



National Diploma Animal Farm Staff Management

Handout 16 Recruitment Selection and Induction Policy

**RECRUITMENT, SELECTION AND INDUCTION POLICY**

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1. EXECUTIVE SUMMARY

1.1 Purpose

AngloGold Ashanti (AGA) strives to be an employer of choice by recruiting, selecting and retaining the right people in the right roles at the right time.

1.2 Objectives

The objectives of the Recruitment, Selection and Induction Policy are:

- To find suitable individuals to fill role vacancies.
- To ensure that selection is compliant with local legislation and policies, as well as company policies and procedures.
- To employ a workforce that is representative of the South African Economically Active Population (EAP).
- To promote AGA as an employer of choice.
- To employ the right individuals to fit the vision and embrace values of the company.

1.3 Scope

The Recruitment, Selection and Induction Policy applies to all permanent and non-permanent employees in the AGA Corporate Office.

This policy covers the following issues:

- Recruitment and Selection Practices.
- Fair Employee Assessment for Selection.
- Role Specification and Pre-selection Criteria Form.
- Induction.
- Flexible Work Arrangements.

The effective month of the policy is March 2015.

1.4 Standards

The minimum globally-applicable standards of the company are:

- The Manager Once Removed (MoR) must approve the recruitment for any vacant role prior to commencement of the process, as well as ascertain that the vacant position is budgeted for in the previous annual cycle.
- A role description will be provided for every role into which an individual is to be recruited.



- Recruitment for all Stratum IV and above roles will be conducted through the Corporate Office.
- Individuals within the talent pool, and those whose secondment contracts are due to expire in the near future and any potential retrenchees, must first be considered for role vacancies before sourcing candidates externally.
- The MoR will provide a list of suitable candidates from which the immediate line manager selects the individual to fill a role vacancy.
- The recruitment and selection processes will at all times comply with relevant legislation and company policies.
- All newly appointed employees, including those recruited, promoted and transferred, will receive company and role induction by their line manager within one week of commencement.

1.5 Accountabilities

The following accountabilities apply to the Recruitment, Selection and Induction Policy:

- Accountability for implementing and sustaining the Recruitment, Selection and Induction policy lies with management and in particular with the MoR.
- Accountability for coordinating, facilitating and administering the various processes lies with the Human Resources Discipline.
- Accountability for monitoring compliance of the Recruitment, Selection and Induction Policy lies with the Human Resources Discipline.

1.6 Principles and Guidelines

The process of recruitment and selection takes place within the context of the laws in which the company operates, in particular, the local labour and immigration laws. Being a global company with a global presence, AGA also subscribes to the United Nations International Labour Organisation Conventions. It is therefore imperative that all of the company's operations' recruitment and selection processes comply with local laws and international obligations, and are reflective of the organisation values.

1.6.1 Role Specification

A critical success factor in the appointment of the right person into a role is a clear understanding of the work required, and the level of its complexity. The role specification process provides line managers with an opportunity to review an existing role and/or to create an entirely new role based on the work to be done. The line manager is accountable for preparing the role description based on the organisation design, and in accordance with the Human Resources Plan. The role description, along with the proposed remuneration package, must be approved by the MoR as authority to commence the recruitment process.

1.6.2 Recruitment

Recruitment for all vacancies should initially be undertaken internally. After taking into consideration the available talent pool, employees with secondment contracts about to expire,



potential retrenchees and responses to internal job postings, the MoR must provide a shortlist of candidates to the immediate line manager.

Vacant positions may be advertised internally and externally simultaneously, at management's discretion, dependant on the perceived availability of suitable candidates.

1.6.3 Selection

Selection covers the review of the short list of candidates, followed by the interviewing of candidates process. The line manager is accountable for preparing the structured interview questionnaire, and conducting the interview to help the panel judge each candidate's suitability for the role.

1.6.4 Induction

The line manager is accountable for personally inducting new subordinates into AGA and into their specific role. This should begin with meeting new employees when they arrive at work on their first day. Online access will be withheld until such time as attendance at the formal induction program has been completed.

2. POLICY AIM AND SCOPE

2.1 Implementation

Corporate Human Resources is accountable for the communication of all changes of this policy to the business.

To ensure compliance with the requirements of this policy, Corporate Human Resources will systematically and periodically review the Recruitment, Selection and Induction Policy.

2.2 Approach

The Recruitment, Selection and Induction Policy provides AGA employees with guiding principles that will allow AGA to select potential employees with the necessary competencies to satisfy current and future organisational needs. Whilst taking cognisance of all the legislative requirements, this policy is also aligned to The Systems for People (SP) principles, AGA Employment Equity plans and takes cognisance of the transformational goals, including the employment of people with disabilities.

3. PROVISIONS OF THE POLICY

3.1 Recruitment and Selection Guidelines

AGA is committed to developing its employees in line with business needs and offering opportunities for development to those employees who are qualified as a result of any one of, or any combination of their:

- Formal qualifications.
- Prior learning.
- Relevant experience.



- Capacity to acquire, within a reasonable time, the ability to do the job.

In addition, AGA is further committed to implementing and monitoring its Employment Equity Plan, and to this end, will aim to implement its numerical targets and affirmative action measures in line with such a plan.

In keeping with AGA's principles of business conduct, no person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth, and union membership.

It is not unfair discrimination to take affirmative action measures consistent with the purpose of AGA's Employment Equity Plan or distinguish, exclude or prefer any person on the basis of inherent requirements of a job.

Where feasible, and without giving rise to undue hardship, reasonable accommodation measures are to be undertaken for people from designated groups in order to ensure that they are equitably represented in the workforce. Reasonable accommodation measures are particularly appropriate when recruiting or selecting people with disabilities.

3.1.1 Recruitment and Selection Guidelines – Phase 1

i. Authorisation to employ

Where a vacancy has arisen either through the vacation of the position or the creation of a new position, the appropriate authorisation to employ from the MoR must be obtained prior to the appointment of an individual.

The role specification process which incorporates the Pre-selection Criteria Form (**Appendix 1**) must be completed in full and submitted to the Human Resources Business Partner. The role specification process will inform the recruitment process in relation to:

- The level of the role.
- The principle functions of the role.
- The core accountabilities, authorities and tasks of the role.
- The working relationships of the role.

The line manager is accountable for preparing the role description based on organisational design, and in accordance with the Human Resources Plan. The role description, along with the proposed remuneration package, must be approved by the MoR as authority to commence with the recruitment process.

The Pre-selection Criteria Form will assist the line manager in:

- Profiling the vacant job and potential candidates.
- Determining the general terms and conditions of employment for the position.
- Assessing compliance with company initiatives, such as employment equity.



- Obtaining the necessary authorisation to employ.

ii. **Best Practice – Structuring of Work**

Prior to deciding to fill a vacant position, a line manager is accountable to consider what other alternatives may be appropriate, including the restructuring of job tasks within the department or business unit to allow for multi-skilling of other employees, the re-allocation of job tasks or other alternatives which may increase the productivity of the department or business unit as well as the job satisfaction of employees within the department or business unit. The correct method for documenting such changes would be to revise or create a new role specification(s) for the vacant/affected position/s.

In completing the pre-selection criteria form, the role profile should take into account the long term or future operational requirements of the department.

iii. **Completion of Pre-selection Criteria Form**

The Pre-selection Criteria Form contains the following components which must be completed in full:

Section 1: Job Vacancy Overview

Section 2: Organisational and Operational Considerations

Organisational and operational considerations in the filling of the vacant position need to be addressed. These relate to organisational Employment Equity considerations, recruitment methods and avenues, budget considerations, and departmental staffing requirements.

Section 3: Role Profile

If the vacant position does not have an existing role profile (required for compiling a job posting, as well as for applicant screening) or the profile needs to be amended due to changes in job requirements, then Section 2 must be completed by the line manager, in consultation with the responsible Human Resources Business Partner. A well-designed and up-to-date role profile forms the basis for the preliminary screening of candidates from a pool of job applicants.

Section 4: Terms and Conditions of Employment

The proposed terms and conditions of employment for the vacant position must comply with the AGA general terms and conditions of employment.

Section 5: Authorisation to Employ

All appointments require the written authorisation of the MoR.

iv. **Recruitment**

AGA is committed to implementing and monitoring its Employment Equity Plan, and to this end, will aim to implement its numerical targets and affirmative action measures in line with such a plan.



It is not unfair discrimination to take affirmative action measures consistent with the purpose of AGA's Employment Equity Plan or distinguish, exclude or prefer any person on the basis of inherent requirements of a job.

Where feasible, and without giving rise to undue hardship, reasonable accommodation measures are to be undertaken for people from designated groups in order to ensure that they are equitably represented in the workforce. Reasonable accommodation measures are particularly appropriate when recruiting or selecting people with disabilities.

AGA will endeavour to appoint internal applicants, where appropriate, in line with our focus on employee development.

Vacant positions may be advertised internally and externally simultaneously, at management's discretion, dependant on the perceived availability of suitable candidates.

v. Advertisements

The formulation of internal and external job postings is the responsibility of the responsible Business Partner, and will be based on the approved pre-selection criteria and role profile for the position. The relevant line manager and MoR will approve the job postings before the vacancy is advertised.

To ensure that the most suitably qualified candidates are sourced, AGA will adopt a variety of recruitment methods, which include internal placement of advertisements (subject to this policy), external recruitment methods, and employee referrals.

Any costs associated with the recruitment process (including fees for the screening and placement of candidates) will be allocated to the line managers' cost centre.

The selection of recruitment agencies will be made by the Human Resources Business Partner from the list of preferred recruitment agencies (an approved preferred provider list should be considered based on appropriate procurement practices within AGA). The role profile of the vacant position will be briefed to the agencies by the Human Resources Business Partner, who will be responsible for, the communication of principles relating to AGA's recruitment policy, as well as Employment Equity requirements.

vi. Internal Sourcing of Applicants

Internal sourcing of applicants should receive priority in keeping with AGA's focus on the development and promotion of its employees. In addition, internal placements are more cost-effective and provide visible demonstration of AGA's commitment to its workplace skills training plan.

vii. Placement during Restructuring Exercises

- For purposes of restructuring exercises, the term "affected employees" will include employees who are rendered redundant as a result of restructuring, as well as retrenched employees with a valid preferential re-employment undertaking.
- In cases of restructuring, vacancies in an area in which the restructuring is taking place shall be ring-fenced. The affected employees within this area shall be given preference for placement within the new structure provided they meet the requirements of the job.



- The implication for all custodians in the recruitment process is that the normal rigour in the recruitment and selection process must be applied.
- The selection criteria set out hereafter, shall be observed in respect of placement decisions during restructuring exercises.
- Such affected status trumps Employment Equity exclusivity in these circumstances, provided that the applicant meets the requirements of the position.
- Applicants from designated groups within the ring-fenced area shall be placed on a preferential basis, where they qualify on par with affected applicants from non-designated groups in respect of the positions concerned, failing which, successful applicants from among the latter group will be placed.
- Where vacancies cannot be filled from within the ring-fenced area, the parameters of the ring-fence may be incrementally broadened to ultimately encompass the whole of AGA. The same placement principles will apply within the broadened ring-fenced area, dealing with affected employees, as the exclusive source for placements.
- Only when no suitable applicants can be found amongst affected employees internally within AGA, can normal recruitment apply to the vacancies within the area being restructured.
- These principles imply that simultaneous internal and external advertising is not allowed in case of restructuring, i.e. external advertising can only commence once it is confirmed that no suitable affected candidate could be found.

viii. Employment of Relatives or Family Members (Nepotism)

In order to preclude situations which could result in a conflict for employees, an applicant shall not be appointed to a position where a relative:

- Is currently employed within the same function, i.e. business unit or department, where colleagues interact daily.
- Maintains supervisory or evaluation accountabilities relating to the position.
- Holds authority regarding pay/bonus decisions relating to that position.
- Is involved in the recruitment intervention, or in a position to influence the selection process relating to that position. Family is defined as:

Spouse or partner; child (including step-child, adoptive and foster child), mother/father (including in-law and step-parent); brother/sister (including in-law and step-brother/sister) aunt/uncle or nephew and or niece or any other individual who resides with the employee's household or who is recognised by law as a dependent of the employee.¹

¹ Current employees are expected to disclose any relation to an applicant before the interview process and recuse themselves from being involved in the process leading to appointments of candidates.



In the light of this policy, applicants are required to declare that they are not related to anyone who falls within the definition of family, who is currently employed by AGA.

Any exception made to the above rule will be made entirely at the discretion of the accountable Executive Vice President. An exception may be made where AGA employs or desires to employ someone who has scarce expertise beneficial to the company.

vx. Employment of Foreign Nationals

The Immigration Act 13 of 2002 outlines three categories of residence status. These are:

- South African citizens.
- Non South African citizens, comprising of:
 - Persons who are permanently resident in South Africa.
 - Those who are temporarily resident in the Republic.

The Act makes a clear distinction between foreign nationals with permanent resident status and those with temporary resident status. Employees (including external applicants) with permanent resident status are entitled, by law, to compete equitably with South Africans in the employment market. Foreign nationals naturalised after 27 April 1994 cannot be counted for Employment Equity purposes.

- Employees with temporary resident status will only be considered for opportunities where AGA is unable to fill the position with a South African citizen, or permanent resident, or where the position requires exceptional skills not available in the country and cannot be trained within a reasonable time period. The onus lies with the employer to produce proof of these. This is an accountability lying with the line manager, MoR and Human Resources Business Partner of the position concerned.
- South African citizens and foreign nationals with permanent resident status (equitably and in no order of preference) will therefore enjoy preference over foreigners with temporary resident status. No foreign national with temporary resident status should be appointed at the expense of qualifying local talent, amongst whom preference should be given to AGA employees on reassignment and/or retrenchees. **(Refer to the Placement during restructuring exercises section in this document).**
- Where the appointment of foreign nationals with temporary resident status is imminent, such persons should preferably be employed on a fixed term contract. The duties must remain as initially contracted and as stipulated in the work permit as submitted to the Department of Home Affairs from time to time.
- Employment of a foreign national without a valid work permit constitutes non-compliance with the law and is therefore deemed a criminal offence in terms of the Immigration Act. It is therefore prohibited within AGA.

x. Advertisement Period

Internal advertisements must be placed on the AGA intranet site designated for this purpose, for a minimum period of five working days.



External advertisements may be placed by the Human Resources Business Partner directly or by the recruitment agency. All external vacancy advertisements must comply with corporate requirements in respect of the wording of the advertisement, the usage of the company logo, and must maintain the image and profile of AGA.

Where specialised recruitment methods are utilised, such as executive search agencies, or recruitment campaigns, the recruitment period may have to be extended to allow for the effective implementation of these methods.

If the advertisement does not generate a sufficient pool of candidates, alternative recruitment methods should be considered.

xi. Best Practice – Advertisements

Line managers may recruit from within their workforce through promotions and transfers, or externally through newspaper advertising, employment agencies, etc. Line managers who face complaints that they do not employ designated group members in sufficient numbers, or in senior positions, frequently say this is because these groups do not apply for available jobs. **The case may be, however, that members of the designated groups lack real access to employment opportunities because of the recruitment methods being utilised.** For example, word of mouth recruiting in a predominantly white male workforce is likely to perpetuate, albeit inadvertently, the exclusion of designated group members from that workforce. The method of recruitment is a major factor in determining the final outcome of the recruitment process. In other words, recruitment methods or practices dictate the makeup of the pool of job applicants. In order to broaden your pool of applicants to include designated group members, think creatively and engage members of the designated group within AGA about how best to source these candidates.

xii. Applications

If an internal applicant applies for a role, the applicant should preferably advise his/her line manager at the time of application, however, at the very least, the line manager should be advised at the time of short listing. Employees should not be victimised for applying for positions within AGA as this is in line with the company focus on employee development. An employee should at least have spent six months in a role before applying for another role within AGA.

The Human Resources Business Partner will compile an applicant register to ensure that all applicants for the vacancy have been documented. Application forms must be indexed and attached to the "recruitment pack" containing the approved pre-selection criteria role profile, and advertisement(s) along with any recruitment brief given to recruitment agencies.

xiii Selection

It may not always be necessary to re-interview an internal applicant who has recently been interviewed for a similar position. This will be at management's discretion.

Applicants will only be considered for a position on condition that they meet the requirements of the position as set out in the role profile. Job applicants must not be provided with any undertaking that they will be appointed into the position.



3.1.2 Recruitment and Selection Guidelines – Phase 2

i. Pre-screening

The objective of the pre-screening exercise is to prioritise or weight the job applications, giving priority to those applications which on a prima facie basis represent the "best fit" candidates.

In prioritising applications regard must be given to:

- The role profile requirements.
- Preferential employment requirements, for example, employees who have recently been retrenched.
- The employment of relatives or family members.
- The completeness of the job application form.
- Internal applicants who, with the necessary training and development, may be regarded as a suitably qualified candidate.
- Any trainees who may be fast-tracked through their learnership programme e.g. Training Outside Public Practice (TOPP) program.
- Applications from suitably qualified designated group employees.

The Human Resources Business Partner, in consultation with the line manager and MoR must compile a short list of preferred candidates. These candidates may then be required to undergo psychometric assessments (as appropriate) even before an initial interview. **(Refer to the Psychometric Assessments for Selection Policy).**

ii. Best Practice – Selection Criteria and Pre-screening

If emphasis is placed on current knowledge and specific skills rather than on generic skills and potential to learn:

- Give due consideration to applicants' potential to learn and the generic skills already possessed, especially where such skills or competencies are demonstrated in related occupational areas.

If inflated requirements (i.e. credentials) are used as a "cheap screening" method to reduce the number of applicants:

- Determine minimum job specific requirements and eliminate any that are not.
- Eliminate excessive educational requirements.
- Eliminate any excessive skill, knowledge, abilities or experience requirements.

Internal applicants must be evaluated against the internal application form and experience profile form.

External applicants must be evaluated against the role requirements and the experience profile form.



AGA's approach to the re-employment of former employees is dependent on a number of considerations, and guidance must be sought from the responsible Human Resources Business Partner prior to short listing such applicants. The reason for the former employee's termination of service with the company must also be determined.

AGA does not encourage the recruitment of candidates from direct suppliers and/or customers where this could create possible conflict with such suppliers and/or customers.

3.1.3 Recruitment and Selection Guidelines – Phase 3

i. Interviewing

If the applicant meets the job profile requirements and has been shortlisted, then a selection interview should be conducted, using AGA's Selection Process.

The short-listed candidates must be contacted directly or via the agency and appointments confirmed telephonically. External candidates must be approached confidentially to ensure that their current job security is not prejudiced. No undertakings may be made to any candidate regarding their prospects of success in the interview process. Candidates must be advised of AGA's interview approach.

Applicants must be interviewed by a representative from the Human Resources Department and the line manager/s, utilising a structured interview questionnaire. The MoR should also interview the preferred applicant before any offer of employment is extended to the applicant.

Interviews should be documented and filed along with the applicant register.

Should the interviewers fail to find an appropriate candidate for the position as per the targeted requirements, suitable candidates with transferable skills may be considered for the position, alternatively the position may remain open for an extended period or the targeted requirements may need to be revised, and the position re-advertised.

Where appropriate, suitably qualified candidates from the "designated group" will be placed in accordance with the numerical targets contained in the company's Employment Equity Plan.

All interviews conducted should conform to legislative requirements and should be in line with AGA policies and procedures.

ii. Best Practice – Interviewing

If interviewers are unaware of the equity principles and legislation pertaining to recruitment, the Human Resources Business Partner should, before conducting any interviews:

- Ensure that interviewers are made aware of applicable legislation.
- Provide relevant Employment Equity training, if deemed necessary.
- Ensure that interviewers understand the importance of documenting and standardising all interviews.
- Review the extent to which interview performance predicts job success
- Minimise reliance on subjective factors – be aware of the adverse effect of "cloning".



- Specify skills needed to perform the job – avoid all "desirable" personality descriptions. Interviewers should also be sensitised to possible stereotyping and "in-group" biases which may impact on the selection or non-selection of candidates.

iii. **Psychometric Assessments for Selection**

For certain positions certified psychometric assessments will be conducted on short listed candidates by the person authorised to conduct such assessments, in order to evaluate applicant suitability. These will be coordinated by the Human Resources Business Partner and will be used to assist in the selection process. It is important to stress that psychometric assessments are only a tool utilised to support a selection decision and should not be utilised in isolation. There is strict governance regarding the utilisation of psychometric assessments, the giving of feedback and record keeping which must be adhered to. **(Refer to the Psychometric Assessment for Selection Policy). This should be done at the discretion of the manager in consultation with the human resources manager.**

Psychometric instruments used to support management selection decisions will aim to measure competencies identified in the role profile.

Professional control: Due to the technical nature of certain instruments such as psychometric assessments, each assessment used in a selection battery will be approved by a proper authority.

Use of results: Assessment results may only be used for the purposes for which they were obtained. The selection panel should ensure that other relevant information is considered when personnel decisions are made (including information gathered in structured interviews).

iv. **Feedback to Unsuccessful Applicants**

Internal Applicants

The successful applicant must be notified prior to any feedback being given to unsuccessful applicants. Relevant information must be made available if requested by the unsuccessful applicant. Feedback must be conducted by the line manager concerned and MoR, if appropriate, together with the Human Resources Business Partner.

External Applicants

Employment agencies (where applicable) must be notified about unsuccessful applicants. It is not the policy of AGA to provide feedback to unsuccessful external applicants concerning the reasons for being unsuccessful.

Standardised regret letters are to be sent out by the Human Resources function to all external applicants who have been interviewed and did not come via an employment agency.

v. **Post Interview**

The second phase of the selection process would be to obtain relevant checks and possibly second interviews.

Relevant checks may only be conducted with the written consent of the candidate, using the reference check release form. The type of reference being checked will depend on the role profile. One or more of the following checks may be conducted – reference checks, educational record checks, driver's licence /record checks, credit checks, and checks for criminal records.

**vi. Criminal Record Checks**

AGA reserves the right to conduct Criminal checks on all short-listed candidates to determine whether the job applicant has been convicted of Schedule 1 or 2 offences in terms of the Criminal Procedure Act. Where an applicant is found to have a criminal record in terms of this policy, the interviewers shall exercise their discretion as to whether such applicant shall be considered as a suitable applicant for further selection or appointment.

vii. Exercise of Discretion and Due Diligence in Conducting Reference Checks

The line manager or Human Resources Business Partner conducting the reference checks must exercise due diligence and discretion. He/she should not expose AGA to possible claims of defamation or unfair discrimination. Reference checks should not be undertaken by junior level staff.

viii. Job Offer – Internal and External Job Applicants

Once the final candidate has been screened and necessary checks conducted, use the appointment form to compile the terms and conditions of the offer. The terms of the offer must comply with the AGA standard terms and conditions of employment. The Human Resources Business Partner must be consulted regarding the financial value of the offer which would be made to the applicant and any recommended deviation from the standard terms and conditions of employment.

A discussion between the successful job applicant and the Human Resources Department may be requested in order to finalise the applicant's remuneration package. Once approved, the Human Resources Department will compile the offer of employment, comprised of a contract of employment along with all other standard employment forms.

All parties involved in the recruitment process are to be held accountable for ensuring strict confidentiality with respect to the employment contract and its contents, failure to adhere to the latter may result in disciplinary action being taken against any party involved.

For both an internal and external appointment, an offer will be made in writing covering the starting date, role title, remuneration and terms and conditions of employment. The appointment will become effective when the applicant accepts the offer, in writing.

A letter of appointment is to be retained by the employee concerned, the other to be returned directly to the Human Resources Business Partner.

Only written agreements will be honoured. The line manager will thereafter ensure that any special review periods contained in the contract of employment are diarised.

vx. Record Keeping

All interview report forms, application forms, reference checks and related documents are to be handed to Human Resources for record keeping purposes, in line with Labour Law requirements.

These documents will be kept on file, together with a copy of the advert, for a period of 12 months.



The Human Resources Business Partner will ensure that all job applicants have been appropriately communicated to and that all communiqués have been documented on the applicant register.

All and any costs incurred in the recruitment and selection of the applicant must be signed off by the Human Resources Business Partner and allocated to the appropriate departmental cost code.

In the event that a particular job applicant is found to be more suited to another position within AGA, such application must be discussed with the appropriate line manager and MoR. The job applicant must however still be advised of his/her suitability for the actual position being advertised.

x. Staff Announcement

A letter of announcement may be drawn up by the line manager and signed off by the MoR, which may be communicated to all staff notifying them of the new appointment. The staff announcement may be emailed/faxed to all AGA workplaces, as appropriate. Copies may be placed on notice boards.

xi. Follow-up Procedures

The line manager will compile an induction programme for the new appointment in line with the SP sub-system requirements.

xii. Special Considerations

AGA retains the right to deviate from this policy where it considers it to be in the best interests of the company to do so, including the following general circumstances:

- In instances of restructuring, based on operational requirements, where preference will be given to affected staff.
- The operational skill requirements for the vacancy are not available in the country.
- The company intends to give preference to in-house trainees, learnership participants or company bursary holders.
- The appointment is effected to ensure compliance with any national or international legislative requirements or recommendations.

3.2 Induction

The line manager is accountable for personally inducting new subordinates into AGA and into their specific role. This should begin with meeting new employees when they arrive at work on their first day.

Line managers must outline how the employee's role fits into AGA's organisation structure, the context of work encompassed by the role, accountabilities, authorities, prescribed boundaries, working relationships and available resources. It is the ideal context to introduce the organisation values in order to set a framework for behaviour, as well as the management systems which guide the way we work, and policies which safeguard people and assets.



The line manager must also ensure the new employee receives his/her induction into site which includes administrative functions such as payroll sign-on, access cards, IT set-up, parking, etc., as well as an introduction to local work practices, customs and cultural considerations.

The line manager's accountability in this process extends to expatriate employees and to employees who relocate to other business units within their country of residence. In order to foster successful relocations for work purposes, line managers must personally ensure that such employees and their families have the information and support they need. This includes a comprehensive and formal cultural orientation and sensitisation programme for the employee and his/her family, and may also cover information on their new country/city/area of residence, assistance in securing a house, finding schools for their children, banks, security, etc.

In addition, the line manager must ensure that each of her/his new subordinates are introduced to their MoR in order to initiate the process of career development discussions and mentoring.

The line manager is accountable for ensuring that new employees attend the compulsory induction program within one week after commencement of employment with AGA. Online access will be withheld until such time as the employee has attended the formal induction program.

3.3 Flexible Work Arrangements

Work/life balance is important for all employees. In recognition of this, AGA promotes a flexible working environment where, by agreement, employees may determine their work times so as to suit their personal circumstances as well as their work commitments.

Management may implement flexible work arrangements where such arrangements are consistent with operational needs.

Successful flexible work arrangements are achieved through mutual trust, compromise, negotiation and flexibility between the employer and employee. Both parties are responsible for ensuring that the arrangement is suitable and working. The provision of flexible work arrangements is entirely at management's discretion and must carry the approval of the MoR.

3.3.1 Implementation

Flexitime is a scheduling option, which allows participants some discretion on when they arrive and leave work. Each day consists of a common core, comprising the six hours from 09h00 to 15h00, with flexibility bands surrounding the core, from 07h00 to 09h00 and 15h00 to 18h00.

All participants are required to be at work during the common core period and schedule outstanding hours of work in the flexibility bands. A lunch break does not constitute working time. Different arrangements may be made for different days of the week.

3.3.2 Requirements

Participation in the flexible work arrangement will be discontinued if evidence of abuse has been identified. Each request is considered individually and on its own merits. All assignments are subject to a review.

Employees who participate in a flexible work arrangement must be willing to be available and accountable whenever a business need arises during regular AGA office hours, even if the flexible work arrangement is compromised.



3.3.3 Management`s Accountability

It is the accountability of every line manager and employee to ensure that behaviour, that could constitute abuse of the flexible work arrangements, is discouraged.

Line managers have a further accountability to ensure that employees in their area are aware of this arrangement. Line managers should initiate corrective action when abuse is observed or reported.

AGA management reserves the right to remove a participant from this arrangement and or make amendments without prior notice.

Any enquiries relating to this arrangement should be referred to the Corporate Human Resources Department.

Italia Boninelli

Executive Vice President: People and Organisational Development



APPENDIX 1

Pre-Selection Criteria Form

This form must be completed in all instances where a vacant or newly created position has to be filled.

Section 1: Job Vacancy Overview

Role vacancy:

Reason for vacancy:

Functional structure:

Executive Office:

Department:

Line Manager:

Appointment decision by:

Appointment to be finalised by:

Recommended starting date:

Budget and headcount

Headcount (Budget):

Headcount (Actual):

Budgeted Salary:

Relationships

Divisional relationships	<input type="text"/>		
Manager once Removed	<input type="text"/>		
Immediate supervisor	<input type="text"/>		
Peer relationships	<input type="text"/>	<input type="text"/>	<input type="text"/>
Subordinates	<input type="text"/>	<input type="text"/>	<input type="text"/>

Internal and external working relationships (outside of division).



Section 2: Organisational and Operational Considerations

Organisational and operational considerations in the filling of the vacant position need to be addressed. These relate to organisational Employment Equity considerations, recruitment methods and avenues, budget considerations, and departmental staffing requirements.

- 1. Can the vacancy be filled by a temporary/part-time employee? Yes No
- 2. Does a role profile exist for this role? Yes No
- 3. Can the job function be restructured in such a way as to:
 - Reduce manpower requirements in the department? Yes No
 - Make the functioning of the department more effective (Which may require re-evaluating job profiles and responsibilities)? Yes No
 - Reduce the payroll cost to company? Yes No
 - Take into account long term operational requirements? Yes No

Employment Equity Requirements

- 4. What are the prospects of filling this position with an Employment Equity candidate?
- 5. What investigations have been conducted to determine the availability of Employment Equity candidates?
- 6. If a recruitment agency has been retained to fill this position, have they been briefed to identify Employment Equity candidates, and has an incentive been negotiated with the agency in finding an Employment Equity candidate? Remember that in almost all instances, recruitment agency fees can and should be negotiated in favour of the company.

Section 3: Role Profile

Explanatory note: If the vacant position does not have an existing role profile (required for applicant screening), or the profile needs to be amended due to the revision of role requirements, then Section 2 must be completed by the line manager in consultation with the Human Resources Business Partner.

- Does a job profile exist for the current vacant position? Yes No
If yes, please attach role profile.
- Date the role profile was created:



- If a role profile does not exist or needs to be revised please complete the following section:

Profile	Description			Level of profile*
Aptitude				
Skills and abilities				
Knowledge				
Physical competencies				
Styles				
Personality				
Principles, values and attitude				
Interests				
Prior learning				

*indicate preferred experience

Section 4: Terms and Conditions of Employment

The proposed terms and conditions of employment for the vacant position must comply with AGA's general terms and conditions of employment.

Nature of contract
(Temporary, fixed-term, permanent):

If contact period is fixed or temporary,
specify proposed termination date:

If an independent contractor is to be appointed, refer to the Independent Contractor policy.

Cost centre:

Annual cost to company
(Indicate salary range):

Job evaluation grade:

Criteria for discretionary bonus payment:

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Qualification for company:

Car allowance:

Medical aid:

Retirement fund:

Annual leave benefits:

Working hours:

Overtime, weekend and night work requirements (after 18:00 or Public Holidays, Saturdays and Sundays):

Other benefits (Housing, entertainment etc.):

Section 5: Authorisation to Employ

Line Manager: **Date:**

MoR: **Date:**

Human Resources Manager: **Date:**

Special considerations:

Preferential re-employment considerations:

Preferred employment equity designation (if any):

Special accommodation measures (if any):

Method of recruitment:

Internal External Special recruitment (targeted)

Upon return of the authorised pre-selection criteria form, the process of advertising the position may commence.