

**A RECRUITMENT AND SELECTION PROCESS MODEL:
THE CASE OF THE DEPARTMENT OF JUSTICE AND CONSTITUTIONAL
DEVELOPMENT**

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ABSTRACT

The purpose of this article is to report on findings of an empirical investigation conducted at the Department of Justice and Constitutional Development. The aim of the investigation was to ascertain the status of current practices and challenges regarding the processes and procedures utilised for recruitment and selection. Based on these findings the article further outlines the design of a comprehensive process model for human resource recruitment and selection for the Department. The model is designed in the form of various process maps on macro- (strategic), meso- (tactical) and micro- (operational) levels. It reflects the theoretical interrelationship between organisational variables such as strategy and structure, as well as elements of recruitment and selection which include job analysis, advertising, shortlisting, interviewing and appointment of candidates. The model provides valuable insight into practices of recruitment and selection and could aid the design of similar models at other public institutions. As such, the process model could serve as a best practice instrument for effective recruitment and selection processes and practices in South African government departments.

INTRODUCTION

The Constitution of the Republic of South Africa, 1996 (sections 165-180) establishes judiciary and administrative justice practices within the South African Public Service. It is expected of public institutions (i.e. national and provincial departments) to adhere to these practices. These institutions also should operationalise their strategic mandates guided by instruments such as the National Development Plan, Government's Programme of Action, the Medium-Term Strategic Framework (MTSF), as well as Annual Performance Plans. The effective utilisation of these instruments, however, depends on whether competent staff is available and can be utilised. As such, recruitment and selection of a qualified work force in the Public Service is of significant strategic importance.

The purpose of this article is to report on the findings of an empirical investigation conducted at the Department of Justice and Constitutional Development (DOJCD). The aim of the investigation was to ascertain the status of current practices and challenges emerging from the processes and procedures used for recruitment and selection. The article concludes with an exposition of a comprehensive process model. Such a model is designed as a synthesis comprising the following aspects: theoretical underpinnings of recruitment and selection, statutory and regulatory guidelines, departmental document content analysis, as well as responses (qualitative data) obtained from respondents within the DOJCD.

The model is "comprehensive" in the sense that it guides functions and activities on strategic, tactical and operational levels. It also integrates the various critical success factors for successful recruitment and selection. These entail several factors: organisational strategy, human resource planning, job analysis, advertising, screening, diagnostic interviews, reference and background checks and security clearance. Such success factors also include aspects such as vetting, approval of the selection committee, pre-employment tests, placement, induction and orientation, and training and development. Although the DOJCD is used as case study, the proposed model has application value for all public sector institutions that concern human resource competencies.

RECRUITMENT AND SELECTION: A CONTEXTUAL AND THEORETICAL EXPOSITION

Theories and approaches to recruitment and selection cannot be viewed in isolation. Such views are intertwined with the semantic debate and academic discourse on the paradigmatic development of personnel administration into the practice of personnel management and eventually that of human resource management (HRM). This paradigmatic development is well documented by authors such as Nigro and Nigro (1980:1), Robbins (1982:72), Goel (1984:4), Huddleston (1992:41), Klingner and Nalbandian (1993:2), Mondy and Noe (1996:4), as well as Mathis and Jackson (2008:14). An evolutionary perspective and analysis of the paradigmatic development of HRM demonstrates how various schools of thoughts have influenced thinking about human resource practices in general and those of the recruitment and selection process in particular.

A literature survey has revealed that various approaches did emerge especially during the 20th century. These include scientific management, human relations, strategic management, Japanese management, industrial psychological approaches, contemporary approaches, and the paternalistic approach. Such approaches have informed the emergence of sound human resource management (HRM) theory and praxis. Currently it is generally accepted that the HRM function should be regarded as an overarching, umbrella concept that incorporate issues such as strategic human resource planning, compensation, training and development, labour relations, and recruitment and selection (Sisson 1994; Torrington and Hall 1995). The respective approaches to HRM also reflect the emergence of so-called “soft” (i.e. people/behavioural) and “hard” (i.e. systems and processes) dimensions to the management of human capital (Bratton and Gold 2003:17; Analoui 2007:4). It is furthermore evident that both the “soft” and “hard” dimensions had a significant influence on approaches and practices of recruitment and selection.

The scholarly discourse flowing from the paradigmatic development of the multiple approaches to HRM mentioned above, also resulted in the design of various models. These models should thus be incorporated in any theoretical exposition of recruitment and selection. Some of the most prominent models include the following: Harvard (Beer *et al.* 1984), Fombrun, Tichy and Davanna model (1984); also the Michigan (Fombrun, Tichy and Devanna 1984), Guest (1987), Warwick (Hendry and Pettigrew 1990), Storey (1992), as well as the Sisson and Legge model (1995). Naturally a detailed analysis of these models falls outside the scope of this article. Nevertheless it is important to note the unique contributions the respective models have made to reflection on how people were (and still are) sourced into

the world of work. Especially the following four contributions emerged from an in-depth analysis of these models:

- Realising the importance of an analytical framework to study HRM and its impact on the recruitment and selection process.
- Understanding the integration and interrelationship between the various HRM practices such as recruitment, selection, training and development, high performance, job analysis, job evaluation and high commitment.
- Characterising HRM to identify variables and the causal relationships among them to be analysed.
- Employing a heuristic tool or device in order to discover, understand and explain the nature and significance of key HRM practices, processes and procedures, including those of recruitment and selection.

These contributions enabled the authors to examine two constructs for purposes of this article, namely recruitment and selection, in order to design a comprehensive process model.

Recruitment process

Recruitment can be regarded as the process of attracting candidates in sufficient numbers and with appropriate skill-sets and encouraging them to apply for vacancies within the organisation (Byars and Rue 1987:141; Cascio 1998:170; Carrell *et al.* 1999:138). The recruitment process typically consists of a sequence of steps that need to be followed to ensure that the best possible job applicant is appointed in terms of relevant knowledge, skills and capabilities. These steps provide a sequential and systematic way of managing the recruitment process. Usually such a management process starts off with human resource planning to determine the realities of supply and demand facing the labour force. This is followed by considerations of a more operational nature. These include a thorough job analysis, the nature and requirements of the incumbent for the position, and the nature of the job (Swanepoel, Erasmus and Schenk 2008:270-273).

An analysis of the recruitment steps by focusing on their nature and content was imperative to help design a process model for recruitment and selection. From such an analysis common

steps (i.e. synergy between various proposed steps) emerged that could be applied in different organisational settings. These settings typically are informed by various operational factors. These include the size of the organisation, the nature of its service and/or products, the statutory and regulatory framework governing HRM in the country, the financial standing of the organisation, and what the labour market offers in terms of the skills, competencies and knowledge of potential job applicants. An analysis was undertaken of the different recruitment processes and steps as proposed by Heneman *et al.* (1980:211), Schuler (1984:125), Stredwick (2001:89-118), Werther and Davis (2003:200), and Amos *et al.* (2008:115-120). The aim of the analysis was to identify “generic” or common steps in the recruitment process. Table 1 below contains a synopsis of these common or generic steps proposed for recruitment. These synergised steps were used to design a comprehensive recruitment process model.

Table 1: Common sequential steps in the recruitment process

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| <ul style="list-style-type: none"> • Step 1: Identify the need to recruit/determine whether a vacancy exist • Step 2: Update the job description, specification and profile • Step 3: Determine the key performance areas of the job/recruitment planning • Step 4: Consult the recruitment policy and procedure • Step 5: Consider the sources of recruitment (searching) • Step 6: Choose the appropriate recruitment method • Step 7: Develop the recruitment advertisement/strategy development • Step 8: Place the advertisement in the most appropriate and suitable communication medium/implement a decision • Step 9: Ensuring availability of application blanks/ensure pool of potential qualified applications/allow sufficient time for responses • Step 10: Screen responses/screening • Stage 11: Recruitment evaluation and control |
|--|

The sources and methods from which an organisation recruits potential candidates are critical to the success of its overall recruitment strategy (Noe *et al.* 2003:206). Typical internal methods include bidding, job posting, referrals, skills inventories, and the intranet (Spector, 2003:136). Typical external methods include recruiting on university campuses, direct mail,

advertising, recruitment agencies, and professional associations (Werther and Davis 2003:190-201; Mathis and Jackson 2008:116-123).

Selection process

Selection follows the recruitment process and its aim is to select from a group of applicants the individual who are suited best for a particular position. Selection thus adequately matches the job applicant with the job requirements (e.g. job descriptions and job specifications) (Harris 2000:148; Ivancevich 2004:227; Amos *et al.* 2005:115). The selection process generally begins by reviewing the applications obtained through the organisation's recruitment efforts. As in the case of recruitment, the steps in the selection process are sequential in nature. Table 2 below lists the synopsis of the proposed steps obtained from a literature survey (Byars and Rue 1994:182; Harris 2000:148-173; Werther and Davis 2003:217; Ivancevich 2004:227-239). Again it should be noted that the application of these processes and steps may differ from one organisation to the next depending on situational factors (cf. Carrel *et al.* 1999:177; Mathis and Jackson 2008:127-129).

Table 2: Common sequential steps in the selection process

- | |
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| <ul style="list-style-type: none">• Step 1: Reception and initial screening interview• Step 2: Application form• Step 3: In-depth selection interview• Step 4: Background and reference checking• Step 5: Medical examination and physical pre-employment testing• Step 6: Assessment centres• Step 7: Make a final hiring decision• Step 8: Final decision and make a fair job offer |
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Table 3 below illustrates the combined sequential steps in the recruitment and selection process. This combined perspective is necessary to populate the comprehensive-process model for recruitment and selection.

Table 3: Combined perspectives of sequential steps in the recruitment and selection process

- Step 1: Identify the need to recruit
- Step 2: Update the job description, specification and profile/determine the key performance areas of the job/recruitment planning
- Step 3: Determine the key performance areas of the job/recruitment planning
- Step 4: Consult the recruitment policy and procedure
- Step 5: Consider the sources of recruitment (searching)
- Step 6: Choose the appropriate recruitment method (searching)
- Step 7: Develop the recruitment advertisement /strategy development
- Step 8: Place the advertisement in the most appropriate and suitable communication medium/implement a decision
- Step 9: Ensuring availability of application blanks
- Step 10: Screen responses
- Step 11: Recruitment evaluation and control
- Step 12: Reception/ preliminary reception/initial screening interview/preliminary interview
- Step 13: Completing the application form
- Step 14: In-depth selection interview
- Step 15: Background and reference checking
- Step 16: Medical examination and physical/ pre-employment testing
- Step 17: Assessment Centres/work samples
- Step 18: Make a final hiring decision
- Step 19: Make a fair job offer/final decision

This concludes a brief orientation and theoretical exposition of the recruitment and selection process. The main purposes of this section were to illustrate the intricate link between the paradigmatic development of HRM and recruitment and selection. In this sense, theoretical approaches and models were considered, as well as common sequential steps identified that form part of the recruitment and selection process.

STATUS OF RECRUITMENT AND SELECTION IN THE DEPARTMENT OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

Since democratisation in 1994, the South African Public Service has developed an extensive statutory and regulatory framework, in order to establish fair labour practices in general and to guide HRM practices in particular. Primarily this framework's main intention is to promote the constitutional principles of equality and to promote democracy in the workplace. In this case this is done through the elimination of unfair discrimination in employment practices and procedures. The framework sets the legal parameters for recruitment and selection practices in the Department of Justice and Constitutional Development (DOJCD). In this sense the statutory and regulatory guidelines provide the legal framework for the design of a process model.

The following documents in particular set the legal parameters to guide human resource practice with specific reference to recruitment and selection:

- Public Service Coordinating Bargaining Council Resolution 3 of 1999
- White Paper on the Transformation of Public Service Delivery, 1997
- White Paper on Human Resource Management in the Public Service, 1997
- Public Service Regulations, 2001
- Ethical Conduct and Code of Good Practices (Professional Board for Psychology)
- Codes of Good Practice in Recruitment and Selection
- Department of Public Service and Administration (DPSA)'s Tool on Recruitment and Selection
- Senior Management Handbook
- DOJCD's Recruitment and Selection Policy and Procedure Manual

The labour-related decisions impacting on recruitment and selection are guided by statutory bodies and mechanisms such as the Public Service Commission (PSC), the Commission for Conciliation, Mediation and Arbitration (CCMA), Sectoral Councils, the Labour Court, Departmental Bargaining Chamber (DBC) and the Public Service Coordinating Bargaining Council (PSCBC). In light of this guidance the labour-related decisions may not contravene best practice as well as the spirit and letter of the law.

The DOJCD was established in terms of the Constitution (Chapter 8, Sections 165-180). Amongst others, the Constitutional mandate of the DOJCD is to carry out 17 strategic objectives and 5 strategic goals as encapsulated in the Annual Performance Plan (APP) of the 2012/2013 financial year. The APP has been prepared in accordance with National Treasury requirements and is implemented during the Medium-Term Expenditure Framework (MTEF) period, which is informed by the priorities in the departmental strategic plan for the period 2012-2017.

The DOJCD is a national government department with regional (provincial) offices in Gauteng, Mpumalanga, Limpopo, KwaZulu-Natal, Western Cape, Eastern Cape, Free State, Northern Cape and North West. These regional offices are responsible for recruiting employees for the High Court, Regional Courts, District Court and Periodical Courts within each province. The management of the region consists of the directors in Human Resource, Finance, Legal Services and Court Operations, with the Area Court Managers (ACM) (Deputy Directors) reporting to the Court Operations.

The empirical investigation of recruitment and selection practices in this study was mainly prompted by three critical incidents or events.

Investigation of complaints about recruitment and selection

Firstly, the Public Service Commission (PSC) investigated numerous complaints about recruitment and selection over a number of years (2002 – 2012) in the DOJCD, and the findings from these investigations revealed the following challenges:

- Detailed policies and procedures do not exist that could inform the objective, fair, equitable, consistent and responsible application of recruitment and selection practices.
- Standardised methods and procedures are not in place to ensure compliance with statutory prescriptions, neither are there established national norms and standards to regulate human resources in the Public Service.
- There is no thorough consideration of the specific skills, competencies, training and traits required from candidates before job advertisements are placed.
- Properly determined and valid recruitment and selection principles and practices are not applied consistently.
- Recruitment and selection decisions are not motivated and recorded sufficiently.
- The Department does not monitor its practices and actions with the view to improve them.

1.2 Workshops on competency-based recruitment and selection

Secondly, in order to ascertain the status of HRM with specific reference to recruitment and selection in the DOJCD, a two-day workshop was held on 10-11 July 2008 with the theme *Competency-based Recruitment and Selection*. This was followed up by another workshop investigating the same theme on 25 October 2012. These workshops further highlighted certain challenges associated with recruitment and selection, namely:

- the lack of training for interviewers (selection panel members);
- no objective evidence or documentation to support interview decisions in case disputes are lodged against the Department;
- outdated or non-existent job descriptions and inherent requirements of the job established against which to measure and assess candidates;
- poor standardisation of interviews;
- no competency-based assessment or measurement;
- insufficient knowledge of labour legislation;
- incorporation of the legal framework for recruitment and selection;
- the high costs associated with incorrect recruitment and selection decisions;

- no diversity in assessment, evaluation and rating scales, and assessors can be prone to bias; and
- hidden and personal agendas of recruitment and selection officials.

1.3 Addressing concerns of labour unions

Thirdly, the labour union, Public Service Association (PSA), raised serious concerns during the Departmental Bargaining Chamber meeting on the non-existence of job descriptions and job specification per occupational class for employees (PSA *Informus* 2012:1). The main point of contention was that the absence of job descriptions and job specifications negatively impacts on performance agreements and contracts, job evaluation, and promotional opportunities. Furthermore, in a meeting held on 14 April 2011, the DOJCD confirmed that it had not yet finalised the process for its job evaluation. The National Education, Health and Allied Workers' Union (NEHAWU) reminded the employer (DOJCD) that a dispute already was declared in 2007 and objected to the fact that this matter was not yet resolved. The existing draft Job Evaluation Policy of the DOJCD also does not address issues of recruitment and selection, as confirmed by the Consultative Bilateral meeting with NEHAWU held on 1 March 2013 (Melk 2013:1).

These challenges concern the overall status of recruitment and selection in the DOJCD. The researchers saw the need for a gap analysis (theory/statutory prescripts vs DOJCD practices) to verify the extent of the recruitment and selection challenges highlighted above. Therefore an empirical investigation was conducted.

RESEARCH METHODOLOGY

The empirical investigation followed a mixed-mode research design and followed case-study methodology by making use of a single case study (the DOJCD). An interpretative, post-positivist research approach was used to gather the perceptions and experiences of participants on the nature of certain situations, settings, processes and relationships (cf. Leedy and Ormrod 2005:134). Semi-structured interviews were utilised to gather information from participants. Purposive sampling was used to identify participants drawn from HRM

practitioners. These included middle and senior managers who are responsible for recruitment and selection of human resources in the DOJCD.

An interview schedule (questionnaire) was designed to conduct interviews on the existing recruitment and selection procedures and practices applied by the DOJCD. The schedule also made provision for the biographical profile of the respondents in order to draw deductive and comparative analyses. Most of the respondents have been employees of the DOJCD for a period of between 6-10 years (45, 8%), and those with 1-5 years of experience represents 29,2% of the sample. It was evident that the respondents had more than adequate experience to provide meaningful input on recruitment and selection practices. A total of 24 respondents were sampled. They represent 80% of the total target population of 30, both drawn from the National Office in Pretoria and from the North West province. Two pre-tests or pilots were conducted with 30% and 41,7% respectively of the sample to establish the validity of the interview schedule. As far as ethical considerations are concerned, DOJCD gave written permission for the interviews, participants all consent, and an Ethical Clearance Certificate was obtained from North-West University's Ethics Committee to conduct the research.

RESEARCH RESULTS AND FINDINGS

This section highlights only the most ostensive results obtained from the empirical investigation. Tables 4 and 5 below reflect contextual/organisational and operational/application dimensions of recruitment and selection respectively.

Table 4: Link between recruitment and selection and organisational dimensions

Item	SA		A		U		D		SD	
	f	%	f	%	f	%	F	%	F	%
Does the recruitment and selection process contribute to DOJCD strategy?	8	33.3	11	45.8	1	4.2	3	12.5	1	4.2
Are recruitment and selection linked to the DOJCD's structure?	7	29.2	10	41.7	2	8.3	4	16.7	1	4.2
Are the posts that are created	3	12.5	6	25	5	20.8	9	37.5	1	4.2

aligned to the HR Plan?										
Do the recruitment and selection process contribute to the DOJCD's HR Plan?	3	12.5	10	41.7	6	25	5	20.8	0	0
Does the DOJCD have job descriptions per class of occupation?	1	4.2	9	37.5	6	25	5	20.8	3	12.5
Do job descriptions contribute to and inform the job advertisement within the DOJCD?	6	25	13	54.2	5	20.8	0	0	0	0

Key: SA = Strongly agree, A = Agree, U = Undecided, D = Disagree, SD = Strongly disagree, f = Frequency response

A significant number of participants (45, 8%) agreed that recruitment and selection processes are aligned with and contribute to the DOJCD strategy. Furthermore, 41,7% of the participants were of the opinion that recruitment and selection are linked adequately to the DOJCD's organisational structure. Thirty-seven percent of participants disagree that posts that are created are aligned to the human resource plan, whilst 41% agree with the statement. Only 37% of the participants confirmed that the DOJCD has job descriptions for each class of occupation. A further relative small number (54,2%) agreed that job descriptions contribute to and inform job advertisements.

Table 5: Participants' willingness to consider an appropriate process model for recruitment and selection

Responses	f	%
Absolutely yes	22	91.7
Not really	2	8.3
Absolutely not	0	0

Key: f = frequency

From the responses 92% percent of the participants indicated that they would consider using an appropriate process map for recruitment and selection if it exists. The correlation between

employees' age and their perceptions of about recruitment and selection can be interpreted and analysed by using Spearman's Rank Correlation instrument. Table 4 below indicates that correlation values (p-values) exist, which were calculated to test the significance of correlations. The relationship is statistically significant if the p-value indicate a level of significance less than 5%. The coefficient of Spearman's Rank Correlation that was investigated in this study is calculated by the following formula:

$$r = 1 - \frac{6\sum D^2}{N(N^2 - 1)} \quad \text{where}$$

D = differences of ranks of corresponding values of X and Y

N = number of paired values in the data

$$-1 \leq r \leq 1$$

Table 6: Spearman's Rank Correlation between age and perception of employees regarding recruitment and selection processes

Perception		Age category
Induction and orientation are conducted within the DOJCD	Correlation coefficient (<i>r</i>)	0.424
	p – value	0.039
Reference and background checking form part of the selection process	Correlation coefficient (<i>r</i>)	-0.426
	p – value	0.038

As indicated in Table 6, the p-values (0.039 and 0.038) indicate a level of significance of less than 0.05. Therefore the correlation between the age category and the perception of employees of recruitment and selection processes is shown to be statistically significant. A negative correlation coefficient ($r = -0.426$) implies that older employees tend to disagree with the item (reference check and background check form part of the selection process) as listed in Table 4 above. A correlation coefficient ($r = 0.424$) is positive. This implies that older employees tend to agree with the fact that induction and orientation are conducted adequately within the DOJCD.

The empirical findings generally confirmed the challenges experienced with recruitment and selection and further authenticated the need for an appropriate management intervention. This intervention is provided in the form of a process model for recruitment and selection.

A COMPREHENSIVE PROCESS MODEL FOR RECRUITMENT AND SELECTION

According to Babbie and Mouton (2001) and Van der Waldt (2013:12) models are typically constructed to serve as a “solution” to a research problem. Such models are usually attempts to propose an “ideal-type” approach to address theoretical and/or practical problems. Furthermore, Van der Waldt (2013:8) elucidates models in terms of: theory-building instruments, metaphors or analogies. He also describes models as approaches, cases or scenarios; as simulations, conceptual frameworks and as graphical presentations or visual aids. In this case a model was constructed as a *graphical presentation* of the processes that should be followed to ensure successful recruitment and selection practices.

The comprehensive model for human resource recruitment and selection as proposed for the DOJCD is depicted at macro-, meso-, and micro-levels in the figures below.

- The macro-model (figures 1(a) and 1(b)) reflects the strategic elements and illustrates how human resource recruitment and selection processes and procedures should guide the DOJCD to achieve its strategic objectives and goals.
- The meso-model depicts the intermediary steps of recruitment and selection. These steps serve as outline for best practice and set standardised procedures.
- The micro-model (tables 7(a) and 7(b)) consist of the operational steps, including a checklist and procedural guidelines.

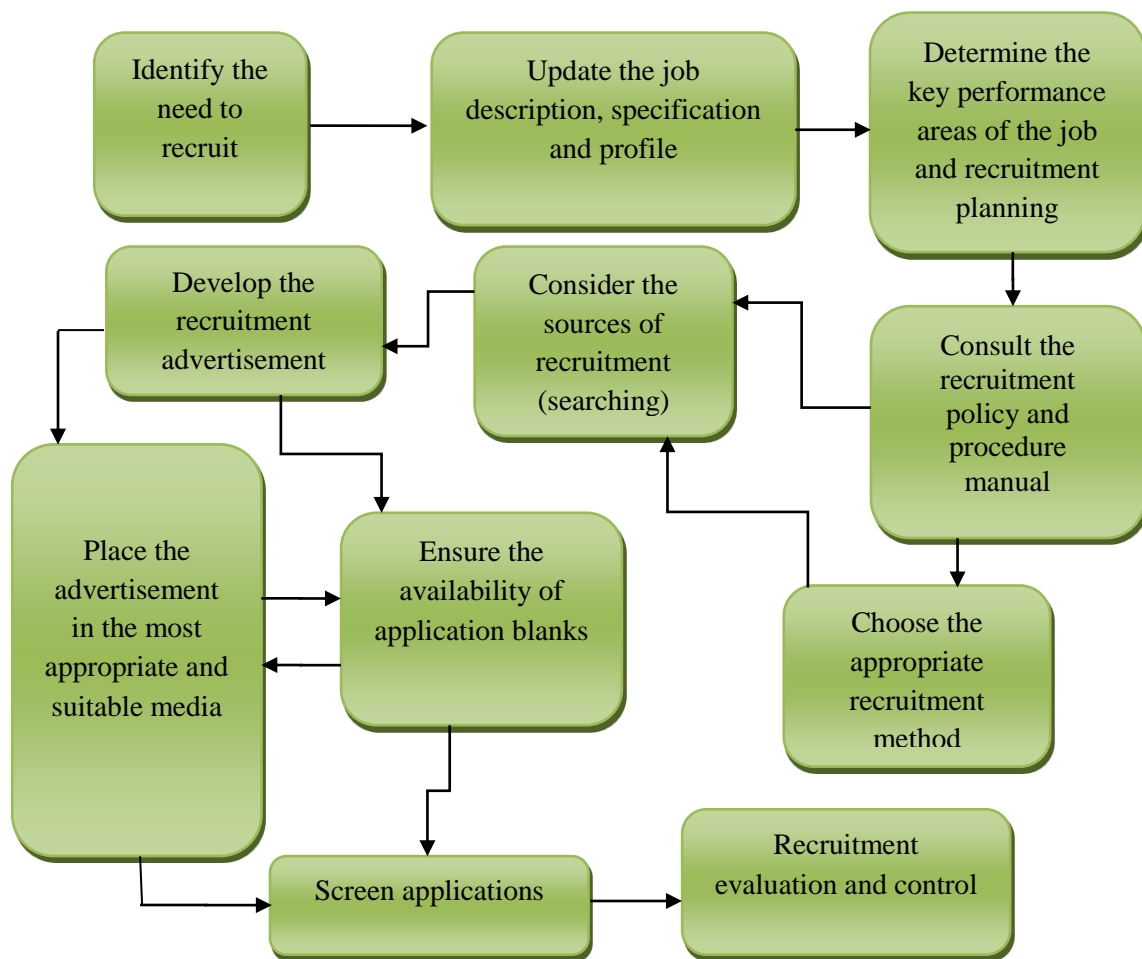


Fig. 1(a): Macro-model (recruitment process-map)

The macro-model for recruitment is aimed at strategic human resource planning and provides a process-map depicting the steps from the identification of the need to recruit, up to implementing evaluation and control of recruitment.

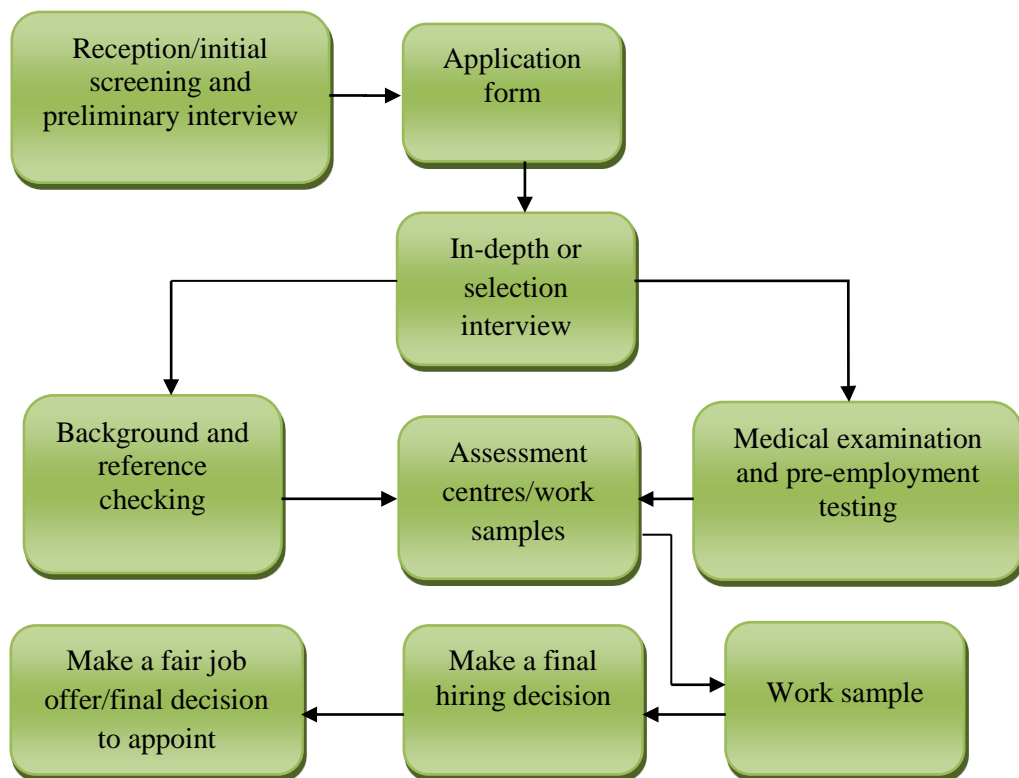


Fig. 1(b): Macro-model (selection process-map)

As in the case of recruitment, this macro-model for selection is also aimed at strategic human resource planning. This model provides a process-map that depicts the steps from reception and the initial screening and interview of the applicant to the decision to make a job offer to the candidate.

Meso-model(a): Recruitment phases

In order to compile a detailed micro-model, the meso-model below represents the respective phases for recruitment and selection as determined by the literature survey.

Phase I: Identify the need to recruit

Phase II: Update the job description, the job specification and the job profile

Phase III: Determine the key performance areas of the job

Phase IV: Consult and refer to the recruitment and selection policy and procedure manual

Phase V: Consider the sources of recruitment

- Phase VI:* Choose the appropriate recruitment method
- Phase VII:* Develop the recruitment advertisement
- Phase VIII:* Place the advertisement in the most appropriate and suitable media
- Phase IX:* Ensure availability of application blanks/forms
- Phase X:* Screen responses/screening

Meso-model(b): Selection phases

- Phase I:* Reception interview/initial screening interview
- Phase II:* Application blank/form
- Phase III:* In-depth or selection interview
- Phase IV:* Background and reference checking
- Phase V:* Medical and physical examination (pre-employment testing)
- Phase VI:* Assessment centre/work samples
- Phase VII:* Make a final hiring decision
- Phase VIII:* Make a fair job offer

Table 7(a) and 7(b) below utilise the processes (macro-models) and the phases (meso-models) to outline detailed operational procedural guidelines for recruitment and selection.

Table 7(a): Micro-model (checklist and operational procedural guidelines): Recruitment

Scale ratings measure the implementation of the operational steps as follows: 0 = Not at all, 1 = Poor, 2 = Satisfactory, 3 = Moderate, 4 = Outstanding and 5 = Excellent.

Recruitment steps	Operational steps	0	1	2	3	4	5
Conducting workforce planning process	Post created is aligned to the HR Plan						
	Post created contribute to the DOJCD’s objectives and goals						
	Post created is aligned to the structure						
Verification of information on the job evaluation and job	Results of job evaluation satisfy all job requirements						
	Job description is in line with the job						

analysis	requirements						
	The advertisement is in line with the job description and job specification						
Recruitment and selection policy and procedure manual conforming to the statutory and regulatory framework	The policy provide for external advertisements						
	The policy provides for internal advertisements						
	The procedure manual outlines the steps and processes for recruitment and selection						
	The Employment Equity Plan is made available during short-listing throughout						
	The union representative/s is/are invited and present during short-listing						
	The EAC representative is always invited and present during short listing						
Development and implementation of the recruitment strategy	EE Manager, ODD Manager, Line Manager, Recruitment and Selection Manager, and Finance Manager meet prior to advertising the post/s						
	The media chosen to advertise do consider the geographical area for local applicants						
	The media chosen to advertise consider reach and accessibility of people living with disability						
	The language used for advertising is considered						
	The closing date of the advertisement is reasonable for applicants to send their application forms in time						

Logistical arrangement for the short-listing process	The venue is free from noise and excessive lighting						
	The venue is air-conditioned or well ventilated						
	The venue is arranged well in advance						
	The panel members are informed well in advance						
	The venue for short-listing is demarcated throughout: “Shortlisting in process, please do not disturb”						
Administration of the screening process	The screening process is recorded						
	The screening process entails scoring or weighing information on the curriculum vitae and application form in terms of numerical values						
	Screening process considers the job description and job specification						
	Screening process considers the job advertisement						
	Pre-determined criteria are developed in screening process for short-listing						
Conducting background and reference checking for short-listed candidates	Background and reference check include: credentials, qualifications behaviour, attitude, team work, behavioural patterns, employment history, previous criminal record, experience and performance with the previous employer						
	Background and reference checking considers information submitted in the curriculum vitae and application form						
Conducting qualification	Qualification verification is conducted well in advance/qualification						

verification for shortlisted candidates	verifications are conducted throughout with the Department of Education and require a proof thereof						
Recommendations are made to the executing authority of the short-listed applicants	The advertisement is included in the memorandum for approval						
	The job description and outcome of the job evaluation are attached to the memorandum						
	List containing names of panel members for short-listing is included to the memorandum before approval						
	Proof and results of the background and reference check is attached to the memorandum for approval						
	Proof and result of the qualification verification are attached to the memorandum before approval						
	The pre-determined criteria for short-listing are attached to the memorandum for approval						
	List containing short-listed and unsuccessful candidates is attached, and reasons given for unsuccessful candidates before approval of successful ones						
	Employment Equity Plan is attached to the memorandum for approval						
	Copy of delegation of authority is attached to the memo for approval throughout						
	Confidentiality forms are attached to the memorandum for approval throughout						

	Declaration of relationship with the candidate/s is attached to the memorandum for approval						
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Table 7(b): Micro-model (checklist and operational procedural guidelines): Selection

Scale ratings score for implementation of the operational steps: 0 = Not at all 1= Poor, 2 = Satisfactory, 3= Moderate, 4 =Outstanding and 5 = Excellent.

Selection steps	Operational steps	0	1	2	3	4	5
Logistical arrangement for the selection process	The selected venue is free from noise and disruptions						
	The lighting of the room is adequate						
	The room temperature is comfortable						
	The interviewing room is kept clean and tidy throughout						
	The venue for the interviews is always demarcated: “Please do not disturb, interviews are in process”						
	Security is informed about the venue						
	The venue is well air-conditioned and/or well ventilated						
	The venue is arranged well in advance						
	The panel members are informed well in advance						
Screening grid (interviewing schedule)	Interviewing questionnaire is derived from job advertisements						
	Interviewing questionnaire is derived from the job description						
	Scoring of candidates is done on a scale understandable by panel members using the interview schedule or selection grid						

	Interview questions are prepared well in advance (at least an hour) of the interview					
	All panel members record the observations and their recommendations in the selection schedule or grid					
	Personal characteristics and attributes of the candidates are included in the questionnaire					
	The remarks/comments/questions made by the candidate/s are recorded in the question grid/schedule					
	General impression and recommendations about the candidate/s are recorded by each panel member, and are also discussed.					
	Declaration of relationship with the candidate/s is made and recorded and attached to the memorandum for approval					
Informing and inviting candidates for interviews	Candidates are informed in writing about the venue well in advance (two weeks before the interview)					
	Candidate/s who could not make it to the interviews are requested to apply in writing					
	Security is informed about the date, time and provided the names of candidates a day before the interviews					
	Candidates are allocated a waiting room with refreshments and reading material					

	Candidates who did not meet the short-listing criteria are informed						
Providing realistic job preview	Panel members explain to the candidates the working environment and the DOJCD's expectations of the job						
Assessment centres and work samples	Successful candidates are subjected to assessment centres						
	Work samples are provided by panel members as part of the selection process						
Conducting the selection/interview proceedings	The interview proceedings are recorded electronically						
	In case the electronic recordings are not functioning properly a back-up system is on standby						
	Recorded interview proceedings are audible						
	The interview proceedings are recorded manually						
	The questions asked by the candidates are recorded in the interview schedule or grid						
	Questions asked are structured, pre-determined and informed by the job description and job advertisement						
	The selection interview verifies the information submitted in the curriculum vitae and application form						
Recommendations to the approving authority	Recommendations are made by the panel members within 24 hours for approval						
	Recommendations are made in line						

	with the requirements for the job description					
	Recommendations are not questioned by the approving authority					
	Recommendations consider the requirements and targets for employment equity					
	Recommendations for re-advertisement for the post are reasonable					
	The advertisement is attached to the memorandum for approval					
	The Employment Equity Plan is attached to the memorandum for approval					
	The list of successful and unsuccessful candidates is attached to the memorandum for approval, and reasons given for candidates being unsuccessful					
	The list containing names of panel members for the interviews is included throughout in the memorandum for approval					
	The interviewing schedule or grid is attached to the memorandum for approval					
	Approved short-listing memorandum is attached to the memorandum before approval is granted					
	Results of the assessment centres and work samples are attached to the memorandum for approval					

Offering employment and informing unsuccessful candidate/s	Successful candidate is informed in writing about his/her appointment						
	A provision is made that the successful candidate may either accept or decline the employment offer						
	The successful candidate is given a set period in which to accept or decline the employment offer						
	All unsuccessful candidates are informed in writing about the outcome of the selection interview						
Induction and orientation	All successful candidates are subjected to induction and orientation immediately after appointment and placement						
	Induction and orientation is conducted for a reasonable period of time (two weeks)						
	Standard and uniform induction and orientation programmes are used						
	All policies, regulations, procedures and processes are made available to the new employee immediately after induction and orientation						
Placement	The candidate is familiarised with the office building and is introduced to colleagues						
	A performance agreement, together with a job description and job profile are signed with the supervisor immediately after assumption of duty						
	A conducive (e.g. well-ventilated, well-furnished and equipped)						

	office/space is allocated to the new employee						
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OPERATIONALISING THE PROCESS MODEL FOR RECRUITMENT AND SELECTION

The model designed in this study provides a process-map that outlines the recruitment and selection phases and steps. The model also contains checklists and guidelines with which to operationalise such a model within DOJCD. The process model provides an opportunity for management to evaluate and monitor the recruitment and selection processes and procedures. The model furthermore provides a manageable breakdown of recruitment and selection processes and procedures in terms of the successive phases. The scoring system as part of the checklist (tables 7(a) and 7(b)), further facilitates management interventions to monitor and evaluate the application of the processes continuously.

Feedback on the effectiveness and usefulness of the steps and guidelines will provide relatively hard evidence for corrective actions and for intervention measures to refine and improve the process. It is recommended that the model becomes the foundation for the development of policy, strategy, equity programmes and procedural manuals for the Department to standardise its recruitment and selection practices and procedures.

CONCLUSION

The purpose of this article was to report on findings obtained through a literature survey and an empirical investigation conducted among respondents within the DOJCD. The focus was on developing an appropriate intervention mechanism to address the recruitment and selection challenges identified in this study. A comprehensive recruitment and selection process model was designed and proposed as such a mechanism of intervention. The model provides for macro- (strategic), meso- (tactical), and micro- (operational) dimensions. The model could also be utilised as a measuring and monitoring tool to evaluate the effectiveness of recruitment and selection processes in other governmental departments.

The application of the comprehensive model can help build an organisation that displays adequate values, competencies, capabilities and human resource strengths. These gains could

aid the different government departments in South Africa to operationalise its constitutional mandate and strategic objectives successfully.

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