



Bojanala Platinum District Municipality

RECRUITMENT AND SELECTION POLICY

2005

TABLE OF CONTENTS

1. OBJECTIVES AND PRINCIPLES	2
2. RECRUITMENT AND SELECTION POLICY	4
3. PROCEDURE	19
4. PROFORMA DOCUMENTATION.....	21
REQUEST FOR FILLING OF VACANCY	
OFFER OF APPOINTMENT	22
REGRET LETTER AFTER ATTENDING AN INTERVIEW	24
REGRET LETTER TO KEEP APPLICANT ON FILE	25
REGRET LETTER AFTER RECEIVING CV	26
NEW STAFF ENGAGEMENT FORM.....	27
DISTRICT MUNICIPALITY REFERENCE CHECK FORM.....	28

1. OBJECTIVES AND PRINCIPLES

The Bojanala Platinum District Municipality (BPDM)'s Recruitment and Selection policy is designed:

1. To create sound procedure to appoint employees within the stipulations of the approved Employment Equity Plan of Bojanala platinum District Municipality
2. To recruit, select and place competent and suitably skilled people who will contribute to the achievement of the BPDM's strategic and operational requirements.
3. To attract talented and motivated people who will achieve and contribute to the BPDM's continued business success while enjoying long-term career success within the District Municipality.
4. To recruit and select employees, but also to ensure the full utilisation and continued development of our human resources.
5. To ensure that all Recruitment activities are handled according to best practice and professional guidelines.
6. To create positive image of the BPDM.

Bojanala Platinum District Municipality is an employment equity employer, and, as such:

1. Preference will be given to suitably qualified candidates who are members of designated groups as defined in Section 1 of the Employment Act (i.e. black people, women, and people with disabilities.)
2. Recruitment strategies are therefore designed to attract persons from designated groups as the first choice.
3. Bojanala Platinum District Municipality is committed to recruitment strategies that will attract and retain a diverse selection of qualified applicants.

4. All aspects of the recruitment and selection process will be non-discriminatory and will afford applicants equal opportunity to compete for a position.
5. The implementation of the recruitment and selection process within BPDM will be non-discriminatory and comply with the spirit of the Employment Equity Act.
6. Applicants for a particular job will get an equal opportunity to compete for the job.

With reference to the South African Constitution of 1996(Act 108 of 1996) and the provisions of Chapter 2 of the Employment Equity Act (Act 55 of 1998), under no circumstances should a person be refused employment on any arbitrary or discriminatory basis, including, but not limited to –

- a) race
- b) gender
- c) pregnancy
- d) marital status
- e) family responsibility
- f) ethnic or social origin
- g) colour
- h) sexual orientation
- i) age
- j) disability
- k) religion
- l) HIV status
- m) conscience
- n) belief and/or
- o) political opinion

2. RECRUITMENT AND SELECTION POLICY

2.1 RECRUITMENT POLICY

Recruitment shall take place only after proper requisition is made according to the attached form, and approved by the Municipal Manager.

2.1.1 Responsibilities

2.1.1.1 Bojanala Platinum District Municipality Council shall be responsible for the appointment of the Municipal Manager.

2.1.1.2 Municipal Manager

Permanent Appointments

The Municipal Manager is responsible for all permanent appointments on job levels 20-2, as prescribed in the Municipal Systems Act, section 55,1 (e)

Temporary Employees

Temporary Appointments

The Municipal Manager is responsible for the appointment of temporary employees. Temporary appointments shall be for a continuous period of 12 months, where after it should be referred to the South African Local Government Bargaining Council for approval of a further period.

2.1.2. Advertising of Posts

The Bojanala Platinum District Municipality will make reasonable attempts to recruit as widely as possible to find and appoint the best possible applicant for a vacant position.

Advertisements shall be in as wide a range of media as possible, and so placed as to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged and persons from designated groups. The BPDM –HR Unit will take care to place advertisements in the newspaper or other medium that is most

appropriate for the job that is being advertised.

The contents of the Advertisement will be agreed between the relevant Director/Manager and the Directorate-Corporate Support. The Directorate-Corporate Support (Human Resources Unit) is responsible for the placing of the advertisements both internally and externally. Should there be a need for BPDM to use the Recruitment Agency, proper procedures as stipulated by the District Municipality are to be adhered to by the appointed Agency. The BPDM will ensure that it will use an agency that complies with the principles of employment equity.

The following information will be contained in all advertisements, irrespective of the media in which the advertisements are placed:

- (a) the title of the job;
- (b) a brief description of the duties associated with the job;
- (c) the requirements (including formal qualifications and/or experience) of the job;
- (d) contact name;
- (e) fax number;
- (f) e-mail address;
- (g) a clear indicator of the closing date for applications;
- (h) where applicable, a request for at least three (3) references is to be provided in writing by the applicant.

Wherever possible, specific details on terms and conditions of employment, levels of remuneration and other benefits will also be included. This shall allow prospective applicants to assess whether they would gain or lose by changing employment.

2.1.3. Internal Advertisement

The Directorate-Corporate Support is responsible for the internal circulation of the vacant position, and coordination of the interview process of the related position. All positions except Director level and up will **be** extensively circulated internally, to source out on internal applicants first. Director level and above positions, will be circulated internally while simultaneously advertised externally. Failure to place an internal candidate within a vacant

position will prompt immediate external advertisement of the similar position.

2.1.4. External Advertisement

2.1.4.1 BPDM's External Advertisement

Critical positions and positions whereby cannot be filled through internal selection and placement, will be advertised externally by BPDM through Directorate Corporate Support. The process entailed in external advertising to the selection process shall be handled internally by the BPDM's Corporate Support Directorate. However, in situations whereby BPDM is experiencing difficulties to recruit good calibre candidates, the relevant Directorate shall liaise with Corporate Support to agree to make use of the Recruitment Agency specifically for head-hunting on that particular position. The use of the Recruitment Agency shall be considered as a second option, i.e., after attempts have been made internally to advertise for external candidates and such attempts have been unsuccessful.

2.1.4.2 Recruitment Agency Terms of Engagement

Should the BPDM elect to use a recruitment agency to source candidates externally, the selected Recruitment Agency will ensure that they have a sound understanding of the BPDM culture, and Employment Equity policy. They are to agree to the rates and service level requirements as indicated by the BPDM. A decision to use a recruitment agency shall not be made by the Corporate Support Directorate in agreement with the affected Director.

□ Rates

For the recruitment of clerical or administrative staff Bojanala Platinum District Municipality will pay a flat rate of not more than 10% of annual guaranteed package. For the recruitment of professional and management staff Bojanala Platinum District Municipality will pay a flat rate of 15% of annual guaranteed package. The rate will be calculated on the total package amount. The Director here must first clear any rate other than those stipulated.

□ Guarantee

The recruitment agency shall offer BPDM a 3-month guarantee on the candidate placed. i.e.

should the candidate leave before a 3-month period has elapsed the agency is either given the option to replace the candidate at no additional cost or is required to pay a 100% cash back refund. Bojanala Platinum District Municipality will not accept a credit note from an agency as a form of guarantee. It will be at the discretion of Bojanala Platinum District Municipality to determine whether the agency replaces the candidate or provide a cash refund.

❑ **Payment of Invoice**

Bojanala Platinum District Municipality will pay the agency 30 days after receipt of the invoice, which will be issued on the day the candidate commences work.

❑ **Services**

The minimum services that Bojanala Platinum District Municipality requires for the payment of the above fees are as follows:

- ▶ The cost of advertising the position. Should an advert be placed in the Sunday Times Business Times, under the Bojanala Platinum District Municipality logo, Bojanala Platinum District Municipality will pay for the advert. Should an advert be placed in The Sunday Times under the agency logo, Bojanala Platinum District Municipality will not be required to pay for it;
- ▶ The interviewing of every candidate against the specific job requirements for Bojanala Platinum District Municipality, whether the candidate comes from a data base or from a response to an advert;
- ▶ The referring of not more than three candidates for a specified administrative or clerical position and five candidates for a specified professional / management position;
- ▶ The conducting of at least three work related reference checks before referring a candidate;
- ▶ The conducting of integrity checks for professional, management and finance staff before referring a candidate for an interview, specifically written validation of qualifications;
- ▶ The conducting of clerical/administrative/secretarial skills tests which include:
 - Typing test;
 - Numerical ability;
 - Spelling test;
 - All required computer programmes;

- Bookkeeping;
 - And others as required
 - Customer relations ability
- ▶ The delivering of CVs in hard copy form to include the following information:
 - Current remuneration – a copy of a current payslip is desirable;
 - Current and past work experience including names of organisations and dates (month & year);
 - Qualifications including name of institution and dates;
 - Skills and competencies of candidate;
 - Results of clerical/administrative/secretarial skills tests for office related jobs;
 - Notice period;
 - Three references taken by the Agency from previous employers;
 - Integrity checks if applicable.
- ▶ Briefing the candidate before the interview and co-ordinating the interview on behalf of Bojanala Platinum District Municipality.
 - ▶ Sending regret letters to all unsuccessful candidates.
 - ▶ It is preferable that one consultant from the Agency deals with all Bojanala Platinum District Municipality recruitment. This enables the consultant to get to know the BPDM and have a better understanding of the type of people employed.
 - ▶ It is imperative that any Agency used by Bojanala Platinum District Municipality complies with all relevant legislation – this includes their actions in relation to discrimination.

Should any of the above terms contradict the terms and conditions of the Agency in doing work for Bojanala Platinum District Municipality, these will take precedent.

2.2 SELECTION POLICY

2.2.1 Selection Principles

Bojanala Platinum District Municipality shall adhere to this Selection Policy in selecting appropriate applicants for employment at the District Municipality:

- ▶ The Recruitment and Selection process shall be based on the core competency criteria and inherent requirements of the job, relevant to competence in the specific post in question.
- ▶ A person, shall be suitably qualified for a job within BPDM as a result of the combination of two or more of the following: –
 - a) Formal qualifications
 - b) Prior learning
 - c) Relevant experience, or
 - d) Capacity to acquire, within a reasonable time (at most six months), the ability to do the job.
- ▶ In determining whether a candidate is suitably qualified for a job, the following steps shall be taken to –
 - a) Determine whether the factors (a-d) above are inherent requirements of the job, and
 - b) Determine whether that person has the ability to do the job in terms of any one of, or any combination of those factors.
- ▶ Competency criteria and the inherent requirements of the job shall be the basis for any recruitment decision.
- ▶ The candidate shall be capable of performing the inherent requirements of the job in relation to status of their health.

2.2.2 Establishing the Selection Criteria

BPDM's selection criteria specify knowledge, skills and abilities required for satisfactory performance in a position, and are determined by the requirements of the job.

The concerned Director shall determine the criteria that will be used in the selection process. Minimum requirements are all the skills, knowledge and abilities from the job description that the successful candidate must possess at the time of hire, or which the candidate will be able to acquire in a reasonable amount of time.

According to the provisions of the Employment Equity Act, 1998 relating to designated groups (i.e. black people, women, people with disabilities), a candidate shall be suitably qualified for a job within BPDM, either —

- a) as a result of his/her formal qualifications and/or his/her prior learning and/or relevant experience; and/or
- b) because he/she has the capacity to acquire, within a reasonable time, the ability, skills and competencies required to do the job.

2.2.3 Short-listing

BPDM's short listing refers to the process of reducing the number of applicants to be considered for interviews. In the process of short-listing applicants BPDM shall proceed in a fair and non-discriminatory manner. The Director/Manager together with the Corporate Support (HR Unit) shall identify –

- a) the key performance areas of the vacant post; and
- b) the competencies and skills required for the post.
- c) Points allocation to PDI
- d) Prepare a short-listing criteria
- e) Apply the criteria and only present candidates with scores above or on the cut-off score level.

These factors constitute the core selection criteria for the interviewing and selection process.

The information regarding key performance areas, competencies and skills, and PDI required for the vacant post will be used in compiling a shortlist. Applicants should be short-listed according to the selection criteria. The number of candidates on the short list should be restricted to those who, in their applications, show that they clearly meet the essential criteria; i.e. they meet the specified requirements for the job. In cases where a large number of applicants meet the essential selection criteria a further short-listing process may be required based on the remaining criteria. A maximum of five candidates should be short-listed for the interview process.

2.3 INTERVIEWS

GENERAL INTERVIEWING GUIDELINES

2.3.1. Preparation for the Interview

Subsequent to the short-listing process, an interview with each of the short listed candidates takes place. The purpose of such an interview is to add value to the selection decision. It is crucial that interviewers are well prepared. Interviewers should understand the position and its requirements and be familiar with the BPDM's recruitment objectives. Prior the interview, a proper panel should be identified and be as representative as possible. Standard interview question shall be formulated by the relevant Directorate in conjunction with Corporate Support Directorate for quality assurance. Prior the interview, Corporate Support (HR Unit) shall prepare the candidate by providing information about parking, location, name and title of interviewer and duration of interview.

□ Interviewers process:

- ▶ The interview panel shall be as representative as possible
- ▶ A chairperson shall be appointed amongst the panellists, and he/she shall formulate an interview format to provide direction to the interview and make the most effective use of time.
- ▶ Panellists shall allow time for an interview schedule that puts no pressure on the candidate or the interviewer.
- ▶ BPDM's interview coordinator shall arrange for a quiet and privacy with no interruptions during the interview.
- ▶ Have interview questions prepared in advance.

2.3.2 Purpose of the Interview

BPDM shall conduct employment interviews to:

- Expand the information provided on the application
- Collect new job-related information
- Determine the candidate's competency "fit" to the job

2.3.3 The Interview Environment

BPDM will ensure that a suitable environment for conducting interviews is identified. The interview coordinator will ensure that following checklist is adhered to:-

- ❑ Where there are disabled applicants, the room shall be easily accessible
- ❑ The room shall be reasonably soundproof
- ❑ There shall be no interruptions
- ❑ The seating arrangements shall be ordered so as to facilitate a “round the table” questioning

2.3.4 The Interview Format

The interview shall consist of the following segments:

- ❑ Introductions and overview of the structure of the interview.
- ❑ Questions directed at the interviewee’s work experience and qualifications for the position.
- ❑ Overview of the position and BPDM.
- ❑ Opportunity for the interviewee to ask questions.
- ❑ Summary of interview including the way forward.

2.3.5 Interviewing Applicants

All interviews for BPDM’s applicants shall be conducted by a diverse panel that is representative of the South African population. A panel shall comprise a minimum of three members, one of whom will be the appointing manager to whom the candidate will report. Other panel members, such as the Union representatives, will be invited as observers towards to interview process consistency, and shall under no circumstances pose questions to applicants.

Any member/s of the interviewing and selection panel who has a personal interest in an applicant being appointed or not being appointed or has bias regarding the outcome of the interview will reclude himself or herself from the interviewing and selection panel.

All criteria and competency-based questions asked in the interview will be based on the inherent requirements of the job. The same selection procedures shall be applied consistently to each candidate applying for the same job. The questions directed at candidates are critical, and they will be phrased in such a way so as not to convey attitudes, assumptions or prejudices. All questions that are not relevant and cannot be justified in terms of the inherent job requirements will be excluded. The same questions will be asked of every applicant.

Selection of employees (short listed) shall become a concern only when there is more than one applicant that qualifies for the applicants than there are positions to be filled.

An interviewer and persons serving on an interviewing panel should be —

- a) fully informed about the job that is to be filled. This information must include a thorough knowledge of the contents of the job and its key result areas;
- b) clearly informed about the selection criteria to be used in the interviewing process; aware of the importance of a consistent application of the selection criteria;
- c) aware of the importance to apply the selection criteria consistently;
- d) aware of the influence that generalised assumptions and prejudices about race, gender and disability can have on selection decisions;
- f) able to deal with employment equity and affirmative action issues.
- g) aware that possible misunderstandings can occur in interviews between people of different cultural backgrounds.

At the start of the interview, the purpose of the interview must be made clear to the applicant. During the course of the interview the interviewer or the panel must ensure that the applicant being interviewed has a reasonable opportunity to ask questions in respect of job requirements and key performance areas, output requirements, support structures, conditions of employment and career prospects which may follow on employment with the BPDM.

Interviews must be conducted in an atmosphere, which is designed to make the applicant being interviewed feel at ease, and should be conducted without interruption.

Questions put to an applicant during the course of the interview will focus strictly on the core selection criteria for the job, relevant for the job and will not contain any elements of discrimination. The interviewer or the interviewing panel shall ensure that all interviews for a position are conducted in a consistent manner and that applicants are to be asked the same or similar questions to ensure consistency. A standard list of questions may be compiled by the interviewing panel before the start of the interviewing process.

Questions that BPDM will avoid in the interviewing process include questions relating to –

- a) age;
- b) race;
- c) national original;
- d) religion;
- e) marital status;
- f) sexual orientation;
- g) number of dependants;
- h) childcare arrangements;
- i) disability status;
- j) criminal record. } Questions in this regard may only be asked if they are inherent to the job.

The minutes of all interviews for all positions should be signed by the interviewer or all the members of the interviewing panel and shall be retained in confidential files for a period of at least two (2) years.

Once all applicants for a post have been interviewed, the interviewer or the interviewing panel shall consider all the applications. A recommendation will then be made as to whom the most suitable applicant for the position is. The name of the recommended applicant shall be communicated to the Directorate-Corporate Support, and submitted to the Municipal Manager for approval. The Director: Corporate Support Services will formally inform the relevant Director about the interview outcomes.

2.4 REFERENCE CHECKING

Reference checking is an essential part of the selection process. Reference checks will only be carried out for applicants recommended by an interviewing panel. The person performing the reference check will obtain the following information during the course of the reference check:

- (a) Name and designation of the person.
- (b) A confirmation of the applicant's employment history, including date of starting service with the previous employer.
- (c) The applicant's position and remuneration details; the job requirements and key performance areas of the applicant's current position.
- (d) An assessment of the employee's performance and conduct.

The following information should not be obtained, sought or noted in the process of reference checking:

- a) Information about the applicant's personality;
- b) Information that has not been observed or obtained from a written performance record;
- c) Information that is based on the feelings; opinions; guesses or hunches of the referee;
- d) Information that is hostile and malicious;
- e) Information as to whether or not the referee regards the applicant as being suited for the position for which he or she has been; recommended by the interviewing and selection panel.

Reference checks for BPDM shall be done in a consistent manner and shall not contain any discriminatory elements.

For professional and management positions and for those where employees will be required to work in the Finance Department, integrity reference checks shall be required i.e. credit reference, criminal record check and verification of qualifications.

2.5 APPOINTMENTS

2.5.1 Appointment of Recommended Applicant

When the reference check has been completed, a letter of appointment will be prepared by the Directorate-Corporate Support and sent to the Municipal Manager for his/her signature. The letter of appointment shall then be sent to the successful applicant as soon as possible. The applicant will be required to accept or reject the offer as set out in the letter of appointment within a clearly specified period of time.

Letters of appointment shall not be communicated to a successful applicant by e-mail because of the risk that someone else may see the letter.

The letter of appointment shall contain information relating to —

- (a) the post being offered;
- (b) the remuneration, benefits, allowances and other monetary and non-monetary benefits attached to the post;
- (c) a description of the job or main tasks of the incumbent of the job, together with an indication of the key performance areas of the job;
- (d) a specific date and time by which the offer of employment must be accepted in writing by the applicant (e.g. 5 o'clock in the afternoon of the 30th June 2003) and the date on which the proposed employment is to commence;
- (e) the person to whom the applicant would report if the applicant accepts the offer of employment.

2.5.2 Letter of Regret

Letters of regret will be issued to all applicants who applied for an advertised position but failed to secure the position. This will be irrespective of whether or not the applicant was granted an interview.

2.6 PROCESS FOR UNSUCCESSFUL INTERNAL CANDIDATES

If an application by an internal applicant is unsuccessful, the internal applicant shall be given an opportunity to meet with his/her immediate supervisor or manager to review the reasons why his/her application was not successful.

The immediate supervisor or manager of the unsuccessful internal applicant shall also discuss possible actions or steps that could be taken in order to develop the potential of the applicant and must counsel the unsuccessful internal applicant.

2.7 CITIZENSHIP

Before applicants, who are not South African citizens, can be appointed to any position in the BPDM, such applicants should be in possession of either —

- (a) A permanent residence permit or
- (b) A temporary work permit covering the contemplated period of employment.
- (c) Certified copies of the above documentation are to be submitted to the BPDM prior to appointment for verification.

2.8 Head hunting

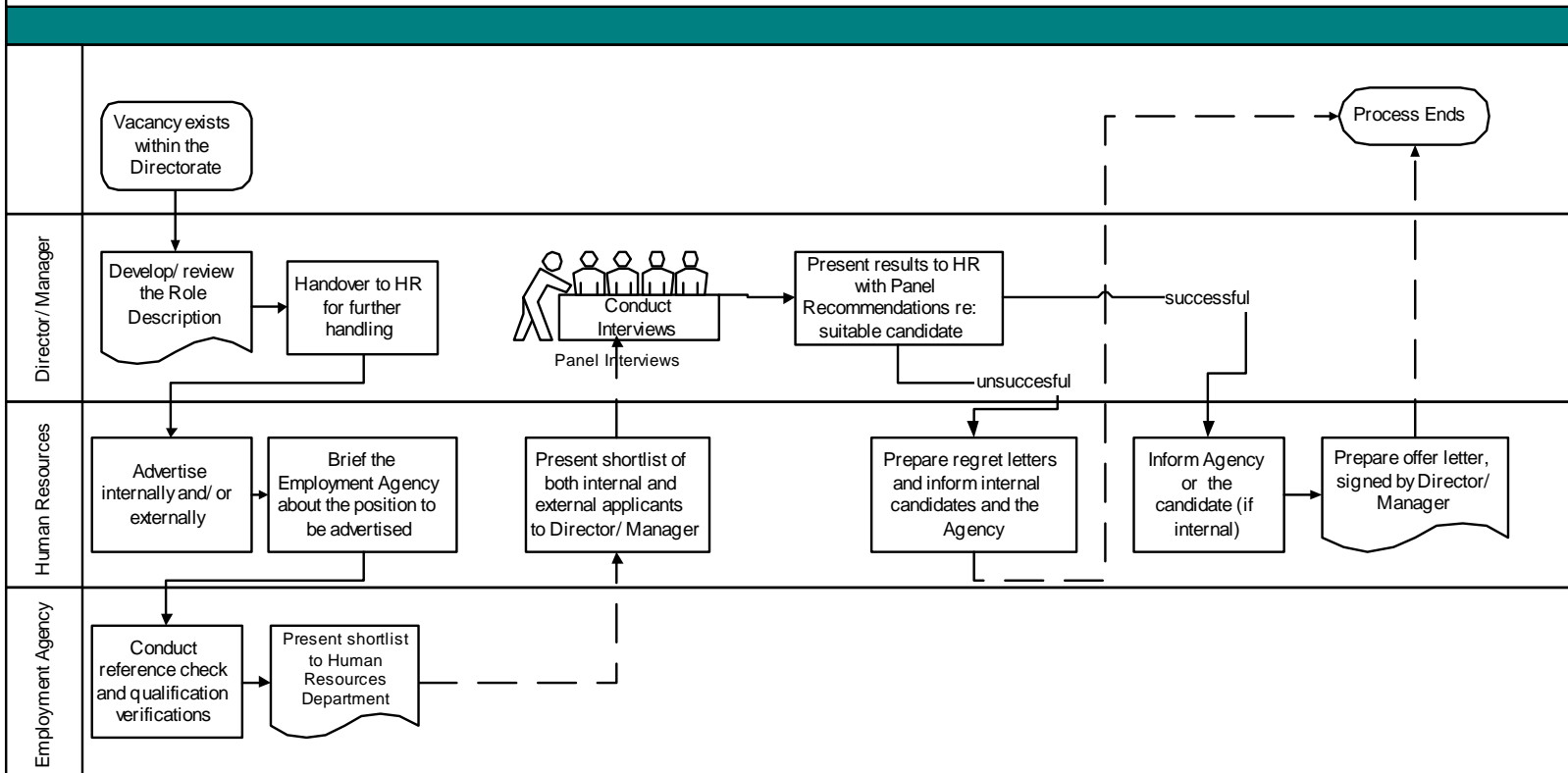
Head hunting is the concept where specific persons with specific knowledge, qualifications, experience and skills are needed and where suitable applicants could not be obtained by means of the normal recruitment process. Head hunting can specifically be applied with the aim to identify suitable applicants from designated groups for appointments in accordance with the Employment Equity Plan of Council, if suitable applicants could not be identified by means of normal recruitment.

3. PROCEDURE

Flow Chart Summary

Note: The flow chart Summary below indicates schematically the processes and procedures pertaining to the Recruitment and Selection procedure that should be followed when a vacancy exist and when a suitable candidate has been found for the vacant position.

BPDM's Recruitment and Selection Policy Flowchart



4. PROFORMA DOCUMENTATION

REQUEST FOR FILLING OF VACANCY

**BOJANALA PLATINUM DISTRICT MUNICIPALITY
DIRECTORATE: CORPORATE SUPPORT SERVICES**

FILLING OF VACANCY

FROM: _____ DATE: _____

REQUIREMENTS

POSITION: _____

PERMANENT/TEMPORARY: _____

BRIEF OUTLINE OF MAJOR TASKS, DUTIES AND ACTIVITIES: _____

OTHER FEATURES OF THE POST, LIKE SHIFTS, TRAVELLING AFTER HOURS, ETC: _____

PREVIOUS JOB HOLDER, OR NAME OF EMPLOYEE WHO WILL BE ON LEAVE/SICK LEAVE: _____

IF TEMPORARY, SPECIFY THE PERIOD FROM _____ TO _____

POSITION BUDGETED FOR : YES/NO _____

EDUCATIONAL QUALIFICATIONS AND SPECIAL TRAINING:

EXPERIENCE:

SPECIAL SKILLS REQUIRED, FOR EXAMPLE DRIVER'S LICENCE, ETC.:

PHYSICAL- AND PERSONALITY REQUIREMENTS, LIKE AGE, TOOLS AND EQUIPMENT THAT WILL BE USED, ETC.

FULL MOTIVATION REGARDING THIS REQUEST:

DIRECTOR: _____ **DATE:** _____

RECOMMENDATION: DIRECTOR: CORPORATE SUPPORT SERVICES

DIRECTOR: CORPORATE SUPPORT SERVICES _____ **DATE** _____

FINAL AUTHORIZATION: MUNICIPAL MANAGER

REQUEST APPROVED / NOT APPROVED

COMMENTS:

MUNICIPAL MANAGER _____ **DATE** _____

OFFER OF APPOINTMENT

DISTRICT MUNICIPALITY LETTERHEAD

Date

Dear

Bojanala Platinum District Municipality have pleasure in offering you the position of _____ (Job Title) within

_____ the organisation. Details of the offer are as follows:

Gross Annual Salary:	
Starting Date:	
Working Hours:	
Reporting Line:	
Probation Period:	

Please indicate to HR Manager in writing before close of business (before or by 17H00) on _____ (date) whether or not you wish accept this offer.

I look forward to welcoming you to the Bojanala Platinum District Municipality.

Yours Sincerely

Name
Director/ Manager

REGRET LETTER AFTER ATTENDING AN INTERVIEW

DISTRICT MUNICIPALITY LETTERHEAD

Date

Applicant's Name

Address

Address

Address

Dear

Application for the Position of _____

Thank you for taking the time to come to our offices to attend an interview. Unfortunately you have not been successful in your application for the above position.

May I take this opportunity to wish you every success in your future career.

Yours Sincerely

Name
Director/Manager

REGRET LETTER TO KEEP APPLICANT ON FILE

DISTRICT MUNICIPALITY LETTERHEAD

Date

Applicant's Name

Address

Address

Address

Dear

Application for the Position of _____

Thank you for taking the time to come to our offices to attend an interview. Unfortunately you have not been successful in your application for the above position.

We would however, like to keep your application on file and contact you in the future should a suitable vacancy arise.

Yours Sincerely

Name
Director/Manager

REGRET LETTER AFTER RECEIVING CV

DISTRICT MUNICIPALITY LETTERHEAD

Date

Applicant's Name

Address

Address

Address

Dear

Application for the Position of _____

We are in receipt of your application for employment within our District Municipality. Unfortunately you have not been successful in your application for the above position.

May I take this opportunity to wish you every success in your future career.

Yours Sincerely

Name
Director/Manager

NEW STAFF ENGAGEMENT FORM

Employee Information												
Surname							First Names					
Date of Birth							UIF Card (Mark with ✖)	Yes		No		
Identity Number												
Tax Reference Number												
Postal Address												
Residential Address												
Telephone No. (home)							Telephone No. (Work)					
Bank Name							Branch					
Branch Code					Type of account				Account number			
Employer Information												
Directorate												
Location												
Cost Centre												
Employee's Job Title												
Date of Engagement												
Rate of Pay												
Level												

Signature:

Employee

Director/Manager

REFERENCE CHECK FORM

Name of Candidate:	
Reference Check Conducted By:	
Name of Referee:	Referee's BPDM:
Referee's Position:	Referee's Telephone Number:
What position did the applicant hold?	
Clarify Referee's working relationship with applicant e.g. manager colleague etc.	
What were the duties of the applicant?	
On what date did the employee start work?	
Where did the employee come from previously?	
How did this person handle a typical, specific situation like XXX when they worked for you?	
What is the person's level of technical expertise in the following essential job functions we need?	
What types of tasks did this person handle well on his/her own, and what things required structured supervision?	
What do you anticipate I will find to be this person's real strengths, and what areas would benefit from constructive coaching or mentoring?	
What salary was the employee earning?	
What was / is the employee's reason for leaving?	
How and when was the applicant promoted?	
Can you comment on the candidate's leadership/ management ability?	
Given the appropriate situation and opportunity, would the referee work with or re-employ the applicant?	

APPLICANT TRACKING DOCUMENT
(To be posted on the front of applicant's documents by the HR Manager)

Candidate Name: _____

Date CV Received: _____

Source of CV: _____

CV handled by (Name)	Date received	Date handed over	Action taken