



**FS RUGBY UNION**  
**AFFIRMATIVE PROCUREMENT POLICY**  
**2006**

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**FS RUGBY UNION**

**AFFIRMATIVE PROCUREMENT POLICY**

**1. SCOPE**

This policy applies to all members of staff responsible for procuring goods and services of any nature.

**2. OBJECTIVES**

The objectives of this policy are:

- to ensure that in procuring goods and services, FS RUGBY UNION will seek to promote and support businesses operated and/or owned by black people and/or women and/or people with disabilities; or alternatively
- to promote and support businesses that have demonstrable programmes, which empower black people and/or women and/or people with disabilities, both within, through appointments to their management and/or without, through their social responsibility programmes.

**DEFINITIONS**

**Preferred Company** means a company in which the majority shareholding (50%+1) is in the hands of black people and/or women and/or people with disabilities; and/or a company whose management consist of at least 30% black persons and/or women and/or people with disabilities; and/or a company which has a demonstrable empowerment programme that seeks to uplift the quality of life of black communities and/or organizations supporting women and/or organizations supporting people with disabilities.

**Procurement Policy** means the policy of FS RUGBY UNION by which goods and/or services are procured.

**Contractor** means a business enterprise that supplies goods and/or services to FS RUGBY UNION.

**Policy** in this document refers to the Affirmative procurement policy, unless otherwise stated.

**3. Preference System**

3.1 In procuring goods and services FS RUGBY UNION shall give preference to **Preferred Companies**.

3.2 In the event that no **Preferred Company** is able to provide the goods and/or services required, any other company may be awarded the contract to supply the goods and/or services required provided that it meets the normal requirements of the FS RUGBY UNION procurement policy as outlined below:

3.1.1 A minimum of 3 quotations should be obtained and accompany all requisitions

3.1.2 A comparative research must be made taking into account price, quality, lead-times, previous prices and history.

- 3.1.3 Purchase order numbers may only be created once a quotation to supply goods/services has been approved.
- 3.1.4 Where a supplier has been used more than 3 times in a financial year, they should be encouraged to comply with the requirements of our policy so as to be included on the preferred list.

#### **4. Approval of suppliers**

- 4.1 A list of preferred suppliers is to be maintained in the system by Finance and approved by the Managing Director or his delegate.
- 4.2 The list must have full details of suppliers such as names, contact persons, ownership details etc.
- 4.3 Suppliers appearing on the approved list must be used for all procurement.
- 4.4 Any additions or deletions to the suppliers preferred list must be in accordance with the system, which is fair, equitable transparent and cost effective and must be based on the requirements of this policy.
- 4.5 The Managing Director's (or his delegate) approval must be obtained for inclusion or for any changes to the list of preferred suppliers.

#### **5. Responsibility of General Managers**

- 5.1 Each General Manager shall be responsible to ensure that the Policy is implemented, within his/her department.
- 5.2 Performance in respect of the implementation of the Affirmative Procurement policy shall form part of the general performance measure in respect of each General Manager.
- 5.3 The General Manager of Finance together with Manager Corporate Services shall ensure the implementation and adherence to this policy on an ongoing basis.

#### **6. Current Contractors**

- 6.1 In recognition of the obligations to current contractors, FS RUGBY UNION shall do all that is necessary to encourage them to comply with the affirmative procurement policy, without having to terminate the contracts.
- 6.2 In the event of renewal of any contract, FS RUGBY UNION shall consider, as a primary criterion, whether the company meets the affirmative procurement policy requirements. If not, FS RUGBY UNION shall consider other companies that meet the policy.



**FS RUGBY UNION  
RECRUITMENT POLICY**

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## **FS RUGBY UNION RECRUITMENT POLICY**

### **1. SCOPE**

This policy applies to all members of staff and all positions being recruited for.

### **2. OBJECTIVE**

The principles contained in the FS Rugby Recruitment Policy aim to ensure that the company and union complies with relevant labour laws, that the company and union portrays a professional and positive market image and attract the best possible candidates.

### **3. THE SELECTION PROCESS INVOLVES THE FOLLOWING STEPS, NAMELY**

- Authorisation;
- Advertising;
- Screening;
- Interviewing;
- Testing or assessment (if applicable);
- Reference and other checks;
- Selection;
- Appointment.

#### **4. AUTHORITY FOR FILLING A POSITION**

Should a vacancy occur or the need arises for a new position to be created, the applicable line manager must submit a motivation to the CEO for authorisation.

Once authorised, the position must be advertised.

#### **5. ADVERTISING OF AVAILABLE POSITIONS**

FS RUGBY aims to advertise positions in such a manner to attract the widest possible pool of suitable candidates.

- All positions will first be advertised internally to ensure opportunities for progression of current employees. If no suitable internal candidate is found a Personnel Agency will be asked to identify 5 (five) candidates with references.

#### **6. RESPONSIBILITIES OF HUMAN RESOURCES MANAGER/CEO**

The Human Resources manager/CEO must

- Ensure that authorisation has been granted as set out above for advertising of the position;
- Compile and update the job description and level of the post, in conjunction with the manager concerned;
- Prepare and arrange for Agency the requirements of such a vacant position;
- Co-ordinate the appointment of the selection panel;
- Process the applications received;
- Provide the selection panel with the necessary material for selection, such as a competency grid;



- Prepare an interviewing time schedule, in conjunction with the panel co-ordinator;
- Arrange interviews with applicants short-listed in accordance with the interview time schedule;
- Advise on the rights of applicants for employment under applicable labour laws as well as applicable conditions of service;
- Make the job offer in writing, including remuneration payable as per fixed salary structure.

## **7. PRE-SCREENING OF APPLICANTS**

Where large numbers of applicants are drawn for a specific position or where some applicants clearly distinguish themselves from the others in meeting the relevant criteria, the Human Resources manager/CEO must carry out a pre-screening exercise. A short list of the most suitably qualified individuals must be compiled up to a maximum of 5 candidates for interview purposes.

Applicants who do not meet the prescribed criteria must be eliminated in a justifiable and fair manner. Such elimination must be documented so that reasons for elimination are available.

For reasons of transparency and fairness the results of the pre-screening must be made available to the selection panel. Members may add applicants who did not pass the initial pre-screening exercise to the short list for interviewing purposes.

**8. COMPOSITION OF SELECTION PANEL**

A selection panel consists of at least

- The manager in whose department the appointment is to be made, who will also act as co-ordinator of the selection panel;
- A manager from another department;
- A person from the applicable department employed on the same level or higher than the position to be filled (optional);
- The Human Resource manager/CEO (non-voting member).

In case of vacancies for the position of departmental manager, read CEO as panel co-ordinator.

**9. CRITERIA FOR APPOINTMENT TO SELECTION PANEL**

Members of the selection panel must be representative of different race and gender groups.

Members of the selection panel must have a clear understanding of the available position and the criteria set for the job as well as the employment equity objectives set out in the FS RUGBY Employment Equity Plan.

All selection panel members must honour the confidentiality of information on candidates.

Members must be disinterested, impartial and committed to find the best suitable candidate for the position.

It is the responsibility of the applicable manager to constitute the selection panel and to ensure that the composition of the panel is in accordance with the provisions above.

## 10. FUNCTIONS OF SELECTION PANEL

The selection panel must

- Conduct the selection process in accordance with the principles contained in this policy document as well as applicable labour laws and in the best interest of the company;
- Establish the suitability of a candidate with reference to the prescribed job requirements and person specifications in an objective manner;
- Complete and compare the competency grids of applicants interviewed;
- Reach consensus on the successful applicant;
- Formulate reasons for specific recommendations and/or decisions.

## 11. INTERVIEW PROCESS

Interviews must be conducted in an atmosphere that is not intimidating and must be conducted in a manner that makes the applicant feel at ease and free of any patronising attitudes.

The purpose of the interview should be made clear to the applicant indicating whether the interview represents an initial screening or final step in the selection process.

Applicants must be granted the opportunity to ask questions about SA Rugby conditions of service, output requirements, career prospects etc, which may stem from employment with the company.

Questions must be central to the requirements of the job and may not discriminate on the basis of any arbitrary ground, including but not limited to race, gender, and disability. Questions must be directed carefully to determine the ability or potential of the person to meet all relevant requirements.

A member of the selection panel must withdraw from the interview if he/she has some direct interest or bias with regard to any of the applicants.

## **12. SELECTION PROCESS**

The central guiding principle is the merit of a person in relation to the inherent requirements of the job taking into consideration any one of or any combination of the person's academic qualifications, prior learning, relevant experience, or capacity to acquire within a reasonable time the ability to do the job.

The employment equity targets set for the Company must guide the preferential order of appointments.

Psychometric test may be conducted, if required. Such tests must be culturally unbiased, applied fairly to all applicants and able to measure the ability of the person to perform the job in question. Proficiency tests will apply in case of administrative positions, where applicable.

The Human Resources manager must determine the appropriate remuneration package for the position according to prescribed scales and must make a written offer to the successful candidate. Any deviation from the fixed salary structure must first be authorised by the CEO before disclosure to the successful applicant.

## **13. Reference checks**

The Human Resources manager must, with the permission of the applicant, conduct a reference check and report the outcome thereof to the selection panel. The nature of the information elicited must bear direct reference to the inherent requirements of the job.

## **14. Unsuccessful candidates**

Unsuccessful applicants must be notified in writing that their applications were found unsuitable.

The Human Resources manager must, on request, provide unsuccessful candidates with brief reasons for their applications not having been successful.

**15. Record of selection process**

The Human Resources manager must record an adequate summary of the selection process followed for each advertised position.

**16. Checklist**

In order to ensure non-discriminatory procedures, the Human Resources manager and other selection panel members must ascertain that:

- An up to date job description is available;
- A job requisition has been completed;
- The job has been advertised internally;
- The correct Personnel Agency has been used for external advertising;
- Any tests or assessments used have been validated and are culturally unbiased;
- The criteria set for the job are realistic and relate to the inherent job requirements;
- Interviewers are familiar with non-discriminatory interview techniques
- Interview questions are documented and understood by all interviewers;
- All candidates have been asked the same or similar questions;
- Elimination of candidates have been done on the basis of non-discriminatory reasons;
- A matrix has been completed to compare candidates with the set criteria and with one another;
- The employment equity objective of the Company has guided any preferential order of appointment.