

PROVINCE OF THE EASTERN CAPE
DEPARTMENT OF SOCIAL DEVELOPMENT



RECRUITMENT POLICY

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1. INTRODUCTION

The purpose of this policy is to provide guidelines to be followed in the recruitment process that will ensure the Department of Social Development employ a suitably qualified candidate for a post and that incumbent will assist the Department in driving its strategic plan. Among other guidelines are the following:

- timeous recruitment and selection of staff to fill vacant funded posts
- ensure equity, transparency and affirmative action
- promote and develop current internal staff to ensure upward mobility

This policy is in line with the legislative framework that regulates the Public Service

2. DEFINITION OF CONCEPTS

Approved Structure – these are the posts that the Executive Authority approved to shape up the Departmental Personnel to carry out the mandate of the Department.

Executive Authority – the executive authority (MEC) as defined in section 1(1) of the Public Service Act, 1994, except with regard to the appointment of a Head of Department (HOD), in which case means the executing authority as contemplated in section 3B of the Act.

Candidate – a person who is not yet employed in an advertised vacant post but has shown interest in the post by applying for it.

Employee – a person who holds a temporary or permanent post on the fixed establishment of a department including those held additional to the establishment.

Affirmative Action – this is a programme strongly used by the current democratic government to address the imbalances of the past.

Recruitment – is a process of identifying and attracting a pool of candidates for changes in employment status, for which some will later be selected to receive an offer of employment.

Historical disadvantaged group – prospective employees who were previously disadvantaged on the basis of race, gender and disability; also termed as the designated group (Africans, women and disabled people)

Competence – is a blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environments which indicates a person's ability to meet the requirements of a certain post.

Human Resource Practitioner – is the relevant Human Resource Professional who is responsible for providing Human Resource support.

Inherent requirements of a job – competencies that, according to critical analysis of the expected outcomes, an employee needs in order to perform the tasks of a job

3. LEGISLATIVE FRAMEWORK

There are some legislative requirements that need to be followed during the recruitment process to ensure that the process is administered smoothly. This include among others the following:

- Constitution of the Republic of South Africa, Act No 108 of 1996
- Labour Relations Act, No 66 of 1995
- Employment Equity Act, No 55 of 1998
- Affirmative Action Policy
- White Paper On Human Resource Management
- Public Service Regulations, of 1999
- Public Service Act, Proc 103 of 1994(as amended)
- Basic Conditions of Employment Act, No 75 of 1997

4. SCOPE OF APPLICABILITY

This policy applies to recruitment and selection processes for posts created on the approved establishment of the Department of Social Development in terms of the Public Service Act of 1994. It includes permanent and contract posts.

5. DATE OF IMPLEMENTATION

Once the policy has been approved by the Member of the Executive Council (MEC or designated official, the policy will be effected for implementation to all recruitment processes of the Department. The recruitment panels should not proceed with the recruitment process without taking to account the recruitment policy and other relevant policies like Employment Equity Plan and Attraction and Retention.

6. HUMAN RESOURCE PLANNING

Human Resource Planning is the process that the Department ensures that it has the right number of employees, the right kind of employees, at the right place and time doing work that is economically useful for the Department as well as the broader society.

7. RECRUITMENT

Recruitment is a process of identifying and attracting a pool of candidates to compete for employment, from which some will be later selected to receive offers of an employment. The post can either be a contract or permanent one. The filling of vacant posts should be decentralised according to their areas of operations.

8. RECRUITMENT COMMITTEE

The department should establish a recruitment committee comprising of Human Resource Personnel, representatives from all programmes and Organised Labour to monitor the recruitment process from the first to the last stage. Once the posts are identified as vacant funded posts by the relevant Responsibility Manager, and submitted to the Human Resource Administration, the recruitment committee should be called to meet and verify whether the advertisement is in line with the needs of the branch, section and directorate before the advert be issued out. The committee should also ensure the upward mobility by encouraging the Line Managers to develop the internal employees so that the Department should invest in their ranks rather than to check the skills from the labour market. The recruitment committee must compile and submit the recruitment report on quarterly basis to the Head of Department.

9. RECRUITMENT PLANNING

This is the process of systematically reviewing human resource requirements to ensure that the right number of employees, the right kind of employees, at the right time and at the right place is hired. The process starts with the identification of vacant post and end with the appointment of candidate and eventually induction and orientation.

9.1. IDENTIFICATION OF VACANT POST

The Programme Manager or Responsibility Manager of the relevant programme or sub-programme should identify the vacant funded post of his or her programme or sub – programme. The Manager, after having identified the vacant posts, the specification of such posts should be submitted to Human Resource Administration. The specification of the post should be in line with the needs of the branch, directorate and the department. After the advertisement has been prepared the recruitment committee should verify the advertisement whether is in the standard of issuing to the public.

9.2. ADVERTISEMENT

There are two types of advertising that the Department can utilise, namely: internal and/or external advertisement.

Internal advertisement – takes place when the Department is targeting individuals within the Public Sector of the Province. Advertising can be narrowed to cater only for the employees of the province as an effort to encourage upward mobility and to allow the transfer of skills and expertise within the provincial departments.

External advertisement – takes place when the advertisement is open to all candidates within and outside the public service. External advertisement is mandatory for positions equivalent to that of level 13 and upward. This is in line with the objective of ensuring that the public service is in the hands of highly skilled individuals who are capable to deliver service excellence.

Head hunting (Skills Search) – This individually based method of recruitment can be used to seek suitable candidates for positions where difficulty is experienced to recruit them as well as candidates from historically disadvantaged groups. The same normal recruitment procedures still apply when an individual is headhunted. This method will be applied as a last resort when all attempts through open recruitment have failed.

Employment Agencies – Employment Agencies can be used if advertising failed to yield suitable candidates, to act as intermediaries between the employer and prospective employees.

Affirmative Action – as a policy to address the imbalances of the past therefore it is not unfair discrimination to take affirmative measures informed by the Employment Equity Plan of the Department, and looking at the requirements of the post to decide who can be offered employment. It is also not unfair to distinguish, exclude or prefer any person on the basis of inherent requirements for the job. Schedule 7 Part B – item 2(2) b & c of Labour Relations Act, No 66 1995 confirms the above statement (i.e. Residual of unfair labour practices).

The Recruitment Committee should always ensure the identification of the vacant posts that are created by means of natural attrition or otherwise, work hand in hand with Programme Managers or Responsibility Managers. The Departmental advert must be released quarterly in the financial year to avoid long waiting vacant funded posts as this cripples service delivery. All the necessary requirements of the advert must be clearly stated in the advert to ensure that it attract and orient the applicant regarding the kind of the organisation he/she would working for it if successfully appointed.

9.3. RECEIVING OF APPLICATION FORMS

The general application form used in the Public Service is the z83 which is accessible to any government department and the website of DPSA that is used for applying for any post in the Department of Social Development. The appointed Recruitment Committee should ensure that after the advertisement is released, the process of receiving the application forms is smoothly planned. A standard form or letter of acknowledging the receipt of the application forms should be generated. This acknowledgement letter should be signed by the person who receives the application form to avoid any accusation by members of the Public, claiming that they submitted application forms and it got lost. This process must take place in safe and secure office. The applications must be kept secure with the custodian of the Human Resource Administration.

9.4. SCREENING PROCESS

This is the process that follows immediately after the closing date of applications, whereby all the totally unqualified applicants are discarded or eliminated (unqualified in the sense that applicants

are incomplete, no certificate attached, no required qualifications or relevant experience, etc). This process is also termed as preliminary sifting.

This exercise assists to minimise the time for short-listing. The record of these applications must be kept safe in case the applicants request feedback regarding their applications. This process is the duty of the Human Resource Recruitment Committee. The Recruitment Committee must ensure that the applications are master-listed immediately before the screening process and are ready for screening and short-listing. The Short-listing process should be decentralised in terms of delegation of authority. The Recruitment Committee should ensure that the panels are appointed and approved by the Head of Department or his/her delegate. It is of utmost important that the appointment letters be issued to the members of the panels informing them of their appointment and responsibilities. The panel should ideally be as representative as possible, take into context the **current legislation** on employment. A **Chairperson** who is at least a rank higher than the advertised post should be appointed. The **other three members** of the panel can be of equivalent rank or higher rank. A **member** from recognised labour union should be invited in writing to observe the process of recruitment to ensure the fairness of the process. A **specialist** may be appointed in cases where a post requires some degree of specialisation (e.g. Engineers, Artisans, Doctors, Accountants, etc. This service can be hired from the private sector or institutions of higher learning (Universities or Technikon) when needed. The following documents must be in place when short-listing take place in the Department of Social Development:

- Approved Employment Equity Plan
- Approved Recruitment Policy
- All application forms and the master-list
- Score sheets
- Oath of secrecy
- Advertisement of the post

9.5. SHORT-LISTING PROCESS

This process is easy if the post was advertised correctly. The only thing that can be difficult is to select candidates to be short-listed from the pool of candidates that are all competent for the post. It is important for the panel to agree at the onset on the evaluation tool or criteria to be used or followed when short-listing candidates. If the advertisement was correct, then only competent candidates are expected to apply for the post. Therefore, the nature of the advert should be able to discourage candidates who are not competent for the advertised post, from applying. The panel should ensure that the criteria used in short-listing candidates, is fair and justifiable in line with the prescribed policies.

9.6. REFERENCE CHECKING

It is compulsory to conduct reference checks in order to verify information gathered during the screening of the CVs and the interview. Reference checking should take place at any stage of the recruitment but preferably during the short-listing process.

9.7. INTERVIEW

The interview procedure provides the opportunity for direct contact between the employer and prospective employee. It is important for both parties to obtain as much information as possible about each other at this stage. An interview requires a certain amount of honesty and openness from both parties so that it can run smoothly. Interviewing candidates from culturally/ and socially diverse backgrounds requires a degree of flexibility hence it is important for the panellists to ensure that the candidate is put on ease from the start of the interview.

Only questions which will determine the suitability of the candidate to perform a job sufficiently as outlined in advertisement of the post should be asked from the candidate. These questions must be in line with the job the interviewee is being interviewed for. Experience, skills and qualification relevant to the post, serve as a basis on which a questionnaire can be followed during a particular interview. It is essential that bias and unfair tendencies be eliminated from the process by adopting common guidelines in an effort to achieve uniformity. Lastly the panel members must have skills to conduct an interview so that they may not frustrate the interviewee and the process is fair.

9.8. APPOINTMENT

Appointing a candidate for a job involves four things namely:-

- issuing a letter of appointment,
- induction,
- placement, and
- Probation.

Those candidates who have not been successful during the interview should be informed after the appointed candidate has accepted his /her appointment in writing so that the recruitment process is completed. The main reason that the appointed candidate should be given the appointment letter first is to ensure that the appointed candidate is still interested in the job at the stage. It can happen that, the incumbent could have been offered another post elsewhere during the Department's recruitment process or there can be other reasons for such an act.

9.8.1. SUBMISSION FOR APPROVAL OF APPOINTMENT.

All the members of the panel signed the oath of secrecy to ensure that the process is kept confidential. If the Chairperson is satisfied with the contents of the submission, it must be signed all the members of the panel and submitted to the Head of Department or The Executive Member of the Council (MEC) for approval. No promises should be made or expectations raised to a candidate in any intermediate phase of the process to fill a post. No communication as to the filling of a post may be directed to a candidate before a decision has been made and written approval from the relevant Executive Authority or his/her degree has been given to the appointed candidate.

All process as with regard to the filling of the post should be lawful and fair and as such, are subject to review if a valid dispute arises. The prescribed procedures and requirements should therefore be strictly adhered to and the whole process should be documented. Record of the process should be filed and kept safe so as to be revised whenever there is a need for.

9.9. APPOINTMENT LETTER

A candidate becomes the employee of the Department once an appointment letter is given to him/her informing him/her that he/she is successful for the post, and the process become complete when he/she signs the letter and accept the post. The appointment letter should contain the following or have addendum containing the following:-

- Full name and address of the employer
- Name and the occupation of the employer
- Date of appointment
- Salary
- Rate of pay of overtime
- Other cash payments that the employee is entitled to
- Hours of work
- Annual leave
- Sick Leave
- Medical aid
- Competitive employment
- Job description
- Any deductions can be made from the employees salary
- Provident or pension fund
- Performance review
- Probationary period
- Termination of employment
- Conditions on which employment can be terminated
- In addition the employee should be provided with a clear job description and a performance agreement or contract on appointment

9.10. RIGHT TO APPEAL

All applicants to a post including those outside the public sector enjoy the equal right as employed personnel. The Department should always keep records and information to support decision making on appointments. The right of access to such information shall be upheld in this context as Section 33 (1) & (2) of the Constitution of the Republic of South Africa, Act 108 of 1996 stipulate that every person has a right to just administrative actions. This includes the right to administration that is lawful, reasonable and procedurally fair, as well as the right to be given reasons in any administrative decision that adversely affects a person's right. The right is based on the Common Law of Natural Justice and the Audi Alter Partem Rule.

10. MONITORING AND EVALUATION

Programme Managers, Human Resource Planning and the Recruitment Committee should be responsible for the smooth implementation of this policy. The Recruitment Committee should submit quarterly reports on the implementation of this policy.

11. CLOSING STATEMENT

If all the stages of the recruitment process are followed consistently whenever an individual is to be recruited, the Department of Social Development will ensure that the right number of people, the right kind of people, at the right time and place are hired to do what is economically essential for the Department.

RECOMMENDATION OF THE POLICY



MR D.A. WEBB
HEAD OF DEPARTMENT

30/3/2008
DATE



MR S. KWELITA
MEMBER OF THE EXECUTIVE COUNCIL

30/03/08
DATE

 APPROVAL OF THE POLICY

