



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT

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STANDARD OPERATING PROCEDURE: RECRUITMENT AND SELECTION PROCESS

Approval Date	17 August 2018
Commencement Date	17 August 2018
Review Date	17 August 2019
Periodical Review	Annually
Resources	Human Resources, ICT equipment, Funding
Intent of SOP	To provide all role players with specific measures/directives in order to ensure uniformity in the managing of recruitment, selection and appointment process within the Department. This document may also be used for the training of newly appointed Officials.
Scope	This SOP applies to the Department of Social Development inclusive of all Districts.
Objective(s)	<p>To expand on the function of recruitment and selection processes including:</p> <ul style="list-style-type: none">• Process requests for the advertising of vacant posts• Processing received applications• Management of the selection process

	<ul style="list-style-type: none"> Document management of the recruitment and selection process
Definitions	<p>ARRP – Annual Recruitment Plan</p> <p>MIE – Managed Integrity Evaluation</p> <p>SACA – South African Qualifications Authority</p> <p>OD - Organizational Development</p> <p>PCMT - Provincial Coordinating and Monitoring Team</p> <p>HRP – Human resource Planning</p> <p>SPU - Special Programmes Unit</p> <p>HRA – Human Resource Administration</p>
Key Performance Indicator	Number of HR Practises Implemented
Principles	<p>Certain basic and essential principles will be strictly adhered to in the recruitment and selection process. These principles are:</p> <ol style="list-style-type: none"> 1) Recruitment practices will be fair and equitable. 2) All prospective employees will be given a fair opportunity to apply. 3) Recruitment practices will be competency based and free of cultural bias. 4) Recruitment of staff will be the joint responsibility of the Human Resource component and Line managers. 5) Development potential of candidates will be considered. 6) Relatives of employees will not be employed in posts under the direct supervision of any relative (whether by blood or marriage). 7) Successful candidates may be subject to reference checks, competency or suitability testing and security clearance where applicable. 8) Selection process should relate to the inherent requirements of the post 9) The following criteria should be used to determine the goal of achieving representation and advancement of previously disadvantaged groups:

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	<p>10) Fairness: Selection process should not discriminate against external and internal applicants</p> <p>11) Equity: All candidates should be measured against the same objective criteria</p> <p>12) Transparency: Written records of the criteria used in selecting interviewing panels, selection criteria applied, assessment ratings and the basis of the decision or choice must be kept.</p> <p>13) Nepotism: Where conflict of interest arises in making of any decision regarding employment the EA or his/her delegate would make the decision only after considering a recommendation of an independent panel consisting of two persons.</p>
<p>Compliance Measures</p>	<p>Personnel Suitability Checks are performed by the appointed service provider. The checks consist of the following:</p> <ol style="list-style-type: none"> 1) Verification of qualifications including Internationally obtained qualifications through validation of the original certificates as well as validation with South African Qualification Authority and the Institution that has issued the certificate. 2) Verification that the correct information is supplied regarding the last employer, (Reference Checks). 3) Verification of citizenship through Home Affairs. 4) Validation of the level of security clearance in line with the security policy of the department. 5) Verification of criminal record. 6) Verification of credit or finance check 7) Verification of Directorship 8) Verification of Driver's License

STEP BY STEP GUIDE


RECRUITMENT AND SELECTION PROCESS

Nr	Task Name	Task Procedure	Responsibility	Supporting Documentation	Service Standard
1	Develop the annual recruitment plan	<ul style="list-style-type: none"> Request vacant posts from line managers that are budgeted for and to be filled in a specific financial year Confirm the budget for the vacant post identified from budget planning with post identified Confirm whether the post does exist in the approved organogram Craft the Annual Recruitment Plan Present the Annual Recruitment Plan to Provincial Committee Monitoring Team (PCMT) Approve of ARP by PCMT 	<ul style="list-style-type: none"> Assistant Director: Recruitment & Line Manager Assistant Director: recruitment, budget planning & Programme Managers OD & HRA OD Assistant Director: recruitment Director: HRA, Chief Director: Corporate Services, CFO & Programme Managers PCMT 	<ul style="list-style-type: none"> Annual Recruitment Plan ECS.1 Budget Organogram & Persal Report List of vacant funded posts Presentation with list of posts to be presented to PCMT PCMT approved letter 	<ul style="list-style-type: none"> Last quarter
2	Present the Annual Recruitment Plan to PCMT	<ul style="list-style-type: none"> Present the Annual Recruitment Plan to Provincial Committee Monitoring Team (PCMT) for approval 	<ul style="list-style-type: none"> Director: HRA, Chief Director: Corporate Services, CFO & Programme Managers PCMT 	<ul style="list-style-type: none"> Presentation with list of posts to be presented to PCMT PCMT approved ARP letter 	<ul style="list-style-type: none"> 14 Days

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3	Submit of Annual Recruitment Plan to OTP	<ul style="list-style-type: none"> • Submit the ARP to OTP 	<ul style="list-style-type: none"> • Director: HRA 	<ul style="list-style-type: none"> • Covering letter • Annual Recruitment Plan 	<ul style="list-style-type: none"> • 1st Quarter
4	Request Attrition Posts	<ul style="list-style-type: none"> • Request attrition posts from the Districts and Provincial Office • Confirm the posts whether they exist in the approved structure • Prepare of memo requesting approval for filling of attrition posts levels (2 – 10 by SG) and (12 – 15 by MEC) • Present the Attrition posts to PCMT for approval • Approve the ARP by PCMT 	<ul style="list-style-type: none"> • Assistant director: recruitment and Line Managers • OD and HRA • Assistant Director: Recruitment • Director: HRA, Chief Director: Corporate Services, CFO and Programme Managers • PCMT 	<ul style="list-style-type: none"> • List of vacant funded posts • E.C.5.1 Budget • Memo • Presentation with list of attrition posts • PCMT approved letter 	<ul style="list-style-type: none"> • Quarterly

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5	<p>Advertise posts</p>	<ul style="list-style-type: none"> • Submit of draft Job Specification as per the approved ARP by PCMT to Line Managers for confirmation • Submit of signed specification by Line Manager to HR for consolidation • Facilitate of sitting recruitment committee for verification of specification • Submit of job specifications in the form of an advert to OTP for advertisement to the Senior Manager: HR Recruitment through e-mail. 	<ul style="list-style-type: none"> • Assistant Director: recruitment and Line Managers • Assistant Director: recruitment and Line Managers • Secretary of the recruitment committee and Recruitment Committee • Assistant Director: Recruitment 	<ul style="list-style-type: none"> • Drafted job specification • Signed specification • Drafted Advertisement • Job specifications in a form an advert 	<ul style="list-style-type: none"> • Quarterly
6	<p>Develop Master list</p>	<ul style="list-style-type: none"> • Capture applications on the system 	<ul style="list-style-type: none"> • Admin Production Clerk 	<ul style="list-style-type: none"> • Developed Masterlist 	<ul style="list-style-type: none"> • Within 10 days after closing date of an advert
7	<p>Appoint panel members</p>	<ul style="list-style-type: none"> • Request panelist from the Responsibility Managers for posts advertised • Prepare of memo requesting approval of panel members for levels (2 – 10 by SG) and (12-15 by MEC) with attachment of PCMT approval letter • Issue the letters of panel members 	<ul style="list-style-type: none"> • Assistant Director/Admin production Clerk • Assistant Director: recruitment • Assistant Director: Recruitment 	<ul style="list-style-type: none"> • Names of panel members • Memo with names of panel members • Panel appointment letters 	<ul style="list-style-type: none"> • Within 10 days of advertisement • Within 10 days of advertisement • Within 10 days of advertisement
8	<p>Facilitate shortlisting process</p>	<ul style="list-style-type: none"> • Organize sitting of approved panel members for shortlisting (trade union, SPU, and HRP) • Invite organised labour to the shortlisting and interviews process 	<ul style="list-style-type: none"> • Secretary of the panel • Secretary of the panel 	<ul style="list-style-type: none"> • Invitation 	<ul style="list-style-type: none"> • Within 5 days after completion of masterlist

<p>9</p> <p>Conduct Shortlisting</p>	<ul style="list-style-type: none"> • Sign the Oath of Confidentiality before the start of the process • Sign the Register before the start of the process • Set the Criteria for shortlisting • Prepare the shortlisting report • Sign the shortlisting report • Approve the shortlisting report 	<ul style="list-style-type: none"> • All panel members including union rep, SPU, HRP & Scriber • All panel members including union reps SPU, HRP and Scriber • All panel members excluding union rep SPU and HRP • Secretariat • All panel members including union rep, SPU, HRP & Scriber • SG for level 2- 10 and MEC for level 12 and above 	<ul style="list-style-type: none"> • Oath of confidentiality • Register • Advert • Shortlisting report 	<ul style="list-style-type: none"> • On the day of shortlisting • A day after shortlisting • Within 5 days after shortlisting
<p>10</p> <p>Prepare Interviews</p>	<ul style="list-style-type: none"> • Confirm the interview date from the selection committee • Arrange venue for interviews and invite the shortlisted candidates • Arrange flight and accommodation for candidates leave far away from the interview venue • Request quotation from different suppliers for flight /accommodation • Write the memo requesting approval to do procurement for flight/accommodation 	<ul style="list-style-type: none"> • Secretary of the panel • Secretary of the panel • Secretary of the panel/delegated official • Secretary of the panel/delegated official • Secretary of the panel/delegated official 	<ul style="list-style-type: none"> • Quotations • Memo 	<ul style="list-style-type: none"> • Within 5 days after approval of shortlisting report • Within 5 days after approval of shortlisting report • Within 5 days after approval of shortlisting report • Within 5 days after approval of shortlisting report

		<ul style="list-style-type: none"> Perform Procurement Process Send the Purchase Order to the Service Provider and issuing of voucher to the applicant/s Inform candidates about travelling and accommodation details Inform the shortlisted candidates about the interview date, time and venue (with the exact directions to the venue) and confirmed in writing and thereafter telephonically at least a week before the actual interviews. Ensure venue is orderly and water has been arranged for candidates with the appropriate sitting arrangement. Also arrange a proper functioning speaker telephone if there are candidates to be interviewed telephonically. 	<ul style="list-style-type: none"> Secretary of the panel/delegated official Secretary of the panel/delegated official Secretary of the panel Secretary of the panel Secretary of the panel 	<ul style="list-style-type: none"> Purchase Order Travelling and accommodation details 	<ul style="list-style-type: none"> Within 5 days after approval of shortlisting report Within 5 days after approval of shortlisting report Within 5 days after approval of shortlisting report 5 days before the interview date On the day of the interviews
11	Conduct Interviews	<ul style="list-style-type: none"> Sign the Oath of Confidentiality before the start of the process Sign the register before the start of the interview process 	<ul style="list-style-type: none"> All panel Members including the union rep and Scriber All panel Members including the union rep and Scriber 	<ul style="list-style-type: none"> Signed Oath of secrecy forms Register 	<ul style="list-style-type: none"> On the day of interviews On the day of the interviews

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		<ul style="list-style-type: none"> Set the criteria for interviews Craft the questions Interview the candidates Calculate the scores of the candidates Recommend the suitable candidates Prepare an interview report 	<ul style="list-style-type: none"> All panel members with the guidance of the Chairperson excluding trade union, SPU and HRP All panel members excluding trade union, SPU and HRP All the panel members Secretary of the panel All panel members Secretary of the panel 	<ul style="list-style-type: none"> Score sheets, Advert Score sheet with scores from the panel members Interview report 	<ul style="list-style-type: none"> On the day of the interviews On the day of the interviews On the day of interviews On the day of interviews A day after the interview date
12	Verify Personnel Suitability	<ul style="list-style-type: none"> Take the fingerprints to all candidates who came for interviews but only three (3) recommended, top three (3) candidates are verified Submit of Fingerprints, ID, Driver's License, page on the CV with References to MIE Receive Personnel Suitability Verification Checks 	<ul style="list-style-type: none"> HR Practitioner HR Practitioners MIE Service Provider 	<ul style="list-style-type: none"> Verified Personnel Suitability 	<ul style="list-style-type: none"> On the day of the interviews On the day of the interviews
13	Verify Qualification through SAQA	<ul style="list-style-type: none"> Request quotation from SAQA (Using verification quotation request form) Perform Procurement Process 	<ul style="list-style-type: none"> HR Practitioner Procurement Clerk HR Practitioner 	<ul style="list-style-type: none"> Names of candidate with copies of qualification Verified Qualification results 	<ul style="list-style-type: none"> After approval of shortlisting report After approval of shortlisting report

		<ul style="list-style-type: none"> • Submit of Verification Request Form to SAQA • Receive qualification verification results from SAQA 	<ul style="list-style-type: none"> • HR Practitioner 		<ul style="list-style-type: none"> • After approval of shortlisting report • Within 5 - 10 days after submission
14	<p>Conduct competency assessment</p> <p>(Applicable to SMS posts only)</p>	<ul style="list-style-type: none"> • Request quotation from accredited service providers by DPSA • Write memo requesting approval to do competency assessment after the quotation from service providers have been received • Approve memo to procurement for competency assessment • Perform Procurement Process • Issue the Purchase Order and sending of purchase order to the service provider • Conduct of competency assessment • Receive of assessment results 	<ul style="list-style-type: none"> • HR Practitioner • Assistant Director: recruitment • SG • Procurement Clerks • Secretary of the panel or delegated official • Appointed service provider • Secretary of the panel 	<ul style="list-style-type: none"> • Memo • Approved Memo • Purchase Order • Assessment result 	<ul style="list-style-type: none"> • On the day of the interviews • After the quotation have been received • One – two days after the memo have been submitted to SG • After the memo have been approved • On the day SCM has issued the purchase order • Within 5 days after receipt of purchase order • 3-4 days after competency assessment has been conducted
15	<p>Prepare the Interview report</p>	<ul style="list-style-type: none"> • Prepare interview report which reflects Personnel Suitability verification and Competency Results • Sign the interview report 	<ul style="list-style-type: none"> • Secretary of the panel 	<ul style="list-style-type: none"> • Interview report, score sheets, application forms, register, Oath of secrecy • Interview report 	<ul style="list-style-type: none"> • Within 7 days after interviews

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		<ul style="list-style-type: none"> • Approve of interview report • Prepare the appointment letter • Sign the appointment letter • Issue the appointment letter • Accept the offer • Issue the letters of rejects to unsuccessful candidates 	<ul style="list-style-type: none"> • All panel members including union and a secretary • SG for level 2 – 10, MEC for level 12 & above • HR Practitioner • SG/delegated official • HR Practitioner • Successful candidates • HR Practitioner 	<ul style="list-style-type: none"> • Approved interview report, application form, score sheets and appointment letter • Appointment letter • Acceptance letter 	<ul style="list-style-type: none"> • After verification checks and competency results have been received • Within 3 days of the submission • Within a day of approval of the memo • Within a day on receipt of the letter • Within a day after signing of the letter by SG • Within 5 days after receiving the appointment letter • After the successful candidate has assumed duties
17	Capture and File Recruitment Information	<ul style="list-style-type: none"> • After the capturing of the successful candidate to persal system, file original interview report, and approved recruitment verification form • Open a file with a signed checklist for the recruitment of the post and send to registry for safe keeping 	<ul style="list-style-type: none"> • HR Practitioner 	<ul style="list-style-type: none"> • Recruitment Report • Approved Verification Report • All Recruitment documentation 	

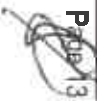

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PROCESS RISKS





Process Name	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Control Description	System / Manual
Advertisement	<ul style="list-style-type: none"> Recruiting a wrong person in a right position due to wrongly crafted specification 	H	H	Specifications to be sent and sign by Line Managers	Manual
Existence in the organogram	<ul style="list-style-type: none"> Filling a post that is not in the organogram 	L	L	No posts to be advertised without being presented and approved by PCMT	Manual
Budget	<ul style="list-style-type: none"> Filling an unfunded post 	L	L	No posts to be advertised without the approval of PCMT	Manual
Filling of post	<ul style="list-style-type: none"> Delays in filling the posts 	M	H	Posts be advertised within 6 months and filled within 12 months.	Manual
Sorting	<ul style="list-style-type: none"> Placing application form in a wrong place while sorting 	H	H	All application forms be verified to ensure that they are of the same post	Manual
Development of masterlist	<ul style="list-style-type: none"> Capturing information of candidates incorrectly 	H	H	All application forms be verified to ensure that the information is captured correctly	Manual
Screening	<ul style="list-style-type: none"> Removing a correct application when screening 	H	H	Ensure that all documents needed are checked properly	Manual
Appointment of selection panel	<ul style="list-style-type: none"> Appointing a panel that have no knowledge about the post 	H	H	Ensure that panels appointed have knowledge about the post	Manual
Personnel Suitability Check	<ul style="list-style-type: none"> Appointing a person without verification checks i.e criminal record, qualification, finance record, etc 	H	H	All shortlisted candidates will be subjected for verification checks	Manual
Shortlisting	<ul style="list-style-type: none"> Shortlisting an unqualified candidates 	H	H	Ensure that all shortlisted candidates meet the requirements as per the advert	Manual

LEGISLATION, POLICIES, PROCEDURES, LEGISLATION & OTHER DOCUMENTATION (i.e. SOPs)

Document Name	Document Description	Effective Date (if applicable)
Employment Equity Act, No 55 of 1998,	Based on Equity targets	1998
Basic Condition of Employment Act 75 of 1997	Aimed at condition of service for contract workers	1997
Promotion of Administrative Justice Act 3 of 2000	Based on written correspondence between employee regarding amendments to condition of service	2000
Public Service Regulations, of 2016	Guidelines on implementation of Public Service processes	2016
Department of Social Development Attraction and Retention Policy	Based on the strategies of attraction and retention of employees	2012

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AUTHORISATIONS

Authorization:	Name:	Comments:	Signature:	Date:
Director : MIS	N.A.Mazizi			27/07/2015
Director: HRA	A.C.P. Bodi			2/8/18
Chief Director: Corporate Services	F.S. Myburgh			2/8/2018
Head of the Department	N.Baart	substituted some names & numbers		17/08/2018
Distribution and Use of SOP	District Managers, Corporate Service Managers, Service Managers, Area Managers, Assistant Directors			

