



# Module 4: Crafting and Managing Employment Contracts

In the dynamic world of human resources, crafting and managing employment contracts is a critical task that requires a deep understanding of legal, ethical, and practical aspects. This module provides a comprehensive overview of how to effectively establish employment conditions, reflect terms in contracts, cover exceptional clauses, submit contracts for approval, and correctly establish employment categories. Aimed at HR professionals navigating the South African employment landscape, this module underscores the importance of aligning with the country's employment policies and the organisation's structure and needs. It serves as a valuable resource for creating fair, legal, and mutually beneficial employment contracts.

To begin, click the first lesson below, or the Start eLearning button above.



**4 Types of Compensation and Benefits**



**Establishing Employment Conditions**




**Creating a Comprehensive Employment Contract**



**Knowledge Check**



 **Module 4: Completed**

# 4 Types of Compensation and Benefits



## Introduction

An attractive compensation and benefits package is crucial for recruiting and retaining talent. Employers want to offer a compensation package that's competitive and encourages employees to stick around. Employees want to be compensated fairly for their time and effort.

But who makes these decisions? What does it mean to be compensated fairly? Why might a software developer get paid more than a salesperson? And how do you determine how much a position gets paid?

In this lesson, you'll explore the answer to all of these questions and more. You'll learn how these decisions can impact your business, the four different types of compensation and benefits, and how to adjust compensation for different roles and people.





## 4 Types of Compensation and Benefits

In this video, you'll learn about four different types of compensation and benefits. Get to know your options to create a more competitive compensation package that also falls within your company's financial constraints.

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## Compensation and Benefits Explained

**Compensation** refers to an employee's salary, commission, or hourly rate of pay.

Compensation is simply how much money an employee is paid. You can use compensation and wages interchangeably.

**Benefits** expand beyond an employee's base pay or regular salary wages. Benefits are supplemental incentives for working with the company. While they may have financial value to the employee, they often do not involve cash payments. For example, medical aid, paid leave time, and retirement plans are all considered employee benefits.

## Why Is Compensation Important?

The compensation and benefits you offer employees can have hidden impacts on the health of your workforce—and the health of your company. Establishing competitive compensation and benefits may enable you to:

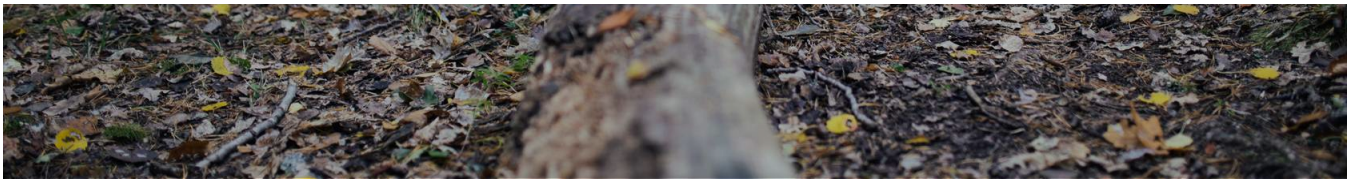
- Attract and retain talented employees
- Increase employee morale, happiness, and job satisfaction
- Reward or incentivise exceptional job performance or results
- Reduce employee turnover
- Create pay equity and increase workforce diversity

The compensation and benefits an employer offers their staff will vary based on the industry and nature of the work, the company's culture and values, as well as the company's budget and overall success and profit margin.

A photograph of a person's legs and feet walking on a large, weathered log in a forest. The person is wearing dark blue jeans and white sneakers. The forest floor is covered in fallen leaves and twigs, and the background is filled with green foliage and trees.

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Employee compensation and benefits are often a balancing act. Employers must balance their own financial constraints with the need to remain competitive in the job market.



## 4 Types of Compensation and Benefits

Fortunately, there are several types of compensation and benefits that you can mix and match to produce the most value and create the most competitive compensation package for your current or prospective employees.

The four types of employee compensation and benefits are guaranteed pay, variable pay, benefits, and equity. Click on each tab to learn more about the four different types below:

### Guaranteed Pay —

The first and most common type of compensation is called guaranteed pay.

**Guaranteed pay** refers to fixed compensation. A specific rate or cash allowance is set and guaranteed as long as the employee completes their work.

For example, your salary or hourly pay is a fixed rate, so it's considered guaranteed pay. Other examples of guaranteed pay include overtime and holiday pay as well as housing, travel, transportation, and moving allowances.

### Variable Pay —

The opposite of guaranteed pay is variable pay.

**Variable pay** refers to non-fixed compensation. Employees receive monetary compensation that may vary depending on factors such as performance or results.

Commission pay is an example of variable pay because it's contingent on sales. Other examples of variable pay include bonuses or incentives based on productivity, customer service, profits, or other key performance indicators.

## Benefits —

Next is employee benefits.

**Benefits** are programs developed by the employer to supplement employees' compensation. Benefits can make a significant difference in the value of a total compensation package (everything the employer provides in exchange for working).

There are many different kinds of benefits your company may offer. Examples of the most common types of employee benefits include:

- Paid leave or sick time
- Paid family leave
- Medical aid
- Life insurance and disability insurance
- Retirement plans
- Wellness programs or gym memberships
- Tuition reimbursement
- Childcare subsidies
- Commuting subsidies

The list of potential benefits is endless. Employers might also include company culture benefits, such as a casual dress code, company retreats, or regular social events.

## Company Equity —

Finally, the last type of compensation is company equity.

**Company equity** is a form of non-cash compensation that gives employees real or perceived ownership in the company.

For example, employees may be given stock options in the company. This type of benefit is especially common for public and startup companies. One of the advantages of offering company equity is that it encourages employee retention and commitment to the long-term growth and success of the company.

## Compensation and Benefits Required by Law

In South Africa, employers have the discretion to set wages and determine an appropriate employee benefits package. While many benefits are optional, there are a few that employers are legally required to offer their employees, including:

- **Paid Leave:** This includes annual leave, sick leave, family responsibility leave, and maternity leave.
- **Compensation for Occupational Injuries and Diseases (COIDA):** This regulates compensation for employees who sustain injuries or contract diseases while on duty.
- **Retirement Funds:** Employers may establish retirement funds, such as pension or provident funds, to provide employees with financial security upon retirement.
- **Medical Aid:** Employers may provide medical aid schemes that cover employees' healthcare expenses.

Employers must also comply with South African wage and fair pay laws, including the Basic Conditions of Employment Act (BCEA). The BCEA sets basic minimum wage and

overtime pay standards. As of March 2023, the minimum wage is 25.42 ZAR per hour. Overtime pay is set at 1.5 times the normal wage rate, except for Sundays and public holidays, which require double the normal wage rate.

Mandatory employee break periods are also regulated. Employees working for more than five continuous hours are entitled to a meal break of at least one hour. This break can be reduced to 30 minutes by mutual agreement between the employer and the employee.

Consult your legal adviser and current South African laws to stay up to date and in compliance with mandatory employee compensation and benefits requirements.

## **How Is Compensation Determined?**

Determining employee compensation generally involves a collaborative effort between the hiring manager or supervisor, executive management, and human resources (HR) professionals.

A systemised approach to compensation encourages fair and equal pay between employees. While there are different ways to determine compensation, many approaches involve the following considerations:

## Consideration 1

### Job Value

First, evaluate the **job value**. A higher job value typically equates to higher compensation.

Review the job description, responsibilities, and qualifications. Jobs with greater responsibility and higher qualifications are often considered more valuable. Likewise, jobs that require specialised skills are more valuable because they're more challenging to fill.

You might also consider the overall value of the role by determining how essential it is for achieving the company's goals or by calculating how much profit that position brings in for the business.

## Consideration 2

### Individual Value

Next, consider an employee's **individual value**.

An employee's individual value is based on the relevant experience, education, and skills they bring to the position. An employee with more experience and knowledge is paid more than an employee who is new to the field and hasn't fully developed their skills.

You might also consider an employee's current or past performance when determining their individual value.

### Consideration 3

## Internal Equity

Finally, assess a position's **internal equity**.

What are other employees making within the company who have similar roles or do similar work? What are the salaries of coworkers within the same department, or who have a similar level of responsibility in other departments?

Compare compensation among employees internally to help gauge your standards and ensure equal pay.

**Note!** This does not mean, however, that every employee with the same job title has to be paid the same. You might pay employees differently based on varying skill and performance levels. Seek a balance between internal equity and individual value.

## Do Your Market Research

Considerations regarding job value, individual value, and internal equity will help you establish a compensation system within your company. But don't forget you should also look outside of your company to see what similar organisations are offering their employees and stay competitive. Collect salary and market data. Research salary surveys for particular positions. Also, research and keep in mind the cost of living, and the compensation differences across different geographical locations, in your considerations.

## Check Your Understanding

Let's pause to review what you've learned about compensation and benefits. Take the following short quiz below to check your understanding.

### Question 1 of 3

True or False. You must increase your employees' salaries or hourly rate of pay to remain competitive in recruiting and retaining talent.

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True

False

**SUBMIT**



Complete the content above before moving on.

### Question 2 of 3

You're reviewing annual raises for two of your employees, Ruth and Sara. Ruth and Sara have the same job title, same responsibilities, and they've worked at your company for the same amount of time. However, Ruth works twice as fast as Sara and consistently brings in 30% more in sales. What do you do?

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- Evaluate job value: Pay Ruth and Sara the same.
- Consider individual value: Pay Ruth more than Sara.
- Assess internal equity: Pay Ruth and Sara the same.

**SUBMIT**



Complete the content above before moving on.

### **Question 3 of 3**

Which of the following benefits are employers legally required to offer their employees?

- Health, vision, and dental insurance
- Workers' compensation
- Paid vacation

**SUBMIT**



Complete the content above before moving on.

## Summary

You may be familiar with the phrase, *"You get what you pay for."* In some ways, that statement is true for employee compensation and benefits. As an HR professional, you should work with executive management and your hiring supervisor to establish wages that are fair for the job and competitive for the industry. Determine salary based on the job value, the employee's experience and skill level, and the salaries of coworkers who are doing similar work. Also, don't forget to explore other forms of compensation, such as transportation allowances, performance-based incentives, benefit programs, and company equity options. So, don't be stingy. Explore new, creative ways to bolster your compensation package, attract qualified talent, and improve the happiness and retention of your current employees.



**Don't base compensation on employees' previous salaries from their previous jobs or companies.** Not only can this practice lead to unfair compensation, but it also doesn't reflect the specific job value, individual value, or internal equity of your company and the employee's new position.



Complete the content above before moving on.

# Establishing Employment Conditions



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As an HR professional, it's crucial to establish employment conditions that align with South Africa's employment policies. This involves understanding the Basic Conditions of Employment Act (BCEA), Labour Relations Act (LRA), and any Sectoral Determinations that apply to your industry. These laws outline minimum employment conditions, including working hours, leave entitlements, and termination procedures. You should demonstrate your understanding of these policies when establishing employment conditions for different categories of employment.

## Step-by-Step Approach

Here are the steps to establish employment conditions in accordance with South Africa's employment policies:

## **Introduction**

To effectively establish employment conditions for a specific category of employment in accordance with South African law, one must follow these steps:

## Step 1

### Understand Relevant Policies



- **Familiarise with Policies:** Gain a thorough understanding of the organisation's policies, the Basic Conditions of Employment Act (BCEA), and other relevant South African labour laws. This includes aspects such as working hours, leave entitlements, benefits, and job responsibilities.
- **Stay Updated:** Regularly update your knowledge to ensure compliance with any changes in laws or organisational policies.

## Step 2

# Identify Employment Categories



- **Determine Categories:** Identify the specific category of employment (e.g., full-time, part-time, contract, temporary) and understand the unique conditions applicable to each category under South African law.
- **Tailor Conditions:** Recognise that each category may have different requirements and tailor the conditions accordingly.

### Step 3

## Develop Conditions



**Define Conditions:** Establish clear and fair employment conditions that align with organisational policies and legal requirements. This includes defining working hours, overtime policies, leave entitlements, benefits, and job responsibilities as stipulated by the BCEA.

**Ensure Fairness:** Make sure the conditions are equitable and transparent to foster a positive work environment.

## Step 4

### Consult Stakeholders



**Engage Stakeholders:** Involve relevant stakeholders, including HR professionals, legal advisors, and department heads, to ensure that the conditions meet organisational needs and comply with legal standards.

**Collaborate:** Work collaboratively to address any concerns and incorporate feedback.

## Step 5

### Document Conditions

- **Clear Documentation:** Clearly document the established conditions in a format that is accessible and understandable to both employees and management.
- **Maintain Records:** Keep accurate records to ensure consistency and transparency.

## **Summary**

To establish employment conditions effectively, one must understand relevant policies, identify specific employment categories, and tailor conditions accordingly. This involves developing clear and fair conditions, engaging with stakeholders to ensure compliance, and documenting everything clearly to maintain consistency and transparency.



**Reflecting Terms and Conditions in Employment Contracts**

To accurately reflect applicable terms and conditions of employment in the employment contract, follow these steps:

## **Draft Comprehensive Contracts** —

**Create Detailed Contracts:** Draft employment contracts that accurately reflect the established terms and conditions. This includes job title, duties, working hours, salary, benefits, leave entitlements, and any other relevant conditions.

**Include All Details:** Ensure all aspects of the employment relationship are covered.

## **Ensure Clarity and Precision** —

**Use Clear Language:** Use clear and precise language to avoid ambiguity. Ensure that all terms and conditions are explicitly stated and easily understood by the employee.

**Avoid Jargon:** Keep the language simple and straightforward.

## **Include Legal Provisions** —

**Incorporate Legal Requirements:** Include any legal provisions required by South African labour laws, such as non-discrimination clauses, confidentiality agreements, and termination procedures.

**Ensure Compliance:** Verify that all legal requirements are met.

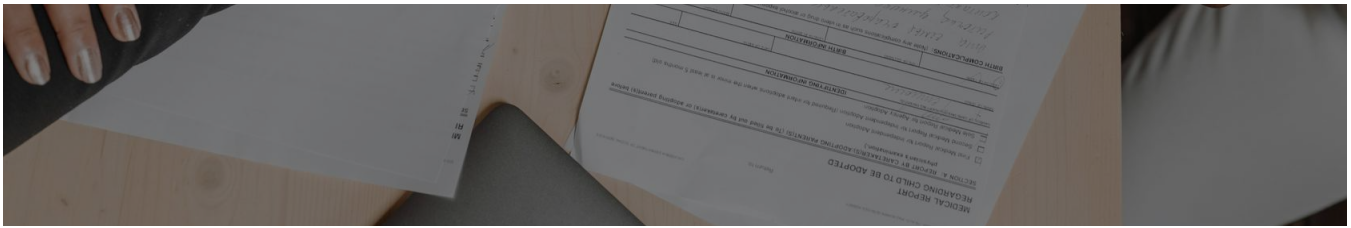
## Review and Revise —

**Regular Updates:** Regularly review and update the contracts to reflect any changes in policies, laws, or organisational needs.

**Continuous Improvement:** Make necessary revisions to keep the contracts relevant and compliant.

Reflecting employment terms and conditions accurately in contracts offers several benefits. Clear and comprehensive contracts ensure that both employers and employees understand their rights and responsibilities, reducing misunderstandings and disputes. Including necessary legal provisions ensures that contracts comply with South African labour laws, protecting the organisation from legal issues. Regularly reviewing and updating contracts helps maintain consistency with current policies and laws, ensuring that all employment agreements are up to date. Transparent and fair contracts contribute to employee satisfaction and trust, fostering a positive work environment. Well-drafted contracts help manage risks by clearly outlining terms, reducing the likelihood of conflicts and legal challenges.





## Covering Exceptional Terms and Conditions

To effectively cover exceptional terms and conditions in employment contracts, it is essential to follow a structured approach that ensures clarity, mutual agreement, and compliance with organisational policies and legal requirements.

1

### Identify Exceptional Conditions

- **Recognise Unique Terms:** Begin by identifying any exceptional terms that may apply to specific roles or situations. These could include remote work arrangements, special allowances, unique job responsibilities, or other non-standard conditions. Understanding the unique needs of each role helps in tailoring the terms appropriately.
- **Assess Necessity:** Evaluate the necessity and relevance of these exceptional terms. Determine whether they are essential for the role and if they align with the organisation's goals and policies.

2

### Negotiate Terms

- **Engage in Discussions:** Open a dialogue with the employee to discuss the exceptional terms. This ensures that both parties have a clear understanding of the terms and their implications. Effective communication is key to reaching a mutual agreement.

- **Reach Consensus:** Work towards a consensus where both the employer and the employee agree on the exceptional terms. This mutual agreement helps in fostering a positive working relationship and ensures that the terms are accepted by both parties.

3

### Document Exceptions

- **Clear Documentation:** Clearly document any exceptional terms in the employment contract. This documentation should be distinct from standard terms to avoid any confusion. Clear and precise documentation ensures that all parties are aware of the specific conditions.
- **Highlight Differences:** Make sure that the exceptional terms are easily identifiable within the contract. Highlighting these differences helps in distinguishing them from the standard terms and ensures transparency.

4

### Ensure Compliance

- **Verify Compliance:** Ensure that the exceptional terms comply with organisational policies and legal requirements. This step is crucial to avoid any legal issues and to maintain the integrity of the employment contract.
- **Double-Check:** Regularly review the exceptional terms to ensure ongoing compliance with any changes in organisational policies or legal standards. This continuous review process helps in keeping the contracts up-to-date and legally sound.

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By following these steps, organisations can effectively manage and implement exceptional terms and

conditions in employment contracts, ensuring clarity, mutual agreement, and compliance.

## **Submitting Contracts for Approval**

To submit employment contracts for approval to the authorised person(s), it is essential to follow a structured and thorough process to ensure efficiency and compliance.

### **Identify Authorised Approvers**

**Know the Approvers:** Identify who within the organisation has the authority to approve employment contracts, such as HR managers, legal advisors, or senior executives.

Understanding who these key individuals are is crucial for a smooth approval process.

**Understand the Process:** Familiarise yourself with the approval process, including any specific steps or requirements that need to be followed. This knowledge helps in preparing the necessary documentation and anticipating any potential issues.



## Prepare Documentation

**Complete Documentation:** Ensure that all necessary documentation, including the employment contract and any supporting documents, is complete and accurate. This step is vital to avoid delays in the approval process.

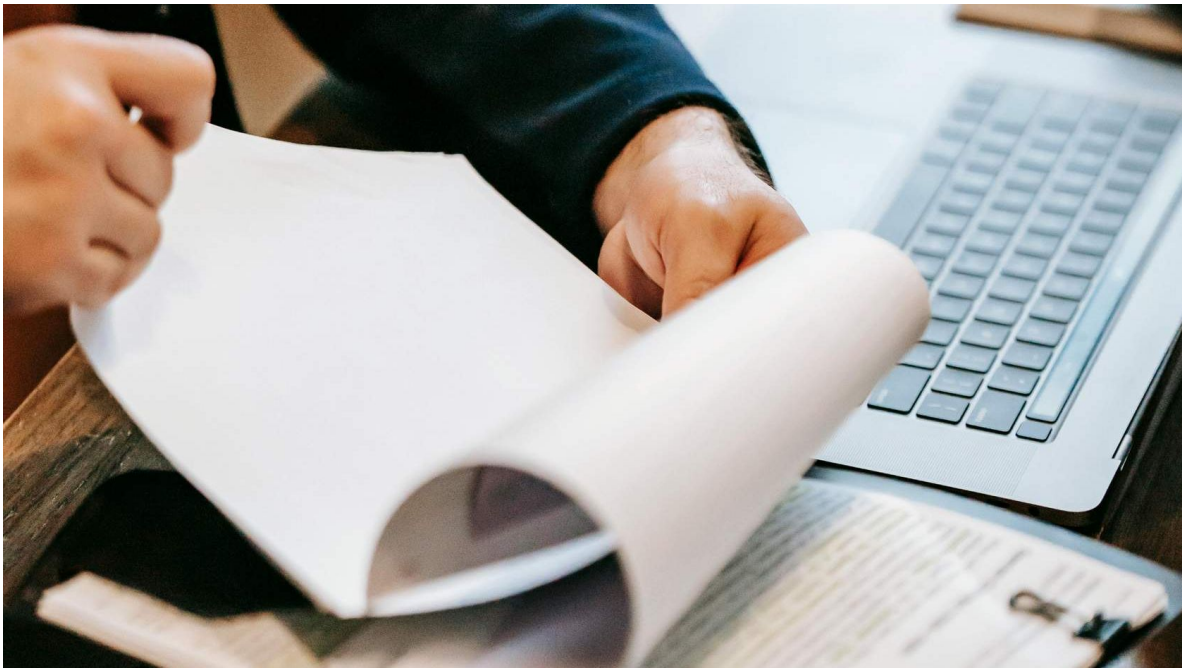
**Organise Files:** Keep all documents well-organised for easy review. Proper organisation helps in presenting the information clearly and efficiently to the approvers.



## **Submit for Review**

**Present for Approval:** Submit the contract to the authorised person(s) for review and approval. Be prepared to provide explanations or make revisions if required. This step involves clear communication and responsiveness to any feedback.

**Be Responsive:** Address any queries or concerns promptly to facilitate a smooth approval process. Being responsive shows professionalism and helps in resolving any issues quickly.



## **Follow Up**

**Track Progress:** Monitor the approval process and follow up as needed to ensure timely approval and onboarding of the employee. Keeping track of the process helps in identifying any bottlenecks and addressing them promptly.

**Ensure Timeliness:** Make sure the process is completed efficiently to avoid any delays in the employee's start date. Timely follow-up ensures that the onboarding process stays on schedule.



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By following these steps and using the recommended images, organisations can ensure a smooth and efficient process for submitting employment contracts for approval.

### **Establishing Employment Categories**

To establish employment categories correctly in accordance with the organisation's structure and needs, it is essential to follow a comprehensive approach.

## Analyse Organisational Structure

- Understand the organisation's structure, including departments, roles, and reporting lines.
- Identify key areas that require specific types of employment, such as full-time, part-time,

1 of 5

## Assess Staffing Needs

- Evaluate the organisation's staffing needs based on current and future business objectives.
- Develop a staffing plan that aligns with these needs to ensure the right mix of employment

2 of 5

- Establish clear

Define Employment

Develop Policies

categories of employment that align

- Create policies and procedures for each employment category, ensuring they are consistent with organisational goals and legal requirements.
- Maintain consistency across all categories to

Communicate Categories

- Clearly communicate the established categories and their associated conditions to all employees and relevant stakeholders.
- Ensure everyone understands the different categories and their

By following these steps, organisations can effectively manage and implement employment conditions, terms, and categories in alignment with South African laws and organisational policies.

## Conclusion

Effectively establishing employment conditions in accordance with South African law involves a comprehensive approach that includes understanding relevant policies, identifying specific employment categories, and developing clear and fair conditions. Engaging with stakeholders and ensuring thorough documentation are crucial steps to maintain transparency and compliance. Reflecting these conditions accurately in employment contracts requires drafting detailed contracts, using clear language, and including necessary legal provisions. Covering exceptional terms involves identifying unique conditions, negotiating terms, and ensuring compliance. Submitting contracts for approval necessitates identifying authorised approvers, preparing complete documentation, and following up to ensure timely approval. By following these structured steps, organisations can manage and implement employment conditions, terms, and categories effectively, fostering a positive and legally compliant work environment.

## Check Your Understanding

Match the steps with the correct descriptions:

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Understand Relevant Policies

Understand policies and South African labour laws



Identify Employment Categories

Analyse the organisation's structure



Develop Conditions

Tailor conditions for specific employment categories



Consult Stakeholders

Engage with HR, legal advisors, and department heads



Document Conditions

Clearly document the conditions



Reflect Terms in Contracts

Draft detailed employment contracts



Cover Exceptional Terms

Identify unique terms, negotiate, and ensure compliance



Submit for Approval

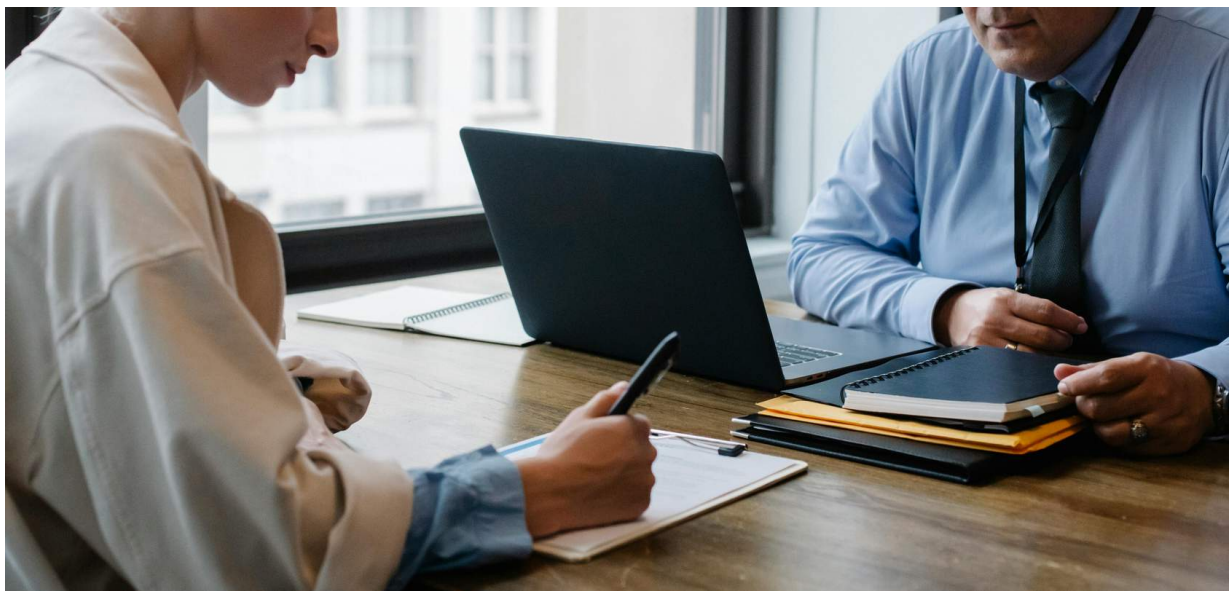
Identify approvers, prepare documents, and follow up

**SUBMIT**



Complete the content above before moving on.

# Creating a Comprehensive Employment Contract



Creating a comprehensive and legally sound employment contract is crucial for establishing clear expectations and protecting both the employer and the employee. Here's a detailed guide on how to craft an effective employment contract:

## Title and Introduction —

- **Title:** Clearly state that the document is an “Employment Contract.”
- **Introduction:** Include the names of the employer and the employee, the date of the agreement, and a brief statement of the employment relationship.

## Job Title and Description —

- **Job Title:** Specify the employee’s job title.
- **Job Description:** Provide a detailed description of the job duties and responsibilities. This helps in setting clear expectations and can be referred to in case of any disputes.

## Employment Terms —

- **Type of Employment:** Indicate whether the employment is full-time, part-time, contract, or temporary.
- **Duration:** Specify the duration of the employment, whether it is permanent or for a fixed term. If it is a fixed-term contract, include the start and end dates.

## Compensation and Benefits —

**Salary:** Clearly state the employee’s salary or wage, including the payment frequency (e.g., monthly, weekly).

**Benefits:** Outline any benefits the employee is entitled to, such as health insurance, retirement plans, bonuses, and other perks.

**Deductions:** Mention any deductions that will be made from the salary, such as taxes and social security contributions.

## Working Hours and Overtime —

- **Working Hours:** Define the standard working hours and days.
- **Overtime:** Specify the conditions under which overtime is required and how it will be compensated.

## Leave Entitlements —

- **Annual Leave:** Detail the number of annual leave days the employee is entitled to.
- **Sick Leave:** Outline the sick leave policy, including the number of days and any requirements for medical certificates.
- **Other Leave:** Include information on other types of leave, such as maternity/paternity leave, compassionate leave, and public holidays.

## Probation Period —

- **Duration:** Specify the length of the probation period, if applicable.
- **Conditions:** Outline the conditions under which the probation period can be extended or terminated.

## Confidentiality and Non-Disclosure —

- **Confidentiality Clause:** Include a clause that requires the employee to keep company information confidential.
- **Non-Disclosure Agreement (NDA):** If applicable, include an NDA to protect sensitive information.

## Non-Compete and Non-Solicitation —

- **Non-Compete Clause:** Specify any restrictions on the employee working for competitors after leaving the company.
- **Non-Solicitation Clause:** Include a clause that prevents the employee from soliciting the company's clients or employees after leaving.

## Termination Conditions —

- **Notice Period:** Define the notice period required for termination by either party.
- **Grounds for Termination:** Outline the conditions under which the employment can be terminated, such as misconduct, poor performance, or redundancy.
- **Severance Pay:** If applicable, specify any severance pay the employee is entitled to upon termination.

## Dispute Resolution —

- **Grievance Procedure:** Include a procedure for resolving disputes or grievances.
- **Arbitration Clause:** If applicable, include a clause that requires disputes to be resolved through arbitration rather than litigation.

## Legal Compliance —

- **Compliance with Laws:** Ensure that the contract complies with all relevant labour laws and regulations, such as the Basic Conditions of Employment Act (BCEA) in South Africa.
- **Amendments:** Include a clause that specifies how amendments to the contract will be handled.

## Signatures —

- **Employer's Signature:** Include a space for the employer's signature and date.
- **Employee's Signature:** Include a space for the employee's signature and date.
- **Witnesses:** If required, include spaces for witnesses to sign.

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By following these steps, you can craft a comprehensive employment contract that clearly outlines the terms and conditions of employment,

ensuring clarity, mutual understanding, and legal compliance.



Complete the content above before moving on.

Lesson 4 of 5

# Knowledge Check



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Module 4: Review Questions

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**Question**

**01/10**

What is the first step in organising and participating in the recruitment process?

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- Drafting job descriptions
- Conducting interviews
- Reviewing applications
- Establishing employment conditions

**Question**

**02/10**

Who should be included in the selection panels?

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- Only HR professionals
- HR professionals, legal advisors, and department heads
- Only senior executives
- External consultants

**Question**

**03/10**

What is a key aspect of participating in salary negotiations?

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- Setting the starting date
- Determining the notice period
- Discussing remuneration and benefits
- Establishing working hours

**Question**

**04/10**

What must be considered when establishing employment conditions for a particular category?

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- Employee preferences
- Relevant policies and legal requirements
- Market trends
- Competitor practices

**Question**

**05/10**

Which of the following should be included in an employment contract to reflect applicable terms and conditions?

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- Job title and duties
- Employee's personal preferences
- Competitor's salary structure
- Market trends

**Question**

**06/10**

How should exceptional terms and conditions be handled in an employment contract?

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- They should be ignored
- They should be clearly documented and distinct from standard terms
- They should be included without discussion
- They should be the same for all employees

**Question**

**07/10**

Who is responsible for approving employment contracts?

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- Any employee
- Authorised person(s) such as HR managers, legal advisors, or senior executives
- External consultants
- The employee's peers

**Question**

**08/10**

What is essential when establishing categories of employment?

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- Following competitor practices
- Aligning with the organisation's structure and needs
- Employee preferences
- Market trends

**Question**

**09/10**

What should be included in the terms and conditions of employment?

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- Starting date, probation period, and duration of employment
- Employee's hobbies
- Competitor's policies
- Market trends

**Question**

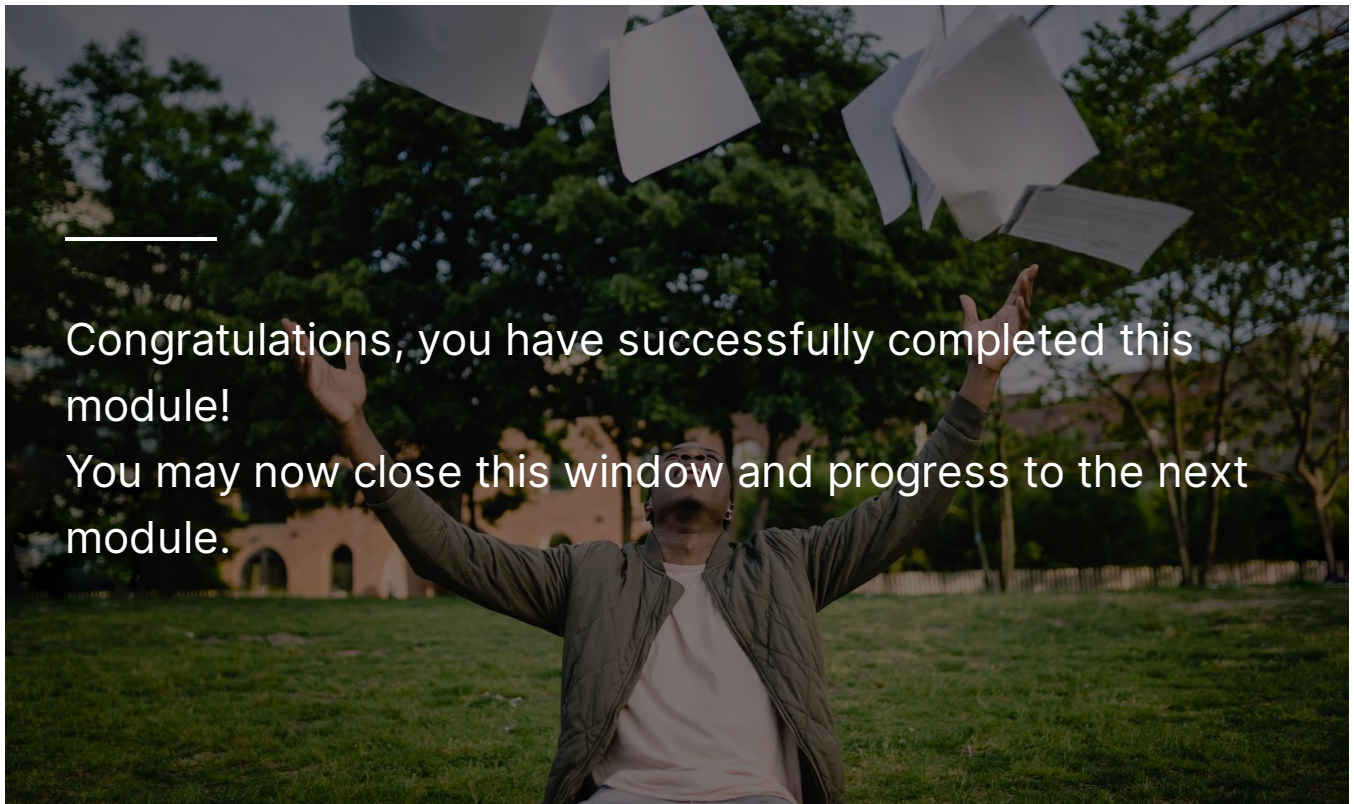
**10/10**

What demonstrates the ability to organise and participate in the recruitment process?

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- Drafting job descriptions and conducting interviews
- Setting the starting date
- Determining the notice period
- Establishing working hours

# Module 4: Completed



Congratulations, you have successfully completed this module!  
You may now close this window and progress to the next module.