



RECRUITMENT AND SELECTION

1. Introduction

The process of recruitment and selection must be fair, systematic, efficient and effective, ensuring equality of opportunity. Employees must be appointed in accordance with relevant statutory obligations, codes of practice and in line with the relevant policies and procedures. Our approach will be to ensure Zibonele FM effectively employs people with the right skills and at the right time. No job applicant or employee will receive less favourable treatment because of their race, sex, religion or belief, disability, marital or civil partnership status, age, pregnancy or maternity, sexual orientation, gender reassignment, or caring responsibilities, or will be disadvantaged by conditions or requirements which cannot be justified.

2. General principles

2.1 Criteria

The criteria for selection should be based on relevant knowledge, skills, attitudes and physical ability to do the job as described in an up-to-date job description and person specification. There should be no canvassing of or by any member of Zibonele FM or the Board of Directors or its committees, on behalf of any candidate. Managers involved in recruitment should be fully aware of all aspects including their role in the process and their responsibilities.

2.2 Authority for recruitment

All positions must have Station Manager and Human Resource approval. If it is a new position then the position must be evaluated or confirmed and this is the responsibility of the Human Resources Department (HR).

2.3 Record keeping and management

A record of the full process of recruitment and selection should always be made and kept meticulously. It is the responsibility of the HR or Recruiting Officers (an Official from HR) to ensure that records are kept, this includes notes of meetings, emails, telephone calls, copies of correspondence etc.. These should include the names of those involved, dates, action taken and follow-up. All sensitive information should be treated confidentially.

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)



Confidentiality

Throughout any proceedings under this Policy, Zibonele FM will seek to ensure that confidentiality is maintained. However, this will not preclude Zibonele FM from disclosing information where necessary for the discharge of duties or as required by law, nor will this preclude Radio Zibonele, where appropriate, from disclosing information about any outcome under this Policy.

2.5 Recruitment monitoring

In order that the effectiveness of our recruitment policy can be monitored, job applicants are asked to provide information for monitoring purposes. The information will not be used as selection criteria but it will provide information which is

3. Roles and Responsibilities

3.1 The Human Resources Department (HR)

The HR Department will:

- provide advice and guidance on the recruitment and selection process;
- check if any adjustments are required for the candidates;
- place the job advert;
- following closure of job advert provide all applicants' paperwork to the Recruiting Officer;
- following short listing by Recruiting Officer inform unsuccessful applicants¹ and invite short listed applicants to interview;
- following completion of interviews inform unsuccessful (not internal) candidates;
- subject to necessary checks send out offer and contract to successful candidate.
- request references for the successful candidate subject to their acceptance of the offer;
- qualification and document check on first day of employment;
- provide management information on the efficiency and effectiveness of media used;

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)



- provide feedback on effectiveness and efficiency of recruitment and selection processes

3.2 Recruiting Team Add

4. Recruitment process

4.1 Stage 1: Recruitment need identified

The following information is required before starting the process:

a) Job description

Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job. This means thinking not only about the content such as the tasks of the position, but also the purpose, the outputs required by the job holder and how it fits into the organisation's structure.

b) Person specification

It is also important to consider the skills and personal attributes needed to perform the role effectively. A person specification states the essential and desirable criteria for selection. This is based on a set of competencies identified as necessary for the performance of the job. The person specification should be used to inform the criteria you use to short-list applicants.

In general, specifications should include details of:

- Skills, aptitude, knowledge and experience;
- Qualifications – which should be only those necessary to do the job?
- Personal qualities relevant to the job, such as ability to work as part of a team.

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)



c) **Drafting job advert**

Adverts should be clear and indicate:

- the outline requirements of the job;
- the essential and the desirable criteria for job applicant's salary range;
- job tenure (for example, contract length for a fixed term contract);
- interview date;
- closing date.

4.2 **Stage 2: Publishing the vacancy**

In general all vacant positions must be advertised internally and if necessary externally before they are filled. Where an existing employee is coming to the end of a fixed term contract and has registered for voluntary program, they will be informed of vacancies that are relevant to their skills and experience. If they choose to apply for a vacancy, their application will be considered before more general recruitment action is taken.

In this stage, the vacancy is prepared for publishing, approved and then published. Options are Zibonele FM website, newspapers or other forms of media. All adverts must be advertised in parallel languages, any of two of the three lan

4.3 **Stage 3: Selecting applicants for interview**

All applications will be considered by using the essential and desirable criteria contained in the person specification and by assessing application forms against these criteria.

Zibonele FM is legally bound to ensure that there is no unfair discrimination, and that legal requirements are met. Criteria such as age, sex, race, marital or civil partnership status, sexual orientation, religion or belief, pregnancy or maternity, or gender reassignment must not be used, unless for reasons within our legal system, e.g. Affirmative Action. Similarly, a disability should not be used unless it conflicts with the criteria for the job.

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)



4.4 Stage 4: The interview

All panels for management must have at least one Board member, the station manager, the HR manager and other additional staff members (if it is necessary). When making and processing the final selection decision, these need to be based solely on the criteria previously defined in the person specification. A brief written assessment of each candidate should be produced and kept with other papers relating to the selection process for at least six months from the date of the appointment. This information is kept securely within HR.

4.5 Stage 5: Interview outcome and making an offer

The Recruiting Team will inform the successful candidate orally and HR will follow up the offer in writing once the individual has orally accepted, even if start date has not yet been agreed.

The unsuccessful candidates are informed subsequently in writing.

Following oral confirmation of the preferred candidate's acceptance an offer of employment including the formal contract of employment will be sent out. Various employment checks will be necessary depending on the position and these will include:

- employment references;
 - qualifications check;
 - declaration of interest form.
- guages used by Zibonele.

4.3 Stage 3: Selecting applicants for interview

All applications will be considered by using the essential and desirable criteria contained in the person specification and by assessing application forms against these criteria.

Zibonele FM is legally bound to ensure that there is no unfair discrimination, and that legal requirements are met. Criteria such as age, sex, race, marital or civil partnership status, sexual orientation, religion or belief, pregnancy or maternity, or gender reassignment must not be used, unless for reasons within our legal system, e.g. Affirmative Action. Similarly, a disability should not be used unless it conflicts with the criteria for the job.

BOARD OF DIRECTORS

MTHETHELELI VELLE (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)



4.4 Stage 4: The interview

All panels for management must have at least one Board member, the station manager, the HR manager and other additional staff members (if it is necessary). When making and processing the final selection decision, these need to be based solely on the criteria previously defined in the person specification. A brief written assessment of each candidate should be produced and kept with other papers relating to the selection process for at least six months from the date of the appointment. This information is kept securely within HR.

4.5 Stage 5: Interview outcome and making an offer

The Recruiting Team will inform the successful candidate orally and HR will follow up the offer in writing once the individual has orally accepted, even if start date has not yet been agreed.

The unsuccessful candidates are informed subsequently in writing.

Following oral confirmation of the preferred candidate's acceptance an offer of employment including the formal contract of employment will be sent out. Various employment checks will be necessary depending on the position and these will include:

- employment references;
- qualifications check;
- declaration of interest form.

BOARD OF DIRECTORS

MTHETHELELI VELLE (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)