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### AMENDMENTS

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1. PURPOSE & SCOPE

This document addresses MTC’s Human Resources policies and procedures with regard to recruitment and selection. All recruitment and selection practices throughout the organisation are governed by this policy and procedure.

2. DEFINITIONS

MTC: Mobile Telecommunications Limited
BMS: Business Management System – (Quality Management System)
EXCO: MTC’s Executive Management Team
MD: MTC’s Managing Director
Line Manager: The direct superior of any position (may be a Supervisor, Coordinator, Middle Manager, General Manager or Chief Officer)
Management: All authorised members of MTC’s management

3. RESPONSIBILITY

3.1 EXCO
   • Screens and approves all intentions to recruit/promote beforehand.

3.2 Managing Director
   • Authorises all staff appointments
   • Provides resources to maintain compliance

3.3 Management
   • Ensure that this procedure is implemented

3.4 All personnel
   • Report all legal non-compliance to their Head of Department or the Management Representative
4. RECRUITMENT PHILOSOPHY

4.1.1 MTC’s objective is to Hire for Attitude and Train for Skill. Attitude is an inherent trait imbedded in each individual’s personality.

4.1.2 Skills, are developed through training (internal programmes or by external training providers), on-the-job training, coaching and/ mentorship initiatives.

4.1.3 Special consideration is given to employing according to the directives as in the Employment Equity Act.

4.1.4 MTC recruits when:

.1 A resignation created a vacancy which needs to be filled.
.2 The workload for the position has expanded to warrant another employee.
.3 A new position has been created.

5. RECRUITMENT POLICY

5.1.1 To give employees the opportunity to develop and utilize their skills to their full potential, MTC will advertise all positions internally to give existing staff the opportunity to apply for suitable vacancies.

5.1.2 Vacant positions will be advertised externally at the same time or soon after advertising internally. In some cases a vacant position shall be advertised externally only, but current MTC employees are free to apply as well.

5.1.3 In most instances positions are advertised both internally and externally.

5.1.4 MTC reserves the right to advertise only internally or externally, where fit or necessary deemed.

6. AUTHORISATION TO RECRUIT

6.1.1 Recommendations for employment candidates must be presented and approved by EXCO.

6.1.2 Recommendations for candidates of managerial positions must be presented to and approved by EXCO AND the MTC Board of Directors.

6.1.3 The Managing Director authorises all new recruitments.

7. COMMUNICATING A RESIGNATION

7.1.1 The employee shall complete a formal letter of resignation (following MTC’s Personnel Policy) and hand it to his/her Line Manager.

7.1.2 The respective Line Manager immediately forwards the resignation letter to the HR Administration office.
8. ADVERTISING A VACANCY

8.1.1 All requests for new positions and replacements must first be proposed to and approved by EXCO.

8.1.2 The decision to advertise internally or externally will be determined by the level of the position (i.e. C3 and below may be advertised internally only whereas all C4 and above must be advertised both internal & external).

8.1.3 The HR Administration division is solely authorised to and responsible for preparing and placing job advertisements via the advertising agency in the media.

9. ADMINISTERING THE RECRUITMENT PROCESS

9.1.1 The administration of the recruitment function is vested in the Human Capital Department, after consultation with the Chief Officer of the department and approval by the Managing Director.

9.1.2 The Human Capital Department will only act on a recruitment request once presented to EXCO and authorised by the Managing Director (recruitment must be addressed in the annual budgeting process) – refer to Authorisation to Recruit.

9.2 Shortlisting Applications

9.2.1 The Recruitment Practitioner screens and summarises all applications, during which all non-qualifying (applications not meeting the minimum requirements as set out in the advertisement and job description) applications are set aside.

9.2.2 The screened shortlist is then sent to the respective Line Manager for further shortlisting and selection of suitable candidates for interviews.

9.2.3 The Line Manager (in collaboration with his/her manager) of the particular department should carefully read each application and Curriculum Vitae and narrow down potential candidates further (the number of applications in the final shortlist should be proportionate to the number of total applications received, but not exceeding 10).

9.2.4 The Recruitment Practitioner conducts a reference check (previous employment/credit record/previous conduct) on all applications.

9.3 The Interview

9.3.1 The Recruitment Practitioner arranges for interviews with each applicant on the shortlist. Each interview should be at least 30 minutes long, depending on the position.

9.3.2 An interview panel consisting of a member of HR Administration (depending on the level of the vacancy either the HR Practitioner: IR & Recruitment, the Manager HR Administration, the GM Human Resources/Chief Human Capital Officer, the line manager of the position being advertised and another member of management, shall interview each applicant. All interviews of the same position must be interviewed by the same panel.

9.3.3 An employee must be in a position for a minimum of 12 months before they will be considered for appointment to another position in another division.

9.3.4 The Interview/Recruitment Rating Form must be completed by each panel member for every applicant the scores summarised and the motivation for the ideal candidate compiled by the respective Line Manager.

9.3.5 A structured interview approach is followed. All candidates will be asked a standard format of questions, which will have been decided by the interview panel and approved by the Manager HR Administration or CHCO before the interviews. All questions must be related to the job requirements and the candidate’s suitability to undertake the role (see Annexure)
9.4 Application Procedure

.1 All applicants must write a letter of application and motivation, which must be accompanied by the necessary documentation relevant to the application.

.2 Applications must be addressed and sent to the Human Capital department.

.3 The Human Resources Department will log all applications, and conduct the shortlist in consultation with the relevant department to ensure consistency and fairness.

.4 Applicants may be screened through psychometric testing to assist in the selection of the best candidate, should the need arise.

.5 All applications will be handled with the highest confidentiality and all personnel records will be filed with Human Resources.

.6 The Chief Officer of the department has full responsibility for all recruitments in his/her department, with the Chief Human Capital Officer providing support. Once a shortlist has been drawn up, all documentation regarding the applicants must be returned to Human Resources for administration purposes prior to the commencement date.

.7 The Managing Director is authorised to, in consultation with the EXCO, assign or ‘head-hunt’ and appoint a current MTC employee in a new/other position without following the procedures above.

9.5 Internal Job Application Procedures

.1 When a vacancy opens, the HR Administration office shall advertise the vacancy to MTC personal via e-mail, and thereafter or at the same time in the media for the public to apply for the job.

.2 Current MTC employees, who wish to apply for the vacancy, may do so by sending a letter of motivation and their latest CV to the HR Administration Office. Alternatively the employee may complete the Internal Job Application Form and together with their CV send the application to the HR Administration Office.

.3 Once the application is received at HR Administration, normal recruitment procedures shall be followed.

.4 Employees are required to serve in the same department for at least 1 year (12 months), EXCO/Management may discuss and wave this regulation in special cases. In cases where an applicant applies for a position in a different department, the applicant must discuss their intent with their respective line manager.

.5 The Managing Director is authorised to, in consultation with EXCO, assign or ‘head-hunt’ and appoint a current MTC employee in a new/other position without following the procedures above.

9.6 Making the Offer

9.6.1 The choice of candidate will be determined by the majority view of the panel from the interview, where-after the minutes and feedback must be given to and approved by the Chief Human Capital Officer.

9.6.2 A reference check (including ITC) must be completed and submitted together with the signed staff appointment form to the Chief Human Capital.

9.6.3 Only HR Administration is authorised to contact the applicant regarding their application and or interview feedback.

9.6.4 The Line Manager for the particular vacancy forwards the recommendation to his/her manager and the HR Administration department for approval. The responsible Manager completes the Staff Appointment Form.

9.6.5 Once approved by EXCO, HR Administration makes out the offering letter and communicates acceptance of the offer and start date to the relevant department.
9.7 Post-Offer Procedures

9.7.1 The Recruitment Practitioner communicates to all other shortlisted candidates that their applications were unsuccessful in writing and by telephone.

10. APPOINTMENTS

10.1 Policy

10.1.1 It is MTC’s policy to appoint Namibian citizens or persons with a permanent residence status in Namibia. If no such suitable candidate can be found for the position, a non-Namibian citizen may be considered.

10.1.2 The successful candidate will receive an appointment letter, signed by the Managing Director of MTC or his delegate, which will state the salary package and benefits offered by MTC. The candidate will be informed of his/her job description and conditions of service. The offer must be accepted within five working days after receipt thereof, and is only valid if the candidate and the Company sign the appointment letter.

10.1.3 All employees, who have a family member working for the competitor, must declare it in the “Conflict of Interest Policy” and “Declaration of Interest”.

10.1.4 All employees must sign a confidentiality agreement with the Company (included in the offer letter).

10.2 Appointment Principles

10.2.1 The appointment process shall be transparent, fair and legitimate.

10.2.2 Key talent shall be recruited and employed for critical positions.

10.2.3 It shall be Management’s prerogative to deal with any appeals against appointments.

10.2.4 Recruitment and appointments shall happen as swiftly as possible.

10.2.5 There shall be support for the new employee – the respective Line Manager and or team members will take the new employee through all policies & procedures relevant to the department.

10.2.6 Induction shall be held within 3 months of the employee joining MTC.

10.3 Internal Appointments vs External Appointments

10.3.1 Internal Appointments may take preference in the following cases:

.1 The applicant possesses all requirements as stipulated in the Job Requirements

.2 The applicant has previous experience in the particular field

.3 The applicant has previously acted in the position

.4 The applicant has received training to grow leadership skills and has shown clear improvement and readiness to take on a new challenge.
11. PROMOTIONS

11.1 Policy

11.1.1 It is MTC’s policy to foster the advancement of its employees. The Promotions policy enhances the upward mobility of staff members to a position at a higher Paterson grade as the one currently held and complements the present business practices at MTC which allow for personnel development (also see the Career Management Programme policy).

11.1.2 The policy is based on the recognition that in the course of meeting organisational objectives, the duties and functions of an employee may change in complexity and responsibility.

11.1.3 Promotions therefore, are based on and involve increasing responsibility levels, increasing accountability, greater complexity, variety, precision and pressure.

11.1.4 Promotions serve as an incentive for better work performance, enhanced morale and create a sense of individual achievement and recognition.

11.1.5 The HR Department will guard that positions are not created as a barrier for resignations.

11.1.6 The decision to promote must be purely based on merit and not on biased opinions of any sort (such as favouritism, friendship, demographics, motive or personal interest) and the relevant Chief Officer must sign a declaration to this extent.

11.2 Criteria for Promotion

11.2.1 While positive prior performance enhances the validity of the promotion, it should not, of itself, be the primary nor sole reason for recommending a candidate for promotion.

11.2.2 Managers/ supervisors seeking to promote staff members in their respective areas are reminded to pay particular attention to:

.1 Consistent performance of 3+ over the last 3 cycles (1 ½ years) of performance appraisals

.2 Promotable employee must have achieved the minimum qualifications and specific, specialist skills called for by the position in his/her own time.

.3 The promotable employee must’ve shown willingness and have accepted challenging assignments/ projects outside of the scope of his/her current position and have completed the tasks/ projects effectively and timely.

11.2.3 If more than one individual/ employee is promotable (meets the above 3 criteria) then the position must be advertised.
11.3 Promotion Procedures

11.3.1 The Line Manager must write a motivation clearly outlining the arguments for the promotion, which must be accompanied by the necessary documentation (job description of the position, CV of the promotable employee, with complete qualifications, evidence of past performance).

11.3.2 The Motivation for Promotion must be addressed and sent to the Manager HR Administration.

11.3.3 The Human Resources Department will review the Motivation for Promotion in collaboration with the Chief Human Capital Officer and will consult with the relevant departmental/divisional Chief Officer and Manager.

11.3.4 The decision to promote is at the discretion of the relevant Chief Officer and the Chief Human Capital Officer.

11.3.5 The Chief Officer of the department has full responsibility for all Motivations for Promotion in his/her department and the Chief Human Capital Officer will provide support.

11.3.6 The Motivation for Promotion will be tabled for discussion at the next EXCO meeting.

11.3.7 Should the upward promotion be into a management position (Paterson D3 and up), the Motivation for Promotion must be tabled at the next Board meeting (or via round-robin) for approval.

11.3.8 Once approved, the relevant Chief Officer must complete the Staff Appointment Form following which the normal appointing process is followed.

12. DOCUMENTATION & RECORDS

12.1.1 At all stages of the recruitment process, it is the responsibility of the Recruitment Practitioner to ensure that documents detailing the selection and rejection of candidates are kept.

12.1.2 Records are retained with HR Administration for at least 5 years.

---END---
### Annexure 1  Structured Interview Questions

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<tr>
<td>Tell me about yourself.</td>
<td>Ice breaker</td>
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<td>What is your perception of MTC/ department?/ How much do you know about MTC?</td>
<td>Test whether the candidate is serious about working for MTC, did his/her homework.</td>
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<tr>
<td>Tell me about your experience in ......(the position).</td>
<td>Qualifications, experience</td>
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<tr>
<td>What do you understand under .......... (a typical topic relevant to the vacancy)?</td>
<td>Testing knowledge, skills</td>
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<tr>
<td>What 3 greatest values do you appreciate most in other people?</td>
<td>Tests self-awareness – note: the answer to this question normally highlights what a person thinks of him/herself.</td>
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<td>What value will you add to MTC if employed?</td>
<td>Probes for candidate’s awareness of his/her strength, over-confidence, arrogance.</td>
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<tr>
<td>What would you do differently to improve a customer’s experience with MTC?</td>
<td>Probes for candidate’s orientation towards customer service.</td>
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<tr>
<td>Where do you want to be in 5 years’ time?</td>
<td>Probes for candidate’s long term view, also for realistic outlook on life, highlights aspiration and development potential.</td>
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<td>What is your ideal job?</td>
<td>Probes for honesty – most people answer ‘this position’, which is rarely the absolute truth.</td>
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<tr>
<td>What are your weaknesses?</td>
<td>Probes for self-awareness, arrogance – if people say they have no weaknesses, it should ring bells!</td>
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<td>What are your significant achievements in your last job?</td>
<td>May highlights some issues not covered in the CV.</td>
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<td>What would your references say about you?</td>
<td>Tests for honesty, emotional intelligence</td>
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<td>What do you find difficult to deal with in work life/relationship etc.</td>
<td>Probes for potential flaws or areas for development.</td>
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<td>What book are you currently reading?</td>
<td>Checks for areas of interest, most candidates would mention some learned author or book – look for honesty rather than to be impressed.</td>
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<td>What really annoys you?</td>
<td>Probes for weaknesses.</td>
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<td>How would you like to be managed?</td>
<td>Gives some indication of how the candidate operates in a work situation.</td>
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<td>What would you do if you don’t land this job?</td>
<td>Relevant particularly for internal applicants, check if the employee will continue to deliver valuable service to MTC, check for level of motivation.</td>
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