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1 Aim and Purpose

The purpose of this procedure is to describe the process to be followed in order to recruit and appoint all staff of Springerbaai.

2 Scope

This procedure is applicable to all people who is appointed as permanent or fixed term staff of Springerbaai as well as all contractors who contract in their own name and works under Springerbaai supervision.

3 Definitions & Abbreviations

Term	Definition/Explanation
Permanent Staff	Permanently employed by Estate in substantial role
Temporary Staff	Temporary staff (less than 3 months) to fill a gap in a permanent role or to complete a temporary task.
Personal Contractors	Same as temporary staff but the contract in their own name – but work under supervision of Estate
Independent Contractor	Contract to complete a certain task with own people. Not regarded as Estate Employees.
JD	Job Description

4 Responsibilities

- HR Trustee:** Needs to ensure that the Procedure is complete and adequate to protect the estate and to ensure by discussion, overseeing and approval of the steps in the process, that the procedure is complied with.
Approves the Motivation and JD of all staff.
Decide on Recruitment route and approve format of advertisement.
Approves the contract after review by Fin Trustee and Legal Trustee.
Passes Contract of Estate Manager to the Payroll Processor
- Estate Manager:** Motivate for the Recruitment and Appointment of any staff reporting to him/her.
Confirms the Budget covers the new person.
Completes Job Description
Prepares information for Recruitment and transfers to agents or papers
Drafts the Contract/Performance Evaluation form and ask for review
Copies Payroll processor on the contract of all staff appointed except the Estate Manager.
- Superintendent:** Motivate for the Recruitment and Appointment of any staff reporting to him/her.
Drafts JD.
- Payroll Processor** Receives Contract of the new appointment and processes in the payroll.

5 General

5.1 Contravention

Breach of this Procedure by any employee may lead to disciplinary action

5.2 Additional Information re the Process

None

6 Detailed Procedure

6.1 General Steps in the requirement and motivation Process

- a. The Person responsible for staff below him/her raises a motivation for recruitment/appointment after confirmation that the position is budgeted.
- b. Drafts the Job Description and submits to the Estate Manager for approval.
- c. Estate Manager obtains approval from HR Trustee.
- d. Discussed the Recruitment Route
- e. Non-Budgeted appointments need to be approved by a Trustee Board Decision

6.2 Various Recruitment Options

a. Permanent Staff Appointments

- a. Perform Recruitment process according to Requirements in JD
- b. Use Trustees and Home owners (by request to them) as well as own personal contacts to obtain suitable CV's. (may contact Institutions, Training centres or schools)
- c. Advertise in the Burger/Cape Times and local Newspaper
- d. If less than 5 suitable candidates are obtained, then contact agents to assist with recruitment (fees to be less than 10%).

b. Temporary staff/personal Contractors requirements – urgent

- a. Perform Recruitment process according to Requirements in JD
- b. Use Trustees and Home owners (by request to them) as well as own personal contacts to obtain suitable CV's. (may contact Institutions, Training centres or schools)
- c. Not necessary to advertise and use agents but must have at least 2 suitable candidates

c. Temporary staff/personal Contractors requirements – normal

- a. Perform Recruitment process according to Requirements in JD
- b. Use Trustees and Home owners (by request to them) as well as own personal contacts to obtain suitable CV's. (may contact Institutions, Training centres or schools)
- c. Not necessary to advertise and use agents but must have at least suitable 5 candidates. Otherwise should advertise in local news paper.

d. Contractors

Contractors are engaged to perform a certain role and may bring his own staff on board to assist (as long as approved by management) whilst the Estate pays the Contractor and do not incur individual employment contracts with the employees of the contractor. The estate does not process these people on its payroll. We should try to obtain temporary employment this way.

6.3 Screening, Selection and Interviewing

- a. Estate Manager to complete a short list based on the CVs and other compulsory documents by comparing to the key (at least 5) requirements per the JD. (approved by HR Trustee).
- b. Reasons to be provided for not being short listed.
- c. Conflict of Interest Procedures should be considered and relatives to the second degree should be notified and in such cases the person involved should be excluded from the decision making.
- d. The first 5 people on the Short list should be interviewed by the Estate Manager as well as a Trustee. (This may take place on skype or other video conference facility).
- e. Only the approved Terms to be discussed in the interview in line with budget.
- f. Comments to be made on the shortlist by the interviewers. Short list with comments to be distributed to all Trustees.
- g. First two candidates to be interviewed by HR Trustee.
- h. Psychometric tests to be done for Superintendent and above.
- i. HR Trustee make decision on appointment after discussion with Trustees and Management, for specific monetary terms

6.4 Appointment

- a. Estate Manager drafts the contract on approved terms. Plus, Performance Review form.
- b. Reviewed by Financial and Legal Trustee
- c. Approved by HR Trustee.
- d. Then sends the Offer of Employment Contract to be accepted with in 7 days.
- e. Any changes to be approved by HR and Financial Trustees
- f. Signed contracts to be sent to Payroll Processor.

7 Flow Diagrams, Formats and Related Documents

- 7.1 Motivation for Recruitment/Appointment
- 7.2 Job Description
- 7.3 Contract and Performance Evaluation
- 7.4 Short List details

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