b) The Labour Relations Act 66 of 1995;
- (c) The Employment Equity Act 55 of 1998;
- (d) The Basic Conditions of Employment Act 75 of 1997;
- (e) The Skills Development Act 97 of 1998;
- (f) The Occupational Health and Safety Act 85 of 1993;
- (g) The Promotion of Access to Information Act 2 of 2000;
- (h) The Promotion of Administrative Justice Act 3 of 2000;
- (i) The Archives and Record Service of South Africa Act 43 of 1996;
- (j) The Employment Services Act 4 of 2014
- (k) The Identification Act 68 of 1997
- (l) The Immigration Regulations of 2014
- (m) The Refugees Act 130 of 1998
- (n) The South African Citizenship Act 88 of 1995
- (o) The Immigration Act 13 of 2002

7. Scope of application

This policy applies to:

- (a) The recruitment, selection and appointment to the Institute of candidates for employment,
- (b) The recruitment of candidates for possible employment in the Institute and
- (c) Those who have the responsibility to implement this policy

8. Policy measures

- (a) It is expected that the Institute's Principal shall determine the Institute's organisational structure in terms of its core and support functions, and engage in HR planning with a view to meeting the resulting human resource needs.
- (b) The Institute may, depending on the nature of the work to be performed, recruit and employ an employee on a permanent or temporary (contract) basis either full-time or part-time.

8.1. Recruitment

All vacant funded posts may be advertised.

8.1.1. Creation of post and approval

- (a) The recruitment process shall begin with the identification of a need to create or fill in a particular position.
- (b) The Manager/ head of section/ department shall submit a written request to the human resources section.
- (c) In order to be considered, the request must be accompanied with:
 - i. A detailed job description and job specification



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- ii. A brief explanation of the context of the post to be filled, including the existing employee's profile of the Institute.
- iii. The Institute's employment equity plan.
- (d) The HR Manager, in consultation with the Manager/ Head of Section/ Department determine whether the request is integral with the institutional strategic plans and for final approval by the Principal.

8.1.2. Recruitment sources

The following are the recruitment sources that may be considered:

8.1.2.1. Internal sources

- (a) The Institute shall follow and encourage a practice of promotion from within as far as possible.
- (b) All advertisements shall be posted on notice boards for a period of two (2) weeks.
- (c) Internal adverts shall be used as a source of recruiting Institute employees only.
- (d) The Institute employees shall also be informed of existing vacancies via the e-mail and notice boards.
- (e) However, in filling junior positions (Level 2) and casual employees preference shall be given to candidates from the local communities.
- (f) Positions from level 3 to 8 must be only advertised internally, if no suitable candidates only then the position should be advertised externally.

8.1.2.2. External sources

- (a) Depending on the nature of the vacancies and labour market trends the following external sources may be employed:

8.1.2.2.1. Recruitment/ employment agencies (talent/skills databases)

- (a) Recruitment agencies may be used to assist the Institute to headhunt people for posts where critical and/or scarce skills are demanded, provided that they comply with the prescribed recruitment procedures of the Institute.
- (b) These agencies shall act as intermediaries between the Institute and applicants.
- (c) The Institute notifies the agency about the vacancies.
- (d) The agency then shall recruit the applicants and undertake preliminary selection.
- (e) The Institute shall take over the final selection.
- (f) Occupational level and the skill demand shall be taken into consideration when deciding on the use of the employment agencies.

8.1.2.2.2. Pro-active head-hunting

- (a) Headhunting used in conjunction with the normal advertising of vacancies, (i.e. Candidates could be requested to apply for the advertised position so that no expectations are created), where after the normal interview process will apply.

8.1.2.2.3. Re-active head-hunting (critical/scarce talent/skills search)

- (a) A Manager may only resort to re-active headhunting if an attempt has been made to fill a vacant post by advertising it in the national media.
- (b) This implies that the post would have been advertised to reach the broadest target market.



- (c) This method of recruitment may be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as recruiting candidates from historically disadvantaged groups.
- (d) This strategy shall be pursued when the Institute or division knows about a candidate with special skills and the potential to successfully fill certain Managerial and technical positions.
- (e) The candidate should be someone who is already successfully employed by a competitive organization or tertiary institution.
- (f) Such candidates shall be subjected to the same screening and selection process as other applicants.

8.1.2.2.4. Internal mobility (rotating employees on the same and/or to higher level)

- (a) The Institute may rotate an employee vertically to a vacant post on the same level in order to enhance organisational effectiveness and/or multi-skilling of employees (in consultation with the employee).
- (b) On higher position recruitment and selection process will be followed

8.1.2.2.5. Advertisements

- (a) Advertisements in newspapers [local and national media] and professional magazines shall be the most widely used source.

8.1.2.2.6. Advertising of posts

The Manager/ head of section/ department must submit on the advertisement form:

- (a) A draft of the advert of the vacant or new position to the HR Manager ten (10) working days prior to the proposed date of placement of the advert in the media,
- (b) A job description,
- (c) Approval for the filling of the position, and
- (d) Confirmation of availability of funds.
- (e) The HR Manager shall liaise with the Manager/ head of section/ department regarding the compilation and editing of the advert, proposed date of placement and choice of media.
- (f) For local press/ media a response-handling period of three (3) weeks from the date the advert was placed on the media may be allowed.
- (g) For national press advertising a response-handling period of three (3) weeks from the date the advert was placed on the media may be allowed.
- (h) A position may be re-advertised when there is no and /or poor response from the labour market.
- (i) Approval to re-advertise such a position should be obtained from the Principal.
- (j) All adverts must comply with the requirements of the labour relations act, employment equity act and other relevant labour laws.

8.1.2.2.7. Media selection

- (a) Depending on the targeted labour market and availability of talent, advertisements may be placed on local and/or national newspapers.
- (b) The recruitment method chosen must ensure equitable opportunities to all, including people from the designated groups.



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8.1.3. Transfer

- (a) A funded vacant post in the Institute may be filled (before being advertised), through the transfer of an employee to that vacant post on the same level within the Institute in order to enhance organisational effectiveness, multi-skilling and/or career enhancement of employees (in consultation with the employee and relevant supervisors/ Managers).
- (b) A transfer can either be employee initiated or employer initiated, in both instances the request must be supported and motivated for in writing by the employee/employer.
- (c) If it's employee initiated approval must be obtained from the Principal and if it is employer initiated, consent from the affected employee should be sought or it should be proven that the transfer is at the best interest of the Institute and approved by the Principal.
- (d) A transfer out of Fort Cox to any State Institution or Government Department may be considered and approved at the discretion of the Principal, only if the receiving institution supports and recommends the transfer.

8.1.4. Secondment of staff

- (a) An employee may be seconded to another department/section for a period of time if such move is in the best interest of the Institute and aimed at improving capacity and efficiency of the receiving department/ section.
- (b) The relevant employee, supervisors and Managers shall be consulted for their concurrence.
- (c) The relevant employee shall be issued with a letter to inform of all the conditions of the secondment, (i.e. period of secondment, performance agreement and performance assessment matters, as well as leave and salary matters).
- (d) All secondments shall be approved by the Principal
- (e) The post the employee occupied in the department/ section cannot be filled on a permanent basis, while the incumbent is on secondment.

8.1.5. Recruitment of people from designated groups

- (a) The human resource plan and employment equity plan shall inform the recruitment and filling of vacant posts to meet the set targets of people from designated groups (people with disabilities, women and black- africans, coloureds and indians / asians)
- (b) HR section will liaise with organisations working with people with disabilities aimed at their recruitment.
- (c) The relevant job advert(s) placed, shall clearly indicate which post(s) are earmarked for people from designated groups.
- (d) Candidates with disability will be prioritised as per recruitment and selection criteria.

8.1.6. Consideration and Appointment of Foreign Nationals

- (a) The consideration and appointment of Foreign National in advertised vacant positions may be considered only under the following circumstances:
 - i) If it has been found and proven that there are no available South African citizens with the required Skills, Qualifications and Competencies in the market, after having advertised the vacant position on two separate occasions in the National Media.

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- ii) The Foreign National possesses extra-ordinary, critical and scarce skills as determined, declared and gazetted by the Minister of Home Affairs and Labour of South Africa.
 - iii) If the appointment fully comply with sections 19 (4) and 27 [a] (i); (ii); (iii); (iv) and [b] of the Immigration Act No 13 of 2002 as amended from time to time and any other relevant and applicable South African Legislation.
 - iv) If the appointment is in the best interest of Fort Cox and is aimed at facilitating the core business of the Institute [teaching and learning].
 - v) If the appointment is on a five [5] year fixed term contract which must be advertised at the expiry of the contract in order to check and test the labour market for the availability of the required persons with the desired Skills, Qualifications and Competencies.
- (b) The consideration and appointment of Foreign Nations may be considered if they meet all the requirements of the South African Immigration Laws and SAQA requirements.
- (c) The consideration and appointment of Foreign National may be considered if it is not going to negatively affect the human resource and employment equity plans of the Institute

8.1.7. Recruitment of part-time lectures

- (a) This will be in conjunction with the normal recruitment process, (i.e. Advert will be sent to the Head of the department of the particular faculty of higher Institutions such as University of Fort Hare, and candidates will be requested to apply), where after the normal selection process will apply.

8.2. Selection process

- (a) The Institute shall seek to ensure that the selection process is free of unfair discrimination by appointing selection committees that are as broadly representative as possible.
- (b) The nature of the post being filled will determine the composition of the selection committee.
- (c) It is a precondition that members of selection committees have sound knowledge of the provisions of the labour legislation.
- (d) One selection committee shall serve in the short-listing and interviewing of candidates.

8.2.1. Size and composition of selection committee

- (a) The selection committee shall be made up of a minimum of three (3) members who are appointed by the Principal.
- (b) All selection committees shall include one (1) representative of a recognized union.
- (c) The composition of all selection committees shall be facilitated by the HR Manager in consultation with the Recruiting Manager.
- (d) All selection committees shall be constituted in writing by Principal for filling of all vacant positions of the Institute.
- (e) The process for filling the position of the Principal shall be handled by the council.

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8.2.2.Pre-screening of applications

- (a) If applications received by the HR section are more than 30 (thirty) for one position, HR must perform pre-screening of all applications using the minimum inherent job requirements as per the advertisement.

8.2.3. Shortlisting of applicants

- (a) Immediately after the closing date the HR section should prepare a register of all applicants, a summary of their particulars, qualifications and experience, in other words HR prepare the Masterlist.
- (b) The Recruiting Manager/ Chairperson of the selection committee shall give a brief overview about the following:
 - i. The job description of the position,
 - ii. Adherence to the requirements of the advertisement
 - iii. Information on the equity plans of the Institute.
 - iv. The signing of the oath of secrecy as well as the secrecy of the selection process.
- (c) The selection committee as convened shall meet to:
 - i. Screen all applicants received for the post advertised,
 - ii. Scrutinize candidates' letters of application, application forms, and CV's.
 - iii. Applications shall be rated in accordance with the set criteria.
 - iv. Shortlist those applicants who fulfill the agreed criteria for appointment as per the advertisement.
 - v. A minimum of 3 (three) and maximum of 5 (five) candidates may be short listed for one vacant position.
 - vi. Only in exceptional cases where the selection committee may be allowed to short list a number of candidates that are below the specified minimum and/or above the specified maximum and such cases must be motivated by the Chairperson of the Selection Committee and approved by the Principal.
 - vii. Employment Equity Targets and requirements of the Institute shall be applied during the short listing process in order to assist the Institutes in achieving its Employment Equity goals in line with the approved Employment Equity Plan.
 - viii. The scribe from the HR section shall record the proceedings of the meeting.

8.2.4.Conducting interviews

- (a) The selection committee must assess the candidates against a set of explicit job-related criteria.
- (b) The chairperson of the selection committee has the responsibility to ensure that all the procedures are in compliance with the labour relations act, employment equity act and other relevant labour laws.
- (c) Selection criteria may include two phases of assessment:
 - i. Practical and competency based assessments and
 - ii. One-on-one structured interviews
- (d) No cellphones are allowed from selection committee members during the entire recruitment and selection processes.

8.2.5.Preparation of selection tools and assessments

- (a) The selection committee must prepare a set of standard questions which will be put to each candidate as well as the number of follow-up / clarifying questions each member is allowed to ask.

- (b) All selection assessments shall be prepared on the morning of the actual interview date.
- (c) All candidates shall be subjected to the same process and same selection tools and assessments shall be applied in a fair, consistent and equitable manner.

8.2.6. Selection committee recommendations

- (a) All candidates shall be rated in accordance with the agreed scoring criteria.
- (b) All individual selection committee members scores shall be tabulated and summed up to give an overall performance score of each candidate
- (c) As a general rule preference will be given to the candidate with a highest overall performance score
- (d) In making recommendations, selection committees shall consider overall performance score, required skills set and employment equity requirements
- (e) Recommendations of the selection committee shall be by consensus, but where consensus cannot be achieved the recommendation of the Chairman shall be final, provided that all other serious objections or contrary views were noted in the minutes.
- (f) To avoid opening the selection process to be challenged by unsuccessful candidates the Chairperson's overriding recommendation should be based on objective facts rather his / her subjective preferences.
- (g) After interviews, the recommendation of the selection committee should be submitted through the HR Manager, to the Principal for approval.
- (h) The HR representative/ scribe shall record the proceedings of the interview and the recommendations of the selection committee.

8.2.7. Reference checking

- (a) The HR section will ensure that as a general rule the reference check report will form part of the interview process, failing which the same will be made available before any job offer is made.

9. Role players and their responsibilities

9.1. Human Resources shall:

- (a) Be policy owners and custodians advocating for proper implementation of all policy measures
- (b) Provide line Managers with advice concerning the prescribed measures: on shortlisting; the use of selection instrument; the composition of selection panel to; amongst other thing ensure the inclusion of appropriate expertise and to ensure objectivity during the interview.
- (c) Ensure that the post has been job evaluated before advertising and is advertised in the appropriate media.
- (d) Facilitate that applications for a post are properly received and recorded.
- (e) Assist relevant Manager and selection panel members to shortlist, draft scoring grid and set up the interviews.
- (f) Invite short listed applicants for interviews and request them to bring original certificates of qualifications to the interview.
- (g) Provide panel members with relevant documentation (i.e. agenda, copies of CV's and scoring grid).
- (h) Attend the interviews in an advisory capacity and be a panel member and act as scribe.

- (i) Ensure the verification of qualification(s) of nominated applicants (where it is practically possible)
- (j) Ensure the vetting of nominated candidates are conducted (where it is practically possible)
- (k) Draft submission to obtain approval of the recommendation for the nominated applicant(s) appointment and attach the selection panel's motivation and scoring grid to the submission.
- (l) Do at least two reference checks with regard to the nominated applicant(s).
- (m) Send regret letters to short listed applicants who were not successful, after the successful applicant has assumed duty.

9.2. Relevant Recruiting Manager shall:

- (a) Complete and submit a request form for initiating a recruitment process
- (b) Prepare and submit an updated job description/ job profile to HR in order for the draft advertisement to be developed and designed
- (c) Quality assure and endorse the final draft advertisement before publishing and send to HR to advertise.
- (d) Shortlist applicants together with approved interview and selection panel members and the assigned HR representative within 2 months of the closing date of the advertisement.
- (e) Conduct interviews within 3 months of the closing date of the advertisement.
- (f) Shall ensure that the panel is post appropriate.

9.3. Recognised Trade Unions

- (a) Unions shall be represented in all selection processes
- (b) Shall observe the fairness and legal compliances of all selection processes
- (c) Report any irregularities relating to recruitment and selection processes to the Principal
- (d) Maintain confidentiality of the process

9.4. Selection Committee members

- (a) Ensure compliance with the policy provisions
- (b) Assist the Institute in selecting suitable qualified and competent candidates to fill vacant and advertised positions
- (c) Report any irregularities relating to recruitment and selection processes to the Principal
- (d) Maintain confidentiality of the process

10. Grievances and Disputes

- (a) The procedures for resolving grievances and disputes, which may arise as a result of decisions taken during the filling of a post, shall be dealt with by following the Institute dispute resolution procedures.

11. Monitoring and Evaluation

- (a) The HR representative, as well as any other person who becomes aware of any irregularities (i.e. nepotism, favouritism etc.), in terms of the implementation of this policy must report such irregularities to the chairperson of the selection panel and to HR Manager, as soon as it occurs.

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- (b) The person to whom such an incident is reported, must immediately investigate the occurrence of such an irregularity and report the findings in writing to the Principal.
- (c) All applications, schedules and submissions regarding the filling of advertised posts must be kept in a safe place in the HR registry for record keeping and audit purposes.

12. Reporting

- (a) Vacancy management report to Council, Executive Management, Middle Management, Unions, Skills Development Committee and Employment Equity Committee shall be made available on quarterly basis.
- (b) Updated staff profile in relation to level, race, gender and disability must be made available to all recruitment and selection committees.

13. Conclusion

- (a) HR should communicate the policy, as well as all the related documentation to all employees of Fort Cox Institute.
- (b) HR must ensure through training sessions that all employees in the organisation are updated on the new policy.

14. Policy reviews

- (a) This policy will be reviewed every 3 (three) years in consultation with all relevant stakeholders, from the date of implementation to determine whether they will contribute to the achievement of the overall objectives of Fort Cox Institute, unless otherwise there are other valid reasons for an earlier review.

15. Approval

This policy has been developed through a consultative process and the following stakeholders were represented:

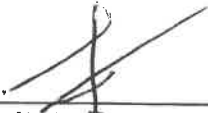
Signed:



NEHAWU Chairperson: Fort Cox Branch

21/10/2021

Date:



Fort Cox Institute Representative

21/10/2021

Date:

It is recommended that the Institutes Acting Principal and Chairperson of Council approve this Policy for implementation with effect from

Recommended/ Not Recommended



Dr M.G Araja
Acting Principal: FCAFTI

Date: 27/10/2021

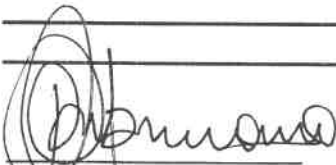
Recommended/ Not Recommended



Mr P.J Mnguni
HR Committee Chairperson: FCAFTI

Date: 27/10/2021

Policy Approved/ Not Approved



Dr P Lupuwana
Chairperson of Council

Date: 27/10/2021