

A comprehensive human resource recruitment and selection model: the case of the Department of Justice and Constitutional Development

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DEDICATION

This thesis is dedicated to my parents, Mr. Wilson Toto Thebe and Mrs. Gloria Sefela Thebe, for my upbringing and the warm love and care they have given to me through my early life-years. I wish that my “mother”, Itsoseng Daphney Rebaone Nkuna, née Mokobata, could have lived longer to view the fruit of her efforts, for contributing in my upbringing, by shaping me and caring for me from when I was a little boy. May her soul rest in peace.

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God is great and Almighty. God conquers ALL, and thus I give all thanks to God.

DECLARATION BY STUDENT: THAPELO PHILLIP THEBE

I, Thapelo Phillip Thebe hereby declare that:

**A comprehensive Human Resource Recruitment and Selection Model:
The case of the Department of
Justice and Constitutional Development**

is my own work in design and execution and that this thesis submitted for the degree of Doctor in Philosophy at North-West University, Potchefstroom Campus, has not been submitted previously for degree purposes to any other Higher Education Institution. Also, except for the sources and all the material contained herein, which has been acknowledged, this work is entirely that of the researcher.

SIGNATURE: _____ DATE _____ :

KEY WORDS

Department of Justice and Constitutional Development, human resource planning, job analysis, job description, job specification, advertising, screening, selection, interviews, aptitude, competency, placement, training, development, performance, appraisal, human resource recruitment and selection model

ABSTRACT

The present research investigated the challenges and problems facing the public sector institutions regarding the processes, procedures, practices, steps and methods used for human resource recruitment and selection. The South African government outlawed unfair discrimination to promote equality and equity in the labour force. This state of affairs has direct implications for employment practices such as recruitment and selection in the public service. Without a comprehensive recruitment and selection model, public service departments could contravene legislative requirements. As a result, these public service departments then may not succeed in attracting and appointing the best candidates for vacant positions. The intension of this study was to determine the extent to which functions of human resource management (HRM) reflect the spirit and stipulations of the statutory and regulatory framework. These functions include job analysis, job evaluation, job design, job profiles, and human resource planning, as well as induction and orientation. The aim is further to verify to what extent these functions influence recruitment and selection practices.

A qualitative research design was used to construct a comprehensive human resource recruitment and selection model. This model is the result of a thorough analysis of comparative recruitment and selection theories, approaches, international best practice, and of existing models. A case study was undertaken within the Department of Justice and Constitutional Development (DOJ&CD). Data was collected by using a questionnaire from a representative sample. The target population comprised senior and middle managers from the National Office in Pretoria and North West Province responsible for human resource functions. They are divided into five sub-clusters.

Based on the core findings of this research it was established that the DOJ&CD experiences inefficiencies as far as the following aspects of human resource management are concerned: alignment, development and implementation of appropriate human resource strategies, systems, processes, procedures and methods. This also includes the approaches for recruitment and selection. The DOJ&CD mainly utilises traditional processes of recruitment and selection that do not adequately reflect international best practice and, furthermore, do not adhere to all the stipulations of the myriad forms of legislation that are governing human resources in the public service. A comprehensive model for recruitment and selection was thus of the utmost importance to guide the Department in its recruitment and selection endeavours. The model that is designed as the main contribution of this research is aimed at addressing these challenges.

The comprehensive model is intended to guide the DOJ&CD's human resource practitioners on recruitment and selection. This is done by means of a process-map and a flow-chart approach. Based on the literature review and empirical study, best practice is proposed that can be associated with each phase or step in the recruitment and selection process. The criteria for the development of the model was based on the theoretical relationship among elements and variables such as strategy, structure, job analysis, job description, job specification and job evaluations, and how these elements are linked to recruitment and selection processes.

Such a comprehensive human resource recruitment and selection model can assist practitioners to align all human resource activities and functions within public service departments. This will help to realise their organisational objectives and to operationalise their strategic imperatives successfully.

OPSOMMING

Hierdie studie het die vraagstukke en probleme ondersoek wat instellings van die openbare sektor in die gesig staar rakende die prosesse, prosedures, praktyke, stappe en metodes van die werwing en keuring van menslike hulpbronne . Die Suid-Afrikaanse Regering het onregverdig diskriminasie onwettig verklaar om sodoende gelykheid en billikheid binne die arbeidsmag te bevorder. Hierdie stand van sake hou direkte gevolge in vir werkverwante praktyke, soos werwing en keuring van aansoekers binne die openbare diens. Sonder 'n omvattende werwing- en keuringsmodel kan openbare diensdepartemente gevaar loop om wetlike vereistes te oortree. Die gevolg is dat sodanige instellings nie daarin slaag om die beste kandidate vir beskikbare poste te lok nie.

Hierdie studie se doel was om vas te stel in watter mate die funksies van menslike hulpbronbestuur (MHB) die gees en bepalinge van die wetlike en regulerende raamwerk weerspieël. Hierdie funksies sluit in: die ontleding, beoordeling, ontwerp, en profilering van poste, menslike hulpbronbeplanning asook die proses van induksie en oriëntering. Die studie beoog verder om te verifieer in watter mate hierdie funksies werwing en keuringspraktyke beïnvloed. In die studie is 'n kwalitatiewe navorsingsontwerp gevolg om 'n omvattende model daar te stel vir die werwing en keuring van menslike hulpbronne. Die model is die uiteinde van 'n deeglike ontleding van ooreenstemmende teorieë, benaderings, internasionale beste praktyk en bestaande modelle oor werwing en keuring. 'n Gevallestudie is gedoen binne die Departement van Justisie en Grondwetlike Ontwikkeling (DOJ&GO). Inligting is ingesamel deur 'n vraelys vir 'n verteenwoordigende steekproef in te span. Die teikenpopulasie het bestaan uit senior- en middelvlakbestuurders van die Nasionale Kantoor in Pretoria en Noordwesprovinsie wat vir menslike hulpbronfunksies verantwoordelik is. Die respondente is in vyf subgroepe of streke ingedeel.

Uit die kernbevindings van die navorsing is vasgestel dat die DOJ&GO onbekwaamheid beleef in die uitvoer van menslike hulpbronbestuur betreffende: die belyning, ontwikkeling en implementering van die toepaslike strategieë, stelsels, prosesse, prosedures en metodes. Dit sluit benaderings vir werwing en keuring in. Die DOJ&GO benut grootliks tradisionele werwing- en keuringsproesse wat nie internasionale beste praktyk genoegsaam weerspieël nie. Daarby volg die prosesse nie die bepalinge van die tallose vorme van wetgewings wat menslike hulpbronne in die openbare diens reel nie. Daarom het die ontwerp van 'n omvattende model vir werwing en keuring uiters belangrik geraak, om die Departement in hulle werwing en keuringspoging te begelei. Die hoofbydrae van hierdie studie was om so 'n model te ontwerp en sodoende hierdie vraagstukke te help aanspreek.

Die doel van hierdie omvattende model is om die DOJ&GO se menslike hulpbronpraktisyns te begelei in hulle hantering van werwing en keuring. Daarvoor word die benadering van 'n proseskaart of vloiediagram ingespan.

Gebaseer op die literatuurondersoek en die empiriese studie word beste praktyk voorgestel wat met elke stap van die werwing en keuringsproses verband hou. Die maatstawwe vir die ontwikkeling van die model is gebaseer op die teoretiese verwantskap tussen elemente en veranderlikes soos: strategie, struktuur asook die ontleding, beskrywing, omskrywing en beoordeling van die pos, en hoe hierdie elemente aan die werwing en keuringsprosesse gekoppel is.

So 'n omvattende model vir menslike hulpbronne se werwing en keuring kan praktisyns help om die menslike hulpbronaktiwiteite en -funksies binne die openbare diens te bely. Dit sal hierdie praktisyns help om die doelwitte vir hulle onderneming te verwerklik en om hulle strategiese verpligtinge suksesvol te operasionaliseer.

LIST OF ABBREVIATIONS

APP	Annual Performance Plan
BCEA	Basic Conditions of Employment Act
BLRA	Black Labour Relations Act
CHRA	Canadian Human Rights Act
CD	Chief Director
COO	Chief Operating Officer
CORE	Code of Remuneration
DDA	Disability Discrimination Act
DDG	Deputy Director General
DOJ&CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
EOC	Equal Opportunities Commission
EEA	Employment Equity Act
HRA	Human Rights Act
HRAA	Human Rights Amendment Act
HRC	Human Rights Commission
HRCA	Human Rights Commission Act
HRM	Human Resource Management
HRP	Human Resource Planning
ICA	Industrial Conciliation Act
LRA	Labour Relations Act
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NEDLAC	National Economic Development and Labour Council
NEHAWU	National Education Health and Allied Workers Union
PAJA	Promotion of Administrative Justice Act
PEPDUDA	Promotion of Equality and Promotion of Unfair Discrimination Act
PM	Personnel Management
PSA	Public Service Act
PSC	Public Service Commission
PSCBC	Public Service Coordinating Bargaining Council
PSR	Public Service Regulations
RRA	Race Relations Act
RDOD	Reader's Digest Oxford Dictionary
SAPS	South African Public Service
SDA	Sex Discrimination Act
SHRM	Strategic Human Resource Management
SMS	Senior Management Service
UK	United Kingdom

USA United States of America
WPHRMPS White Paper on Human Resource Management in the Public
Service
WTPSD White Paper on the Transformation of Public Service Delivery

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CHAPTER 1

INTRODUCTION

1.1 ORIENTATION

The Department of Justice and Constitutional Development (henceforth referred to as DOJ&CD) is a governmental department mandated by the Constitution of the Republic of South Africa, 1996 (sections 165-180) to establish judiciary, prosecution and administration of justice in the South African Public Service (henceforth referred to as SAPS). In order for the DOJ&CD to achieve its constitutional mandate, the Medium - Term Strategic Framework (MTSF), as a strategic tool is used to achieve the intended strategic objectives and goals. The three strategic goals of the DOJ&CD are: access to justice, enhancing organisational efficiency, and transforming justice, state and society (Department of Justice and Constitutional Development, 2005: 17). It may be argued that the strategic goals of the DOJ&CD will be realised only if the right employees with the right, relevant and appropriate skills, knowledge, and abilities are discovered and placed in the organisation (DOJ&CD). This can be achieved by using the correct recruitment, selection and placement process and procedure.

The present study will focus on the development of a comprehensive human resource recruitment and selection model based on the theoretical relationship between different elements and variables. These consist of the following: organisational strategy, human resource planning, job analysis (job descriptions, job specifications), job evaluation, job design, advertising, screening, selection, diagnostic interviews, realistic job preview, reference and background checks, security clearance, vetting, approval of the selection committee, aptitude and competency tests, pre-employment tests, placement, induction and orientation, training and development, and performance appraisal. The recruitment and selection of employees should be guided by the theoretical causal relationship factors referred to above, as well as by the context of the internal and external environment in which these processes occur (Leopold, 2002:31).

Swanepoel, Erasmus and Schenk (2000:299-330) indicates that there are various recruitment and selection methods and steps that can be used to attract and select candidates. A comprehensive analysis of these methods and steps will be conducted in chapters 2 and 3 of the study. The intention will be to give a detailed theoretical exposition on various recruitment and selection processes, procedures, steps and methods, as well as human resource management

(henceforth referred to as HRM) models. Furthermore, the study will scrutinise international best practice and illustrate how and why various organisations and countries use different recruitment and selection processes, procedures, steps, methods and HRM models. Gatewood and Feild (2001:426-448) and Dale (2006: 60-75) propose that the recruitment and selection process should be regarded as a process map. These authors agree, however, that although the recruitment and selection process may be regarded as a generic process map, organisations will usually differ on the particular sequencing of the respective steps (“mapping”) used in the process. In line with the proposed idea of a “process map”, this study will “map” the respective phases and steps that should be followed to facilitate sound recruitment and selection practices in order to construct a comprehensive recruitment and selection model. The use of recruitment and selection processes, procedures, steps and methods should not screen out certain variables disproportionately or be used to select certain categories of people or to disadvantage certain applicants.

An employer has the right to establish and use work-related information in the recruitment and selection processes and methods to identify the best qualified job applicant. According to Gatewood, Feild and Barrick (2008:364) the burden of proof is on the employer to demonstrate that the information obtained during the selection process was in accordance with prescribed norms and ethical practices and that such information is not prohibited by law. The use and application of a recruitment and selection statutory and regulatory framework will receive attention in chapter 4. The aim will be to ascertain the extent to which public service departments should comply with the prohibition of unfair labour practices and unfair discrimination, as well as promote equality and equity in the workplace.

The study will furthermore explore existing policies, prescripts and procedure manuals on recruitment and selection. This perspective is necessary to determine the extent to which the DOJ&CD, as case study, employs such policies and procedural manuals in accordance with the statutory and regulatory prescripts. With the help of such an in-depth literature review and thorough document analysis on recruitment and selection processes, a comprehensive human resource model for recruitment and selection will be developed.

1.2 PROBLEM STATEMENT

The former Minister in the Department of Public Service and Administration (DPSA), Dr Zola Skweyiya, said in 1997 that government departments need to speed up the design and implementation of effective systems and procedures.

Among these procedures he included human resource recruitment and selection within Human Resource Management (HRM) as stipulated in the White Paper for Transforming Public Service Delivery (henceforth: WPTDPSD) (SA,1997:5). The problem to be addressed in this study is that the recruitment and selection processes within the public service in general, and more specifically in the DOJ&CD, do not adhere fully to international best practices, nor to statutory and regulatory stipulations and guidelines. This problem could lead to a situation where the most suitable candidates are not selected and appointed, which in turn could impact negatively on the DOJ&CD's ability to operationalise its constitutional mandate and strategic imperatives. Currently, various operational and strategic plans are used within the DOJ&CD without necessarily being integrated with Strategic Human Resource Management (SHRM).

The processes make up a wide range, for example recruitment and selection, advertising, screening, job analysis (job description and job specification), job evaluation, job design, diagnostic interview, realistic job preview, placement, orientation and induction, as well as training and development. Although a Human Resource Plan (henceforth: HRP) of the DOJ&CD has been developed as a tool to address the human resource needs that were identified (DOJ&CD, 2008 (a):8) and this plan does not provide adequately for a comprehensive recruitment and selection model to use in the Department. During a workshop held on 30 May 2002, with the theme, "Interviewing Strategy", senior managers indicated that the Department (DOJ&CD) has to improve its recruitment and selection processes and practices. Also highlighted at this workshop was the need for job profiling within the DOJ&CD.

Job profiling is essential in linking the performance of employees to the performance of the organisation as a whole. Job profiling is also a tool used in the process to measure, manage and improve employee's performance and to ensure that the job analysis (job descriptions and job specifications) is well detailed. A lack of job profiling, job analysis and job evaluation pose challenges and create problems in the recruitment and selection process and procedures within the DOJ&CD. This tendency was explained in the HRP workshops in 2002/03, and 2008/09 throughout the country, which included nine provinces and the national office in Pretoria. What emanated from these 'road shows' and workshops were the need for environmental scanning focusing on the labour market, as well as the recruitment and selection practices within the Department (DOJ&CD). It was further evident that the areas of priority included workforce analysis (i.e. organisational structure, availability of competencies, training and development, and budgeting). The focus also fell on the analysis of human

resource gaps (i.e. vacancies, alignment of competencies to strategic objectives and socio-economic conditions) (DOJ&CD, 2008 (a):20-43). The resulting environmental scanning exercise conducted by the DOJ&CD produced a summary of the human resource needs that were identified as problems and therefore are relevant for purposes of this study. These needs include:

- post specifications do not match incumbents' competencies;
- the need to develop a short listing criteria;
- the need to develop job profiles;
- the advertisement that must be developed by the responsible manager in the unit where the vacancy exists;
- developing a job description;
- the change of job descriptions as the responsibility of the manager within the unit;
- placement of employees in new posts without induction and orientation; and
- lack of job evaluation and job design prior to job advertisement.

This study was guided and informed by the problems, experiences and challenges, which were encountered by HRM practitioners, line managers and senior managers in the processes and practices of recruitment and selection. Preliminary interviews established the nature of challenges and problems that were experienced. Information obtained through interviews was supplemented with further interviews to verify the potential lack of a strategic orientation towards recruitment and selection. Managers involved in the recruitment and selection process were interviewed to verify how appropriate and reliable the recruitment and selection processes and practices are that are currently utilised within DOJ&CD.

The preliminary interviews with managers within the DOJ&CD revealed details such as the current availability of screening tools or techniques that selection panels can employ. The Director of Human Resources, Mr. EP Hoffman, confirmed during a preliminary interview that the research will help ascertain whether candidates are offended when confronted with discriminatory or irrelevant questions during the interview process. According to Mr. Hoffman, typical problems experienced with panel members are that they could intimidate candidates by acting harsh, interrupting the candidate during the response, while some kept posing unnecessary, inappropriate and inconsistent questions. He indicated that the research will help verify the impact and value added by the training on the recruitment and selection process, which twenty managers and supervisors underwent during 2008.

Currently, various processes and steps for recruitment and selection exist within the DOJ&CD. However, there is not necessarily a process map to conceptualise a model that functions on the basis of a checklist. Literature has given an indication of various HRM models, though not a single HRM model presented the human resource recruitment and selection model that makes use of a checklist. It was evident from the literature review that HRM models do not differ in their respective practices. However, the literature did not contain information on how a HRM model with a recruitment and selection checklist should appear to be. Therefore the examination of HRM models is subject to the conceptual analyses that can be gathered from literature. These analyses help identify similarities and differences in the current practices of human resource recruitment, as well as in the processes and steps used for selection.

The problem that was researched in this study was thus a perceived absence of a comprehensive and integrated human resource recruitment and selection model for the DOJ&CD. The absence of such a model could lead to a situation where the DOJ&CD cannot adequately achieve its intended strategic objectives and thus do not adhere to statutory prescripts.

1.3 RESEARCH QUESTIONS

The following key questions were answered through this research:

- (a) What are the paradigmatic developments, similarities and differences in personnel management and Human Resource Management (HRM); and to what extent is human resource recruitment and selection influenced by these variables?
- (b) What are the theoretical perspectives on recruitment and selection processes, practices and steps, and how can these be utilised to develop an applicable recruitment and selection model?
- (c) What are the statutory and regulatory requirements as far as human resource recruitment and selection are concerned, and to what extent does the Department comply with these requirements?
- (d) Does the DOJ&CD have and utilise a recruitment and selection model, and to what extent?
- (e) What are the key issues and variables that should be included in a

comprehensive model on human resource recruitment and selection to be utilised by the DOJ&CD?

1.4 RESEARCH OBJECTIVES

The operationalisation of the above-mentioned questions was guided by the following primary and secondary research objectives.

1.4.1 Primary objective

The primary objective of this study was to develop a comprehensive model for human resource recruitment and selection. The aim of such a model will be to incorporate the various methods, processes, practices, steps, process map and checklists needed for HRM recruitment and selection. Such a comprehensive model will be the abstract representation of the real-life situation and problems the DOJ&CD faces in its human resource recruitment and selection processes, practices, methods and steps.

1.4.2 Secondary objectives

The following secondary objectives were pursued:

- a) Ascertain the paradigmatic and evolutionary development of HRM, exploring differences and similarities between personnel management and HRM, highlighting the differences and similarities among HRM models, and determining the extent to which human resource recruitment and selection practices are influenced by such models.
- b) Analyse the theoretical perspectives on the recruitment and selection process, practices, methods and steps, which also include the international experience.
- c) Probe South African statutory and regulatory frameworks that outline the perspectives on human resource recruitment and selection processes, practices, methods and steps, and to determine to what extent the DOJ&CD complies with these frameworks.
- d) Ascertain whether DOJ&CD has and utilises a recruitment and selection model ; and based on empirical findings and analysing the present practices, processes, procedures that are used within DOJ&CD as a case, to determine the extent to which these were used within DOJ&CD.

- e) Identify and scrutinise key variables and issues that should be included in the design of a model for human resource recruitment and selection, based on a literature review and empirical findings. These identified variables and issues were used to develop a comprehensive model for human resource recruitment and selection.

1.5 CENTRAL THEORETICAL STATEMENTS

The following central theoretical statements can be made about the comprehensive model for recruitment and selection:

- a) Human Resource Management (HRM) is a discipline containing various functionaries, which include the following: performance management, labour relations, training and development, workmen's compensation, health and safety, and recruitment and selection. This discipline is regulated by certain prescripts and policies that provide a statutory and regulatory framework (McCourt & Eldridge, 2003:92,171-186).
- b) Recruitment and selection processes include the following aspects: human resource planning, job analysis, advertising, screening, shortlisting, selection interview, recruitment and selection policies, reference checks, aptitude and competency tests, placement, a probationary period, induction and orientation, training and development, job evaluation, performance appraisal, and remuneration (Hodgetts & Kroeck, 1992:135-160, 221-276; Gatewood *et al.* 2008:3-25).
- c) "No organisation can hope to perform the activities required for successful strategy execution without attracting and retaining talented managers and employees with suitable skills and intellectual capital" (Hough *et al.* 2007:262) Recruitment planning should flow directly from the strategic business plan and HR planning (Bernardin & Russell, 1998:105; Cascio, 1998 (b):204).
- d) Staffing the organisation with the right people will add to the value-chain activities and is an essential ingredient of execution of a successful strategy (Hough *et al.* 2007:265).

1.6 RESEARCH METHODOLOGY

The research followed the approach of a qualitative research design. Such a design was used to reveal the nature of certain situations, settings, processes,

relationships, systems or people (Leedy & Ormrod, 2005:134). According to Leedy and Ormrod (2005:134), the qualitative research method enables the researcher to gain more insight into a particular phenomenon, to develop new concepts or theoretical perspectives about a phenomenon and/or to discover the problems that exist within that phenomenon (Fraenkel, Wallen & Hyun, 1993:384).

In operationalising the research design, the study followed an approach that consisted of the following successive phases.

1. The first phase was to determine how the HRM developed historically and evolutionary.
2. The second phase aimed to conduct a comparative analysis between various “traditional” processes, procedures, steps and methods of recruitment and selection used in different organisational settings, as well as to ascertain the best practice from the international experience. This was done through a comprehensive literature review, document analyses and an analysis of the statutory and regulatory frameworks.
3. The third and last phase had as purpose to obtain data from the respondents in the selected case (DOJ&CD). This data was necessary to establish potential discrepancies between theory and practice. Deductive logic was used to determine potential reasons for these discrepancies and to identify variables that can be included in a recruitment and selection model. Deductive logic or reasoning derives logical truth from existing facts (Goddard & Melville, 2001:32). The concepts and variables were operationalised, the data collected, verified and analysed. The instrument for data collection was an interview that was facilitated by an interview schedule (questionnaire). This interview schedule was first piloted (pre-tested) in the DOJ&CD (a specific case) before being operationalised.

1.6.1 Literature review

A literature review can be defined as “the published literature of an area (of enquiry) [that] constitutes the archival record of those conversations: research reports, research reviews, theoretical speculations, and scholarly discourse of all kinds” (Zaaiman, 2009:23). The advantage of a literature review is that it is a process of finding out about previous research and helps to expand the understanding of an area. This understanding is not only about the subject matter but also of the types of methods and designs that have been completed, as Clark-Carter (1997:25) observed. In this case, a literature review will help to analyse existing processes, steps, methods and procedures of recruitment and

selection and to determine to what extent HRM practitioners do use such practices. The literature provides information on how personnel administration developed and evolved into HRM over time and how the functions of recruitment and selection became part of HRM.

A literature review was conducted in which both primary and secondary literature was consulted. This was done to determine which recruitment and selection models, tools, techniques and best practices are currently employed by public sector institutions. The literature review provided insight into the applicable legislation, policies and regulations that govern the recruitment and selection processes. The literature review further focused on industrial psychology, HRM, SHRM, strategic management, and public management literature. The literature helped to point out the relevant mechanisms from which a comprehensive model can be constructed for human resource recruitment and selection. These mechanisms include appropriate theories, principles, approaches, tests, procedures, techniques, tools and designs.

The following databases were consulted to establish which material is available for this research. A preliminary assessment showed that sufficient material and literature is indeed available:

- Catalogue of theses and dissertations of South African Universities (NEXUS)
- Catalogue of books: Ferdinand Postma Library (Potchefstroom Campus)
- Catalogue of books: North West University Library (Mafikeng Campus)
- Catalogue of books : University of Pretoria Library (Pretoria Campus)
- Catalogue of books: University of Free State Library (Bloemfontein Campus)
- Material of conferences, courses and workshops that the researcher attended
- Government publications, Acts, Regulations and Resolutions
- Internet searches
- PsycINFO Social Science Citation Index.

1.6.2 Empirical study

The purpose of this study was to gather information and data to develop a comprehensive model for human resource recruitment and selection. An empirical study was undertaken to gather and obtain information from participants targeted through purposive sampling. These sampled participants

were respondents drawn from HRM practitioners, which include middle and senior managers who are responsible for the recruitment and selection of human resources. Baker (1988:144) in Beukman (2005: 228) defines a sample as a selected set of elements or units drawn from a totality of elements, which is the population. Great care was taken to ensure that the sample is representative of the wider population by applying the various appropriate sampling methods. A representative sample can only be guaranteed by drawing a sample structurally and methodically, thus enabling a collection of reliable results (De la Rey, 1978:16 in Beukman, 2005:228). Babbie (1989:169 in Beukman, 2005:277) defines a population as the theoretically specified aggregation of study elements, whilst Huysamen (1996:3) in Thebe (2003:72) defines population as “the collection of individuals about whom a researcher wishes to make some conclusions”. However, it is not possible to guarantee that every element meeting the theoretical definition of population actually has a chance of being selected in the sample.

De Vos, Strydom, Fouchie and Delport (2002:201) provide guidelines for sampling according to which the total population of 30, the selected sample, shall make up 80% of the population, and 24 shall be the number of respondents. The aim and purpose of sampling in social research is to produce representative selections of population elements (Zaaiman, 2009:26). Another aim provided by Maleske (1995) in Thebe (2003:72) is to use data from a sub-set (sample), to make inferences or surmises about the entire group (target population). The sample for the present study was selected based on the involvement of the relevant officials in the decision-making, and implementation of the recruitment and selection processes and procedures in the current Department (DOJ&CD).

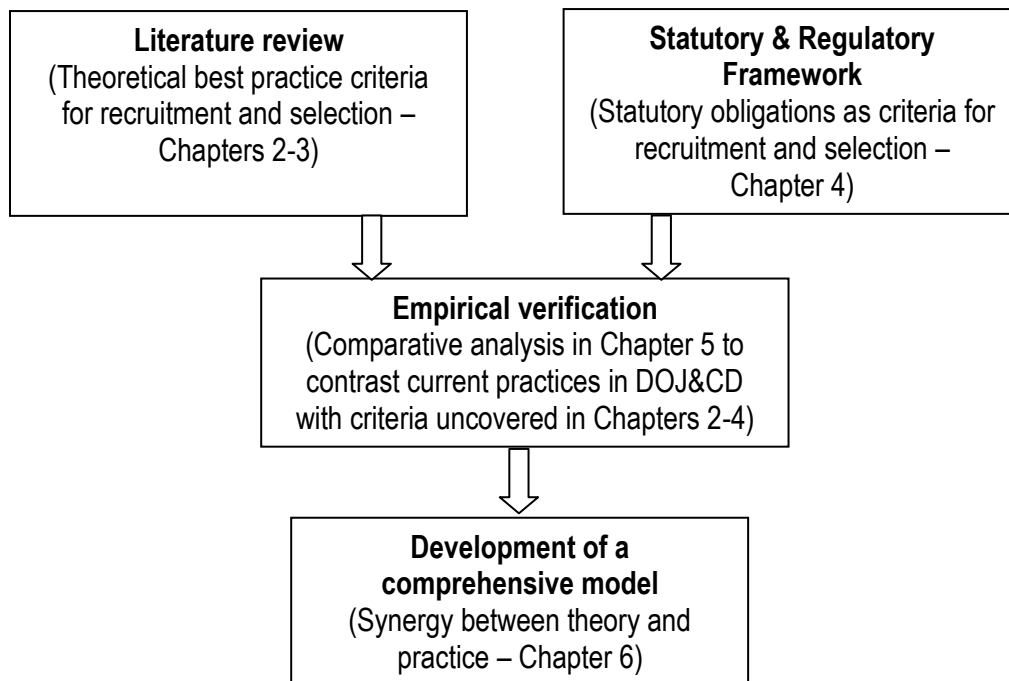
An interview schedule (questionnaire) was designed that contains structured and semi-structured questions to conduct interviews on the existing recruitment and selection procedures and practices applied by the DOJ&CD. Interviews were utilised to probe respondents, and the data obtained from them helped to make a comparative analysis between the status quo practices in the DOJ&CD and the theoretical and international best practice.

The interview questions were formulated according to the theoretical information gathered during Phase 1, the literature study. Cooper and Schindler (2001:330), point out some important issues to consider when selecting appropriate content with which to formulate a question. Among other things this include the need for the question to obtain certain information, the scope of the question, the respondent’s ability to comprehend and answer the question, and whether the

respondent indeed will be willing to answer the question. These issues were taken into consideration when designing the interview schedule. Multiple-choice questions, 5-point Likert-scale type of questions, and open-ended questions were formulated to gather information. According to Struwig and Steed (2001:92, 94), multiple-choice questions are used where the respondent needs to select specific alternatives. Five-point Likert-scale type questions are used to gather data on attitudes and perceptions, whereas open-ended questions probe the respondents' own ideas and recommendations. The design and usage of the research methods used to gather information and data should produce an ideal study. According to Cooper and Schindler (2001:209), "The ideal study should be designed and controlled for precise and unambiguous measurement of the variables."

The measuring instrument (interview schedule) should also be able to withstand the rigour that is associated with scientific research. Struwig and Steed (2001:133-134), Henning, Van Rensburg and Smith. (2004:148), and Cooper and Schindler (2004:210,218) cite the three major criteria for evaluating a measurement tool as: validity, reliability and practicality. They also emphasise that the tool should be an accurate "counter" or "indicator" of what is measured. Validity refers to the extent to which a tool measures what it actually should, whereas reliability has to do with the accuracy and precision of the measuring procedure. Validation means to check for bias, neglect, lack of precision and critically to question all procedures and decisions taken (Henning *et al.* 2004:148). Struwig and Steed (2001:133-134) view reliability as synonymous to consistency. Furthermore, observation, text analysis and interviews are considered as ways to help ensure reliability (Fraenkel, Wallen & Hyun, 1993:384-390). Practicality is concerned with a wide range of economic factors, convenience and interpretability. The number of questions on measurement and the method of data collection will have an influence on the time for the observation and therefore the costs will be dictated by economic factors (Cooper & Schindler, 2001:133-134).

The research design to develop a comprehensive recruitment and selection model can be illustrated as follows:



The qualitative research design, as applied in this study, provides adequate reliable inferences and assessment of validity through cross-checking of information sources on the basis of triangulation.

1.7 SCIENTIFIC CONTRIBUTION OF THE STUDY

The present study makes a significant contribution to the existing body of knowledge on human resource theory and praxis in general, and recruitment and selection theory and praxis in particular.

The study furthermore traces the paradigmatic and evolutionary development of HRM. This is done by exploring differences and similarities between personnel management and HRM, highlighting the differences and similarities among HRM models, and determining the extent to which practices of human resource recruitment and selection are influenced by these developments. The study also analyses the theoretical perspectives on recruitment and selection process, practices, methods and steps, which include the international experience. It also probes South African statutory and regulatory frameworks, which outline perspectives on the basic human resource recruitment and selection aspects,

and thereby determining to what extent the DOJ&CD complies with these aspects.

The main contribution of the study is that it identifies and scrutinises key variables and issues that should be included in the design of a comprehensive model for the human resource recruitment and selection. This model is made applicable not only for the DOJ&CD, but also for the wider public service.

1.8 CHAPTER LAYOUT

Chapter 1 provided a general orientation of the study which involved a scientific enquiry on recruitment and selection. The problem statement and central theoretical statement outlined the need for the research project, and how the research questions and research objectives will be addressed. Scientific research methods to be used included data collection from published literature, as well as questionnaires for interviewing subjects/respondents.

Chapter 2 provides a theoretical exposition of the paradigmatic perspective on the evolutionary development of HRM. This is done through an analysis of relevant literature which covers the scholarly discourse on the differences and similarities between HRM and personnel management, as well as the place that recruitment and selection occupies within each aspect.

In **chapter 3** a comparative analysis will be made of recruitment and selection steps and processes, including international best practice. The theoretical perspective provided insight on how HRM practices are applied within different organisational settings.

In **chapter 4** the statutory and regulatory framework for human resource recruitment and selection within the South African Public Service (SAPS) will be discussed. The main aim will be to analyse statutes and regulations for compliance to non-discrimination in all forms within the recruitment and selection processes.

Chapters 2, 3 and 4 provide the criteria to investigate the current HRM practices in the Department of Justice and Constitutional Development (DOJ&CD). These criteria will inform the design of a comprehensive human resource recruitment and selection model in **Chapter 5**. This chapter will deal with the empirical findings drawn from a qualitative research design. This design will entail the following: obtaining information through interviews, observation and the analysis of relevant documents. The analysis also addresses the difference between

theoretical knowledge gained in chapters 2, 3 and 4, and the practices currently executed within the DOJ&CD.

Chapter 6 brings the research findings to a close through the development of a comprehensive model for human resource recruitment and selection. This model consists of a process map as a macro-model and a check-list as a micro-, management model. The model encompasses the following aspects of the findings: the practices and processes of recruitment and selection (chapter 2), the various recruitment and selection steps and methods (chapter 3), as well as the different statutory and regulatory frameworks for recruitment and selection (chapter 4). The model also compares the frameworks with empirical findings which are clarified in chapter 5 (gap analysis).

1.9 CONCLUSION

This chapter has provided a general orientation to the study. This was done by establishing the locus as the Department of Justice and Constitutional Development (DOJ&CD), and the focus of the study as the development of a comprehensive model for recruitment and selection. This model is intended to help the DOJ&CD achieve its intended strategic objectives and goals.

The problem statement highlighted the basis, experiences and challenges encountered by HRM practitioners, line managers and senior managers in recruitment and selection procedures, processes and steps. This problem statement conceptualised the focus of this study. Based on the problem statement the research questions and objectives were outlined. The primary objective of this study is to determine and explore the key concerns and variables that should be included in a comprehensive model for human resource recruitment and selection.

In the next chapter the paradigmatic development of human resource management will be traced to operationalise the secondary research objectives of this study.

CHAPTER 2

PARADIGMATIC DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT

2.1 INTRODUCTION

The previous chapter explicated the research problem and established the orientation of the study. This was done to develop and explain the problem statement, research objectives, research questions, the central theoretical statements, the scientific contribution of the study, as well as the research methodology. The substantiation of the research study is explained with the view to develop a comprehensive human resource recruitment and selection model for the Department of Justice and Constitutional Development (DOJ&CD).

To operationalise the research objectives it is imperative to explore the prevailing paradigms, theories and models that were developed by social behaviourists and theorists. These designs focused on the evolutionary development of personnel administration, personnel management and Human Resource Management (HRM). There were, and still are, debates in countries such as United States of America (USA) and the United Kingdom (UK) on whether HRM should be considered to be “different” or “distinct” from personnel management. A literature review should reveal possible sharp distinctions and contrasts between HRM and personnel management.

To uncover existing schools of thought and the current status of HRM, the differences and similarities between HRM and personnel management are closely examined in terms of so-called “soft” and “hard” versions of HRM. These “soft” and “hard” versions of HRM are described as aspirations and descriptive practices based on the debates regarding rhetoric and reality. Such debates are concerned with contradictions and paradoxes in personnel management and HRM and hence are critical to reveal the status of recruitment and selection practices. Based on the research of Gratton, Hailey, Stile and Truss (1999), it was determined that there is a difference between rhetoric and reality in HRM. In other words, there exist a duality between what employees perceived HRM to be, and how senior management perceives the role of the HR function.

Firstly, the chapter will provide a conceptual clarification on key concepts related to personnel management and HRM. Secondly, an international perspective is provided on the development of HRM from countries such as UK, USA and

Japan. The paradigmatic development and evolutionary perspectives on HRM from the end of the 19th century to the 21st century will be explored and the role of personnel management in this evolving paradigm will be investigated. Fourthly, attention will be given to speculation and scholarly discourse on the evolutionary developments, concepts, models, theories, paradigms, movements and schools which influenced human resource recruitment and selection processes and practices. Lastly, normative or “ideal-type” models of HRM will be investigated to identify common perspectives or views about recruitment and selection.

2.2 DIFFERENCES AND SIMILARITIES BETWEEN PERSONNEL MANAGEMENT AND HUMAN RESOURCE MANAGEMENT

The following section explains the concepts “personnel management” and “HRM” and evaluates the differences and similarities associated with these two concepts. It should be noted that the transition from personnel administration to management, and eventually to human resource management (HRM), portrays the characteristics of a paradigm shift. According to Barker 1999 (in Brewster *et al.* 2008:2), the term “paradigm” is described as a set of rules and regulations that define boundaries and tell us what to do in order to be successful within those boundaries. The Reader’s Digest Oxford Dictionary (RDOD) (1998:592) defines a paradigm as “... an example or pattern, especially one underlying theory and methodology, or a fundamental change in approach or philosophy”. The fundamental change in approach or philosophy should be seen to happen from both practice and theory. Therefore such change should break through the four most common types of boundaries in a particular setting, environment or context (which will be discussed later).

Bowling (2002:119), in turn, defines a paradigm as a theoretical perspective or a set of assumptions on which a researcher’s questions are based, or a way of looking at the world. Theoretical perspectives or a set of assumptions are important because they direct attention and focus to provide a framework with which to interpret observations and phenomena, and also to reformulate theories, techniques or models. Thus, the term “paradigm” refers to a particular way of thinking, seeing and doing things within a particular environment. In this case the environment entails the organisational setting. Other authors have defined and described a paradigm differently. Dunn and Fozouni (1976:9-10) use the term “paradigm” to refer to a tradition, a school or a style of science that has historical significance and explicit assumptions, methods and research projects. From above explanations and views of other theorists, the definitions and interpretations of paradigms can be identified as follows (which also will be the focus of this research study):

- Paradigms are examples of actual scientific practice that include law, theory, application, and instrumentation which provide models to scientific research.
- Paradigms constitute research activity through the theories they embody.
- Paradigms provide scientists with a map and essential direction for making the map.
- Paradigms can serve as an accepted model or pattern.

A paradigm therefore refers to the change of new success factors through building a new order and replacing generation-old patterns of doing things. In light of this, an organisation's processes, procedures, techniques, approaches and methods should change or shift from rigid to more permeable, in order to create something new (Ashkenas, Ulrich, Jick & Kerr 2002:1). According to Ashkenas *et al.* (2002:2-12), for a paradigm shift to occur, the boundaries of regulations, rules, thinking, seeing and doing things, should be broken. The four most common boundaries, referred to earlier on, consist of the following: hierarchical (vertical), functional (horizontal), external (competitors, customers, suppliers) and geographic (markets and boundaries). These boundaries need to be altered in a particular setting, environment or context, in order to develop something new within the organisation.

For the purpose of this research and to operationalise the research objectives, a paradigm shift will refer to the fundamental change in approach and philosophy, scientific practice, research activity and direction. This change is in order to make a map with which to arrive at an acceptable model, or assumption about a phenomena, framework or pattern. This is done by interpreting, observing and analysing the data beforehand.

2.2.1 Personnel management

Practitioners and scholars often consider the personnel function to be an activity that is institutionalised in organisations. This implies that the personnel function has a permanent departmental presence within that organisation, and is therefore synonymous to the personnel department (Legge, 1978:18-19). But the activity (function) and the departmental presence (structure) are not synonymous. In essence, personnel management needs to move beyond the boundaries of the personnel department to involve all line managers within an organisation. This corresponds with the thinking of Pigors and Myers (1981), who regard personnel management as a basic management function or activity which

permeates all levels of management in any organisation. The question is: How does the personnel management function of the line managers differ from personnel administration? In order to operationalise this question it is necessary to conceptualise the concept “personnel management” briefly.

Glueck (1980) regards personnel management as the matching of people to the jobs that must be performed to achieve the goals of the organisation. Jucius (1975), in turn, adds a functional dimension to the concept. He explains it as the field of management concerned with the planning, organising, directing, and controlling of the functions, which are procuring, developing, maintaining and utilising employees to achieve the objectives of the organisation. The first evidence of a normative dimension added to the concept can be found by the former Institute of Personnel Management (IPM, 1963), which presently is called Institute of Personnel and Development (IPD). The IPM focused on the well-being of staff and hence regards personnel management as the responsibility of all those who manage people. The IPM also added a performance dimension to the concept by focusing on the efficient and effective way in which personnel should be utilised to achieve organisational objectives. Megginson (2000) builds on this performance dimension by adding that the personnel management function should consider the direction and control of people in an organisation to accomplish certain objectives successfully.

From the brief orientation above, it becomes clear that personnel management is a task for both managers and personnel specialists. The “management” of personnel is seen as the directing and controlling of staff, whereas the “administration” of staff includes the systems and structures that should be put in place to facilitate this process. The process includes functions performed by personnel specialists, such as remuneration, labour relations, transfers, training and development, and recruitment and selection. This view is supported by Torrington and Hall (2002) and Sisson (1989) who regards personnel administration as “a system of employment regulation involving selection, appraisal, training, pay, discipline, and so forth”.

According to Strauss (1992 (a):27) personnel administration had been treated as a stepchild in personnel management. Bower (1982:27) argued that personnel management can be traced back before 1990 and it grew in status largely because of the shortage of labour that was experienced during wartimes. Jacoby (1985) in Towers (1992:27) pointed out that during the war of the 1930s and 1940s, selection, recruitment, evaluation and promotional procedures were considered to be part of personnel management. It was only in the early 1970s

that the thinking and approaches to personnel procedures and practices mentioned above started to change and began achieving “specialist” status. Strauss (1992 (a):27-28) explains that human resource policies, processes, practices and procedures began to increase in coordination, and newly named “Human Resource Departments” emerged. Strauss (1992:28) further mentions that new job titles surfaced in HR departments. It includes titles such as “senior human resources officer”, “remuneration officer”, and “training and development officer”. It also became apparent that there was an intension to professionalise this function by appointing personnel who have appropriate qualifications in personnel management and administration.

More recently it seems that the clear distinction between personnel *management* and personnel *administration* has been reduced to a semantic debate. This is confirmed by a number of contemporary authors such as Mathis and Jackson (1976:14), Nigro and Nigro (1980:1), Robbins (1982:72), Goel (1984:4), Andrews (1988:10-12), Cloete (1991:151,202-203), Botes, Brynard, Fouries and Roux (1992:184-187), Huddleston, 1992:41), Klingner and Nalbandian (1993:2), Thornhill and Hanekom (1995:11-14), Mondy and Noe (1996:4), as well as Schwella, Burger, Fox, and Muller (1997:6). The topic of the debate was, and still is, that the staffing function or personnel function is an all-embracing term referring to generic enabling functional activities, analytical methods, principles, practices and techniques. These aspects are utilised for the purpose of recruiting, training, remuneration, and retaining personnel to fulfil organisational objectives (Goel, 1984:4; Huddleston, 1992:41; Gerber, Nel & Van Dyk, 1999:10-11; Price, 2008:51). Such objectives are linked to people-related activities, which are regarded as generic enabling activities of personnel management. Mathis and Jackson (1976:14) add that such activities include recruitment and selection of staff.

Especially during the 1990s the notion of personnel “management” emerged. However, as stated previously, little distinction appears to be made between “management” and “administration”. Graham and Bennett (1993:157); and Gerber, Nel, and Van Dyk (1999:28) define personnel management as that part of the management function that is concerned primarily with the human relationship within an organisation. In addition to this definition, Mathis and Jackson (1978:14) simply add that it refers to “all employee-related activities”. Klingner and Nalbandian (1993:2), in turn, hold the view that personnel management involves four primary generic functions, which are planning, acquisition, development, and sanction. Andrews (1988:10-12) did not include acquisition or staffing in her list of generic personnel management functions. In

contrast, Cloete (1985:25) was of the opinion that personnel provision or staffing is an intrinsic part of the generic enabling functions. This position is supported by Botes, Brynard, Fourie and Roux (1992:184), and Du Toit and Van der Waldt (1997:14-15).

The aim of the following discussion is to clarify the differences and similarities between personnel administration/management and human resource management as emerging paradigm. This is done in order to explore the place of recruitment and selection in the human resource function in organisations.

2.2.2 Human Resource Management

Cherrington (1991:4 & 1995:5) and Beaumont (1993:1) indicate that the gradual evolution of personnel administration to HRM was marked by the decision to change the American Society for Personnel Administration (ASPA) into the Society for Human Resource Management (SHMR). From the late 1970s, HRM was frequently used by practitioners and researchers and has largely replaced the term “personnel management” and/or “industrial relations”.

HRM themes and theories, including “human capital theory” and “human asset accounting”, can be found in literature dating as far back as the 1970s, but the more contemporary view first gained prominence during the 1980s. This occurred through the introduction of the prestigious Master’s in Business Administration (MBA) course at the Harvard Business School in the 19th century (Price, 2004:22). The Harvard MBA course provided a blueprint for many HRM courses throughout North America, New Zealand, Australia, Europe, the United Kingdom, Ireland, Scandinavia, South Asia and South-East Asia, and also South Africa. The blueprint of HRM, produced by Harvard University, assisted HRM in its development and interpretation, especially during the 1980s and 1990s (Beer, Spector, Lawrence, Mills & Walton 1984; Guest, 1987; Poole, 1990 in Price, 2004:22-23).

During the 1980s Human Resource Management (HRM) has assumed importance and recognition in both theory and practice, Nevertheless, there was no universal model of HRM (Schuler, 1984; Peters & Waterman, 1982; Tichy, Fobrum & Devanna, 1982; Singh, 1997:127; Towers, 1992:127). The absence of a comprehensive model is significant for the purpose of this study since the role and place of recruitment and selection in an incomplete model cannot be clarified. This study intends to develop a comprehensive model for recruitment and selection, and therefore clarity on the role of HRM is essential. Guest (1987, 1989, and 1997), Storey (1989), Sisson (1994), Legge (1995), and Fobrum,

Tichy & Devanna (1984), all attempted to develop a comprehensive HRM model, which will be discussed in detail later in the chapter. Singh (1992):127), further gave an explanation that approaches to and characteristics of HRM models showed some similarities, but are different and often contradictory in many aspects. The on-going discourse on the development of HRM models indicates that there was, and still is, no common or uniform recruitment and selection sub-models available (as elements within a comprehensive HRM model). Such a sub-model should make provision for common approaches, processes and practices.

There is no precise definition of what HRM is. Examination of literature revealed a wide range of perspectives, theories, and models. Authors such as Legge (1989), Keenoy (1990) and Guest (1990), argue that HRM is a contemporary “trendy” term for what was traditionally known as personnel administration or personnel management. For Byars and Rue (1987) and Swanepoel *et al.* (2000: 10-17), HRM refers to the same processes and functions as personnel management. Cherrington (1991:4 & 1995:5) and Armstrong (2006 (a):17), complement this assertion and state that some personnel managers regard HRM as “just a set of initials” or “old wine in new bottles”. Other authors used and still use the term HRM in addition or synonymous to personnel management or personnel administration. This trend is demonstrated by the availability of text books labelled “personnel and human resource management” (PHRM), as argued by Schuler (1984) and Leap and Crino (1993).

It is worth noting that some authors separate HRM from traditional notions of personnel management by integrating traditional personnel functions into strategic management. Armstrong (2006 (a)) confirms this perspective and indicates that HRM is “the strategic approach to acquiring, developing, managing motivating and gaining commitment of an organisation’s key resources which are people working for it”. Storey (1998) and Analoui (2007:3) also focus on the strategic dimension and suggest that HRM should be regarded as a “distinctive approach to employment management which seeks to achieve competitive advantage through strategic deployment of a highly committed and capable workforce, using an integrated way of cultural, structural and personnel techniques.” Bateman and Snell (1999:334) and Rothwell (1996:14) also emphasised the strategic dimension of HRM by indicating the importance of HRM as a “strategic investment” rather than a cost to be minimised within the organisation. The development of a comprehensive model for recruitment and selection should make room for such a strategic perspective.

Swanepoel, Erasmus, Van Wyk and Schenk (2000:8-10), indicate that some analysts, authoritative researchers and commentators, such as Guest (1987) and Storey (1989), viewed HRM functions like recruitment and selection as a new and very distinct approach to people management. As stated previously, some commentators regarded the terms personnel management and HRM as synonymous. However, the understanding of the concept HRM is enhanced by analysing the differences between the traditional practices and processes (such as recruitment and selection) and the present practices, processes and procedures of recruitment and selection. These perceptions, ideas, theories, models and postulations are incomplete without recruitment and selection processes and practices.

From the explanation, description and clarifications above, the function of HRM as a field of study becomes clear. HRM contributes to the theory and practice of personnel management and expands these in terms of the following practices: strategic plans, human resource planning, job profiling and design, job analysis, job descriptions, job specifications, recruitment and selection, orientation and induction, performance appraisal and compliance to policy within an organisation. The explication of HRM given above will in a broad sense help develop a comprehensive model on human resource recruitment and selection. Theory and practice of HRM should embrace the roles that line managers and HRM specialists should play. It should also indicate how key variables and practices like recruitment and selection are integrated into the following key variables: job analysis, human resource planning, job specification, job design, job profiling, and job descriptions. In light of the discussion above, the table below illustrates the common perspective on HRM and personnel management.

Table 2.1 Comparative perspectives on Personnel Management (PM) and Human Resource Management (HRM)

PM perspectives	Protagonists	HRM Perspectives	Protagonists	Common/Divergent perspectives
Personnel management (PM) has descriptive practices as a “soft” version and normative model	Glueck (1980) Jucius (1975) Legge (1978)	HRM has normative aspirations as a hard version with descriptive practices	Spector (1995) Walton (1995)	Both PM and HRM have a descriptive version of practice

PM is an ambiguous concept which is institutionalised within organisations	Torrington and Hall (2002) Byers and Rue (1987) Schuler (1984)	HRM is ambiguous with hype and hope; has a body of knowledge (theory) and is practical in nature	Byers and Rue (1987) Schuler (1984)	PM and HRM are ambiguous concepts with theories and practices which are institutionalised within organisations
PM deals with planning, organising, directing and controlling functions of procuring, developing, maintaining and utilising personnel to achieve objectives of the organisation	Leopard and Crino (1993) Sisson (1989) Keenoy (1990) Hendry and Pettigrew (1990)	HRM is synonymous to personnel management and personnel administration	Leopard and Crino (1993) Sisson (1989) Keenoy (1990) Hendry and Pettigrew (1990) Strauss (1992)	HRM is synonymous to personnel management and personnel administration; entails generic enabling functions or activities, analytical methods, principles, practices and techniques
HRM replaced personnel management with MBA degrees	Strauss (1992) Du Toit and Van der Waldt (1997) Mabey, Salamn and Storey. 1998 Guest 1998	HRM is a purposeful action of a human resource department to assist functional managers for the optimal application and utilisation of human resources	Snell and Rothwell (1996) Du Toit and Van der Waldt (1997) Mabey, Salaman and Storey (1998) Guest (1998) Gratton <i>et al.</i> (1999) Gerber <i>et al.</i>	HRM is a staff function which assists with the optimal application and utilisation of human resources

			(1999)	
PM is a basic management function which has generic enabling functions	Strauss (1992) Du Toit and Van der Waldt (1997) Mabey <i>et al.</i> (1998) Guest (1998)	HRM is a purposeful action of human resource department	Swanepoel Erasmus, Van Wyk and Schenk (2003) Nel and Werner. (2004) Price (2008)	HRM is a system of philosophies policies, programmes, and practices; PM describes policies, procedures and processes involved in personnel management
PM is a task for both managers and personnel specialist and describes policies, procedures and processes involved in management	Strauss (1992) Du Toit and Van der Waldt (1997) Mabey <i>et al.</i> (1998) Guest (1998)	HRM is a system of philosophies policies, programmes and practices	Swanepoel <i>et al.</i> (2003) Nel and Werner (2004) Price (2008)	Both PM and HRM are tasks or systems that include philosophies of personnel policies, practices and processes
PM depicts a pluralist perspective	Strauss (1992) Du Toit and Van der Waldt (1997) Mabey <i>et al.</i> (1998) Guest (1998)	HRM depicts a multidimensional perspective	Mabey <i>et al.</i> (1998) Guest (1998) Gratton <i>et al.</i> (1999)	Both PM and HRM depict a pluralist, multi-dimensional perspective
PM deals with incidental functions such as safety, pensions, employment office, labour	Strauss (1992) Du Toit and Van der Waldt (1997) Mabey <i>et al.</i>	HRM includes human resource planning, job analysis, job design, recruitment and selection,	Swanepoel <i>et al.</i> (2003) Nel and Werner. (2004)	Both PM and HRM deal with functions that include safety, pension administration, recruitment and

unions, grievances, etc., that comprise the processes of management within an organisation	(1998) Guest (1998)	orientation, training and development, performance management, compensation, policies, regulations, employment equity plans, discipline, labour relations, etc. HRM is integrated into a strategic management approach to acquire, develop, manage and gain commitment from employees, which leads to strategic human resource management (SHRM)	Price (2008)	selection, equity plans, discipline, etc.; HRM is integrated into a strategic management approach to develop, acquire and manage people
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It is clear from the table above that PM and HRM have certain perspectives in common.

An analysis was undertaken of the literature, which include the following: Beer, Spector, Lawrence, Mills and Walton (1984), Guest (1989, 1997), Storey (1987, 1992), Sisson (1990). Legge (1990), Fobrum *et al.* (1984), Boxall (1992), and; Hendry and Pettigrew (1990). This analysis reveals that the contemporary debates about the HRM function centre on whether the function is *unitarist* (centralised in the human resource department), *pluralist* (decentralised to all managers responsible for staff) or *managerialist* (strategically aligned). In other words, should the management of personnel be the responsibility of specialists in HR or is it the responsibility of all line managers? It seems that this is still a question that causes confusion on the similarities and differences between HRM and personnel management. For instance, Sisson (1994(b)) postulates that “the

locus of responsibility for personnel management resides with specialist managers” (unitary perspective) whilst Guest (1991) contends that “HRM is too important to be left to personnel managers” (pluralist perspective). It is believed that an effective HRM does not exist in a vacuum, but HRM should be related and linked to the organisation’s strategy (managerialist perspective).

Given the divergent opinions reflected above, the question may be asked where recruitment and selection as function resides. Is recruitment and selection the responsibility of all line managers or is it the responsibility of HR specialists alone? It seems that in spite of the contradicting views highlighted above, practitioners and scholars continue to support the view that human resource departments should continue with what they are doing (including recruitment and selection), but that that they should just aim to do it better. The differences between HRM and personnel management appear to be substantial but can be seen as a matter of an emphasis on a certain approach, rather than one of substance. This is even more the case when developing a uniform human resource recruitment and selection model. The theoretical perspectives highlighted above will be explored further in this study with the intention of merging perspectives in order to develop a comprehensive model for human resource recruitment and selection within the DOJ&CD.

According to Hall and Goodale (in Gerber *et al.* 1999:10-11), Swanepoel *et al.* (2000:10-17), Nel *et al.* (2004:9-11), and Price (2008:51) HRM today should not be viewed only as a staff or support function, but rather be seen as the broad description and definition of people management. The following broad definitions and descriptions of HRM serve as synopsis for purposes of this study:

- HRM determines and promotes the general policy for employment relations to promote employee relations and cooperation within an organisation.
- HRM is related to other disciplines such as industrial psychology, which may be regarded as the implementation of policies, customs and procedures based on psychological principles.
- HRM involves the development of human resources within an organisation.
- HRM attempts to integrate all human aspects of an organisation into a coherent whole while encouraging employees to strive for excellence and higher performance.
- HRM is a broader term involving strategic planning and implementation, which includes responsibilities that line managers can assume.

- HRM is concerned with broader implications of the management of change, as well as the effects of change on work in practice since it implies the introduction of new activities and the development of new ideas.

2.3 INTERNATIONAL PERSPECTIVE ON HUMAN RESOURCE MANAGEMENT

According to Legge (2005:101), both in the UK and the USA, the vocabulary for and praxis of managing personnel and employment relationships have undergone significant changes. This section explores the international experience as far as human resource praxis is concerned. This perspective is necessary to benchmark South African HRM practices with the view to develop a comprehensive recruitment and selection model.

2.3.1 Human Resource Management in the United States of America

The theory and practice of Human Resource Management (HRM) originated in the United States of America (USA) in the 1940s (Tichy *et al.* 1982; Fobrum *et al.* 1984). According to Beer *et al.* (1985), Walton and Lawrence (1985), by the 1960s and 1970s HRM was successfully being developed in companies such as IBM and Hewlett-Packard. HRM models in IBM and Hewlett-Packard were successful with the capacity to change and adapt their processes and procedures of recruitment, training and development in order to raise productivity and efficiency levels (Guest, 1987:503).

The development in HRM model in the USA spread to Japanese companies such as Toshiba, Nissan, Toyota and Honda. The nature and applications of HRM could eventually draw experiences and knowledge not only from Japan, but also from the UK, Europe and Australia. According to Towers (1992:27) these experiences and knowledge brought about changes in notably the appraisal of selection performance, as well as promotional procedures and processes.

The USA experiment also reveals significant influence from labour unions' interaction with management. This especially influenced policies on labour relations, conditions of service, and initiatives aimed at organisational efficiency. Human resource policies were introduced by management to reduce costs and entailed tactics developed for corporate competitiveness (Kochan & Piore, 1985:5). Major companies like General Motors, Ford and Chrysler motor companies were, according to Kochan and Piore (1985:5) and Strauss (1992:28), relatively slow to incorporate newly established HRM best practices. According to Tichy and Devanna (1984), this has led to a situation where these companies

were unable to implement strategies since their human resource systems, policies processes, procedures, as well as their approaches to recruitment and selection, could not help to drive the strategic objectives of the organisation.

The demand for change in HRM practices was expressed most frequently by university graduates – especially students following the Master's in Business Administration (MBA) course. According to Strauss (1992:33-35), these students gained knowledge from countries such as Japan and Europe on various aspects of human resources. This includes job enrichment, quality circles, autonomous workgroups, employment equity, the philosophy of participatory decision-making, and staff morale. What was especially emphasised at universities was equal employment, and since the 1960s most federal laws were amended that deal with equity and discrimination in the workplace. Discriminatory practices on the basis of ethnic group, religion, gender, age and physical disability were banned.

Strauss (1992:37) states that the interpretation of federal laws was complex and technical. As a result, companies and public institutions often utilised lawyers and psychological testing experts to assist them with recruitment and selection, training, performance appraisals and promotions. The USA did not have HRM specialists to deal with typical human resource policies, functions and processes. It became apparent that HRM specialists were needed to perform these functions and to avoid discriminatory practices.

2.3.2 Human Resource Management in the United Kingdom

Guest (1987:503), Legge (1988) and Towers (1992:213) postulate that the development of HRM in the UK has emerged only during the 1980s. Prior to the 1980s, HRM activities, including recruitment and selection, were not integrated with companies' personnel management processes. With the developments in the field of personnel management, Legge (1988), Storey (1989) and Sisson (1994 (a)) noted considerable change and progress in HRM recruitment and selection practices and processes. Furthermore, it is apparent that the UK adopted a more strategic vantage point in arguing for the need to align and fit HRM to organisational strategy. This trend is mainly due to the establishing of new industrial plants in Scotland and Wales and the presence of Japanese companies in the UK (Bassett, 1986; Wickens, 1987; Oliver & Wilkinson, 1990).

The point that Towers (1992:6-7) makes in this regard is of particular significance for this study. He (Towers) reflected on the features of the Japanese approach to HRM and observed that they paid significant attention to recruitment and selection in companies such as Nissan and Toshiba. Recruitment and selection

practices were built around the principles of socialisation, including realistic job interviews, on-the-job training, communication, total quality management, group dynamics and team work. This approach stood in contrast with American companies such as IBM and Hewlett-Packard that opened plants in the UK. As indicated in the previous section, the USA adopted a simple approach to HRM, which was characterised by the “clinical” and impersonal implementation of personnel policies (Towers, 1992:7). The significant influence of American and Japanese human resource practices on UK’s best practice is undeniable (Hendry & Pettigrew, 1990:17- 43; Towers 1992:9).

2.3.3 Human Resource Management in Japanese manufacturing companies in the UK and USA

Leading Japanese manufacturing companies in the UK and USA in the 1980s were transferring their renowned HRM practices and processes to their adopted countries of residence. These were introduced under the banner of different labels such as “Japanisation” (see Oliver & Wilkinson, 1988), “flexible specialisation” (see Piore & Sabel, 1984), “world-class manufacturing” (see Schonberger, 1986) and “lean manufacturing” as highlighted by Womack, Jones, and Roos (1990). According to Wilkinson and Oliver (1992:49-50), no one would argue that HRM practices in non-Japanese companies, had not been influenced and even dominated by Japanese HRM practices. Such practices were considered to be pragmatic, practical and theoretically sound. Practices and methods such as “total quality control” and production, “just-in-time”, also strongly influenced HRM practices in the UK and USA (Wilkinson & Olivier, 1992:51). As a result, Japanese techniques were also used in HRM practices such as recruitment and selection in the UK and the USA.

Japanese companies were concerned mainly with human qualities such as “attitude” and “potential”, rather than employees’ acquired experience, qualifications and skills. This significantly influenced USA companies, which often recruited employees straight from school or college with no prior experience. Also, in the UK, where candidates had to undergo tests to assess skills, numeracy and dexterity, more provision were made for personal characteristics among applicants. Furthermore, there was an emphasis on teamwork and “co-operative attitudes”. Job applicants, who would serve as supervisors, had to undergo strict psychological tests to explore their abilities to work with and through teams and to lead people (Gleave & Olivier, 1990:54-68; Wilkinson & Olivier, 1992:53; Towers, 1992:53).

The following table (2.2) displays similarities and differences of HRM in the UK, USA and Japanese manufacturing companies. The aim is to identify common elements or perspectives on their approach, application and implementation of HRM practices and procedures.

Table 2.2 Commonalities in HRM in UK, USA and Japan

HRM in the USA	Protago- nists	HRM in the UK	Protago- nists	Japanese HRM	Protago- nists	Common elements
HRM emerged during the 1960s – 1980s, from personnel administration into personnel management, and developed in companies such as IBM and Hewlett Packard	Tichy and Devanna (1982) Beer and Spector (1985) Kochan and Piore (1985) Hendry and Pettigrew (1986) Torrington and Hall (1987) Guest (1987) Towers	HRM was developing and emerging during the 1980s, with casual influence on and linkage of activities such as recruitment and selection	Basset (1986) Guest (1987) Wickens (1987) Legge (1988) Hendry <i>et al.</i> (1989) Oliver and Wilkinson (1992) Towers (1992)	HRM in Japanese manufacturing companies in the UK and USA gained recognition during 1980, and HRM in the manufacturing companies in the UK and USA were practical and theoretical	Piore and Sabel (1984) Schonberger (1986) Oliver and Wilkinson (1988;1992) Gleave and Oliver (1990) Womack <i>et al.</i> (1990) Towers (1992)	HRM emerged and obtained recognition in theory and practice during the 1980s

HRM in the USA	Protago- nists	HRM in the UK	Protago- nists	Japanese HRM	Protago- nists	Common elements
	(1992) Strauss (1992)					
HRM models in IBM and Hewlett Packard were successful; had the capacity to change and adapt with the processes and procedures of recruitment, training and development in order to raise productivity and efficiency levels	Same as above	There were extensive activities of recruitment and selection which influenced HRM with considerable change and progress in recruitment and selection in the UK	Same as above	HRM practices and methods such as “total quality control” and “just-in-time” production embraced recruitment and selection processes and practices; concentrated on attitudes and potential rather than acquired skills and experience	Same as above	HRM activities included recruitment and selection processes and practices; Psychological issues gained more prominence

It is evident from the exposition above that HRM gained prominence and its contributions to organisational success were recognised in the UK, USA and Japan.

The following section highlights the evolutionary development of HRM. This is done in order to see how HRM developed over time, and, especially to determine how the role and place of recruitment and selection progressed over time.

2.4 HUMAN RESOURCE MANAGEMENT: AN EVOLUTIONARY AND PARADIGMATIC PERSPECTIVE

An evolutionary perspective and analysis of the paradigmatic development of HRM demonstrate how various schools of thoughts have influenced thinking on the topic of human resource recruitment and selection. The evolutionary perspectives describe the nature of the personnel function in modern times in organisational settings. This perspective was concerned with changes in the nature of employment over time, by focusing on human resource recruitment and selection processes and procedures. As indicated in the previous section, a historical and evolutionary perspective on HRM's development from personnel administration to personnel management can be traced back to specific milestones in the 19th century. These milestones in the historical and evolutionary development of HRM illustrate different theoretical perspectives on the development of recruitment and selection processes and practices.

The concept of HRM attracted considerable attention and debates since the 19th century. Personnel practices became steadily more diverse and demanding as new insights into personnel issues developed to meet the demands for effective performance and better ways to manage employees within organisations (Mathis & Jackson, 1976:4; Torrington, Hall & Taylor, 2005:11). More contemporary scholars and practitioners such as Chruden and Sherman (1980:12-13, 28), Swanepoel *et al.* (2000:5-11), Price (2004:5), and Analoui (2007:4-5) focused their attention on this development. They reflected on how HRM became the dominant approach in people management and how it influenced recruitment and selection theory and practice. Fisher, Schoenfeldt and Shaw (2006:9), reflect on the following different evolutionary stages of development of HRM in Western societies:

- **Prior to 1890:** Industrial technologies with disciplinary systems were introduced.

- **1900-1910:** Employees' well-being gained prominence with the introduction of health and safety programmes. Formal personnel departments were created to deal with issues, such as tight labour markets, high staff turnover, wastage and inefficiency, widespread strikes, union growth, and government interventions.
- **1920s:** The human resource function was applied to win worker cooperation by ensuring job security, employment benefits, and so forth. Task design emerged to improve efficiency (the period of scientific management), and the impact of workgroups on individual workers were studied with the introduction of studies on time and motion.
- **1930s:** The unionisation of the workplace occurred with the passage of major labour laws (e.g. the Norms-LaGuardis Act and the National Labour Relations Act in the USA) and the introduction of communication programs. The personnel function emerged as a staff or support function to operational line managers.
- **1940s:** Employee benefits and compensation received attention and led to wage increases, cost-of-living adjustments, pensions, health and other benefits plans.
- **1950s:** After the Hawthorne studies, certain aspects of personnel management gained prominence: employee relations, training and development, recruitment, and conditions of service. The so-called "Human Relations Movement" emerged, which provided widespread recognition for psychological and social influences on worker satisfaction, cooperation, and performance. The Practice of Management (1954), found widespread applicability. Work design, rather than communication and cooperation in groups, emerged as the key to increase worker motivation. The main thinking was that the design of small work groups led to greater effort among employees and that group work provided opportunities for self-actualisation. Work then becomes more interesting and fulfilling.
- **1960s:** Employee participation and involvement gained interest. Approaches and various techniques were utilised to involve employees, such as Management by Objectives (MBO), quality circles, and sensitivity training.

- **1970s:** Governmental interventions became prominent, through which employees' rights were regulated in areas of discrimination, equal opportunity, safety and health, as well as other benefits and reforms. Quality of Work Life (QWL) was emphasised and the discipline's name changed from Personnel Management to Human Resource Management (HRM).
- **1980s:** Employee recognition received more attention. This entailed the enrichment of employee knowledge, skills and abilities through job rotation, formation of integrated task teams and outplacement,. William Ouchits' Theory Z examined the applicability of Japanese employment practices to Western companies.
- **1990s:** Changing demographics of the workforce and rapid technological advancement changed the set-up of the workplace. Diversity programs, employees' rights issues, a global perspective and the application of information technology characterised this period.
- **2000 and beyond:** Strategic Human Resource Management gained prominence, which implies a transition for HRM from a service and support function to a consultation and leadership role. This idea was exemplified by David Ulrich's book *Human Resource Champions*, which examined the role of HRM in the 21st century. The emergence of Total Quality Management (TQM), reengineering, globalisation, new technologies, and contingency models all contribute to a more holistic and strategic approach to HRM. Contemporary HRM models include high staff involvement, high commitment, high performance work systems, and innovative work practices.

The periods highlighted above demonstrate the need for a more holistic and strategic approach to HRM. Such a holistic approach should make provision for sound recruitment and selection practices and processes. It further illustrates how the following HRM aspects were introduced over time: disciplinary systems, health and safety programs, task design, unions, employee benefits, employee relations, recruitment and training.

In the next section, the focus will shift to the approaches that influenced, and are still influencing, the development of human resource management as practice and as discipline.

2.5 APPROACHES GUIDING THE EMERGENCE OF HUMAN RESOURCE MANAGEMENT

Examination of literature has shown that from the 19th to the 20th century, practitioners and academics developed theories and practices to explain human behaviour in the workplace. These analyses were also used to reflect on how HRM has incorporated the following ideas and techniques: recruitment and selection, performance measurement, team composition, and organisational design (Price, 2004:4). Approaches that emerged during the 19th century illustrate the emergence of sound HRM theory and praxis. Such approaches include scientific management, human relations, strategic management, Japanese management, industrial psychological approaches, contemporary approaches, and the paternalistic approach. These theories, movement, models and approaches are discussed in this section to assess their contribution and influence in HRM practices, and more particularly, in recruitment and selection.

The discussion is divided into specific eras corresponding with particular approaches, namely the scientific management approach, the strategic management approach, industrial psychology approach, human relations movement, and Japanese management approach. As far as possible, these eras are dealt with in chronological order, but it should be noted that no clear distinction can be drawn between the transitions from one era to another. Often, issues uncovered during a particular period also became an integral part of subsequent periods and therefore the eras between 1890-2000 and beyond should be regarded as interrelated and interdependent (Sikula & McKenna, 1984:4; Cascio, 1992:34; Cherrington, 1995:18; Robbins, 1998:A3; Nel *et al.* 2001:9; Price, 2004:5). The various approaches mentioned above explain the influences on the development of and emergence of HRM through the so-called “soft” and “hard” approaches (Beer, Spector, Lawrence, Mills & Walton, 1985 as cited in Analoui, 2007:4).

The “soft” approach describes the elements which can be regarded as an integrated set of approaches that focus on people (employees). The idea that people issues could be regarded as “soft” is supported by Fombrum *et al.* (1984) in Analoui (2007:3). They developed a “matching model” according to which employees should fit into the wider organisation’s strategy. The soft approach to HRM emphasises “the importance of high commitment, workplace learning and enlightened leadership” (Bratton & Gold, 2003:15-17). This approach is in line with most normative models of HRM, which view human resources as a valued asset for competitive advantage (Analoui, 2007:4). From a recruitment and

selection point of view, the soft approach emphasises the importance of psychological issues, normative dimensions, and workplace dynamics.

On the flipside, the “hard” approach to HRM is described by Schular and Jackson (1987), and Storey (1989) as different systems and processes in support of the execution of human resource functions. Such systems should make provision for the “rational” management of employees. This should be done through remuneration, training and development, health and safety, as well as recruitment and selection (Bratton & Gold, 2003:17; Storey, 1998). It could be argued that both the “soft” and “hard” approaches influenced the emergence of human resource theory and praxis on recruitment and selection. This argument is explored further by reflecting on the various HRM approaches below.

2.5.1 Scientific management approach

The so-called father of scientific management, Frederick W. Taylor (1856-1917), conducted research in his quest for the “one-best-way” of managing (Miner & Miner, 1978:7). Taylor utilised quantitative data and experimentation to study working conditions and to determine the most efficient method to perform jobs. He (Taylor) searched for best practice in working methods which included the use of tools, equipment, machinery and processes to improve efficiency (Mullins, 1993:36; Kreitner & Kinicki, 1995:198; Werther & Davis, 1994:33; Swanepoel *et al.* 2000:6; Muchinsky, Kriek and Schreuder,. 2005:8-9). In 1903, Taylor published his *Shop Management*, which outlines a system to extract maximum output from workers (Price, 2004:9). This was followed in 1937 by his famous book *The Principles of Scientific Management*, which stimulated further research into personnel issues. Nel *et al.* (2001:10) indicate that among other things, research was conducted on aspects such as personnel services, recruitment and selection, training, salaries, personnel affairs and wages.

Taylor (1900s) and scholars such as Frank and Lillian Gilbreth (1900s) and Henry L. Gantt (1900s), were probably the most influential in establishing scientific methods and research. Taylor, the Gilbreths, and Gantt significantly influenced the practice of management to analyse efficient methods of performing work. They pioneered instruments such as time-and-motion studies as a means of analysing a task (Cherrington, 1991:18; Carrell, Jennings and Heavrin. 1997:6; Grobler *et al.* 2003:7; Muchinsky *et al.* 2005:7-8).

Based on scientific management, the specialised functions, which include recruitment and selection, were improved through the application of various instruments that generated quantitative data (Cherrington, 1991:18 & 1995:18;

Carrell *et al.* 1999: 8; Swanepoel *et al.* 2003:6). Scientific techniques and research methods were used to study recruiting and to help appoint the right “people for the right jobs”. Dale (2003:18) and Grobler *et al.* (2003:4-5), all convincingly argue that due to the scientific techniques utilised, personnel departments were established during 1912 and staffed by professionals. Furthermore, according to Beach (1980:15) the managers of personnel departments formed the first “employment managers” association in the USA in an attempt to professionalise the human resource function further. In the following year (1913), this development even led to the establishment of a separate Department of Labour in both the USA and UK.

It is important to note that the scientific management method was an attempt to balance work (“hard” approach) with the factors that affected the emotions, feelings and well-being of workers (“soft” approach; see Carrell & Kuzmits, 1986:3-4). This gave rise to the so-called “human relation movement”, which will receive attention in the next sub-section.

2.5.2 Human relations approach (movement)

The human relations movement gained momentum as a result of the research conducted by F.W. Taylor (1856-1915) and Henri Fayol (1841-1925). Their research reflected the need for personnel specialists to administer responsibilities such as staffing, training and organisational design. As a result, personnel management practitioners began to take on more responsibilities to maximise the performance of employees. During the period 1841-1925 the importance was recognised of matching skills and abilities of personnel to work responsibilities. The means to do this, namely through adequate recruitment, selection and placement processes, gained prominence in the UK (Sikula & McKenna, 1980:8-9; Torrington *et al.* 2005:11).

The rise of the human relations movement was stimulated further during the period 1924 to 1933 when Elton Mayo (1880-1949) and some of his colleagues at the Harvard University conducted a series of studies at the Hawthorne Works of the Western Electric Company in Chicago. Mullins (1993:45), Cherrington (1995:19) and; Ferris, Sherman and Barnum (1996:26), confirm that the impetus provided by the Hawthorne studies, shifted management’s focus from scientific management to human relations. The focus on human relations and the appropriate management of people at work during this era marked the beginning of applying behavioural science in organisations. As a result, there was a shift from personnel management in the 1950s and late 1970s to a broader behavioural science movement (Sikula & McKenna, 1980:9; Kaufman, 1993:24;

Robbins, 1998:A9; Grobler *et al.* 2003:7; Swanepoel *et al.* 2000:6-7; Price, 2004:16). Behavioural scientists were particularly influential in the evolution of the human-relations school of thought of which the theoretical and humanist psychologists such as Abraham Maslow (1954), Chris Argyris (1957), Douglas McGregor (1960) and Frederick Herzberg (1966) were prominent figures. They were concerned mainly with motivational factors at work, as well as the matching of employee skills, knowledge and abilities with job requirements. To facilitate this matching process, which these researchers introduced instruments such as job analysis (consisting of job descriptions and job specifications) and more scientific recruitment and selection processes (Carrell *et al.* 1999:107-108; Swanepoel *et al.* 2000:6-7; Dale, 2003:20; Price, 2004:16).

The human relations movement gave rise to further research into industrial psychology, which in turn, paved the way for the use of sophisticated recruitment processes and selection tests. These selection tests included the first large-scale group intelligence tests which were used on soldiers in 1917, the so-called Alpha and Beta tests (Cherrington, 1983:15; Swanepoel *et al.* 2000:5-6). The divergence of the disciplines Personnel Management and Industrial Psychology penetrated the scholarly discourse and became well-established practice in major universities (Schneier & Beatty, 1978:9). The following sub-section will investigate the contributions of Industrial Psychology to the development of human resource management in general, and recruitment and selection in particular.

2.5.3 Industrial Psychology approach

Industrial Psychology as distinct discipline emerged during the early parts of the 20th century. This was due mainly to the work of W.L. Bryan and Hugo Munsterberg (Chruden & Sherman, 1980:6; Muchinsky *et al.* 2005:7). The contributions made by Industrial Psychology were recognised at the same time when scientific management was gaining momentum in the discourse about managing people at work. The body of knowledge of Psychology was applied to people behaviour and performance in industrial settings. The aim was a systematic study of many of the prevailing personnel problems that were experienced at the time (Sikula & McKenna, 1984:8; Cherrington, 1995:18; Ferris *et al.* 1996: 23; Muchinsky *et al.* 2005:9).

Before the 1900s, selection and placement of employees almost appeared to be events happening by chance, seeing that worker qualifications and job requirements were of little concern in the hiring process. The procedure and process of matching the employee's qualification and the job requirements, as

well as the importance of following the correct recruitment and selection procedures, were relatively simple ideas. Therefore these ideas were largely unrecognised and unpredicted until the turn of the 19th century (Sikula & McKenna, 1980:8-9). The Industrial Psychology approach changed this state of affairs significantly. Munsterberg, for example, applied traditional psychological methods to practical industrial problems. His book, *Psychology and Industrial Efficiency* (1913) guided the scientific discourse of the time by reflecting on the selection of workers, designing work situations, and applying psychology in sales. The work included personnel practices and procedures for selection, placement, testing, training and research (Sikula & McKenna, 1984:8-9; Muchinsky *et al.* 2005:9). Arguably the most significant change brought about by industrial psychologists was the introduction of selection testing and job analysis. The aim was to improve the matching or fit between the skills, knowledge and capabilities needed to perform jobs, before recruitment and selection (see Sikula & McKenna, 1984:9).

Matching and following the correct procedures and processes in recruitment and selection are also emphasised in the Japanese management model, which will receive attention in the next sub-section.

2.5.4 Japanese management approach

Prior to World War II, Japan was not a major player in the international community and only selectively adopted aspects of Western ideas. Kobayashi (1992:18) and Price (2004:21) confirm, however, that the Japanese did not simply copy Western HRM management models, but instead revitalised Asian values and the sense of being “different” remained. The term “Japanisation” was introduced in the mid-1980s to describe HRM ideas, models, practices and procedures applied in Japanese organisations. “Japanisation” reflected strong emphasis on worker commitment, flexibility, loyalty and development (Price, 2004:21). Although parallels can be drawn with Western countries such as Australia, Britain, Canada and the USA, Japan viewed HRM as an instrument to increase efficiency in organisations through worker’s commitment, loyalty and skill (Goss, 1994:4; Price, 2004:21-22).

During the economic recession of the 1980s, Japanese industries with foreign footprints were forced to adopt more Westernised ways of HRM. A Japanese management model emerged which can be regarded as a hybrid between Japanese values, which emphasised organisational culture, “quality of work-life”, “just-in-time” resourcing, and continuous improvement, with Western values and focuses (Price, 2004:22).

The following sub-section discusses contemporary approaches to HRM and their respective contributions to the paradigmatic development of HRM. Again, the influence of these approaches on recruitment and selection practices, processes and procedures will be emphasised to operationalise the research objectives of this study.

2.5.5 Contemporary approaches

Contemporary approaches to HRM see an increasing strategic orientation towards the management of human resources as an integral part of the overall strategic management of an organisation. The strategic orientation has become a dominant framework for the organisational setting in human resource planning, strategic planning, environmental analysis and scanning, as well as job analysis. Strategic management deals with the following aspects: long-term thinking, mission, vision, values and objectives of an organisations, performance management, resource management and proactive and focused direction. Therefore, HRM is seen as a strategic component in organisations.

Furthermore, strategic management as a dominant framework for organisational settings since World War II, was based on concepts used for large-scale military and space programs in the USA. These programmes were used for recruitment, selection and placement of soldiers (Price, 2004:17). Since strategic management deals with the implementation of strategy, the concerns were HRM's contribution to the strategic objective of an organisation. Theorists and social researchers considered a strong link with strategy to HRM and other philosophies of people management. The reason is that human resource strategies are typically considered to combine all the people-management activities into an organised and integrated program to meet the strategic objectives of an organisation (Price, 2004:290).

The question could be posed: How does personnel management differ from HRM in embracing strategy as an integral part of strategic management? Guest (1993:213) distinguishes traditional personnel management from HRM by virtue of which this type of management does not incorporate strategy, whereas HRM embraced strategy. Pursell (2001:59) concurs with this contention in the sense that the integration with strategy is central to all models of HRM and this is a distinctive feature of HRM in contrast to personnel management. Furthermore, personnel management and HRM differ in that the former is reactive and focused on short-term whilst the latter is proactive and takes a long-term perspective on the achievement of an organisation's objectives (Beardwell, 2001:13). There are

various other views and perspectives of personnel or people management and HRM, as far as the strategic interface is concerned. It seems that HRM practitioners in countries such as the UK, Australia, India, Ireland, Malaysia, New Zealand, Singapore and South Africa perceive a dichotomy between personnel management and HRM. It is evident that these countries view HRM in a more modern and dynamic way and thus align and integrate strategy effectively with HRM practices (Rothwell *et al.* 1998:5; Price, 2004:290).

For this study, the integration of HRM with organisational strategy is vital in order to illustrate how such integration can influence recruitment and selection practices; also the procedures, approaches, methods, approaches, and techniques within an institution such as the DOJ&CD (the case study chosen for this research). It is argued that best practice for recruitment and selection, as found in the literature study, will help the DOJ&CD to align its HRM practices (including recruitment and selection) with its strategic objectives. The hypothesis is postulated further that the Department will operationalise its intended strategic objectives successfully by sourcing people with the right skills, knowledge and abilities at the right time. SHRM is viewed as an integral part of the general strategic management. The literature also has demonstrated that organisational strategies are supported by consistent human resource strategies. This in turn should be achieved through strategic human resource recruitment and selection (Ulrich & Lake, 1990; Gupta & Singhal, 1993:41-48; Cherrington, 1995:40; Lundy & Cowling, 1996:8-10; Swanepoel *et al.* 2000:204).

Rothwell and Kazanas (1994:293-294), Cherrington (1995:39), Noe *et al.* (1997:42-43), Grobler *et al.* (2003:10) and; Hough, Thompson, Strickland and Gamble (2008:265) further postulated that strategic recruitment and selection involve the choice of strategies, policies, practices, procedures and processes that are needed to facilitate the implementation of strategic management. This means that other functional strategies, which include HRM functions such as recruitment and selection, should be aligned to strategic management of the DOJ&CD, in order to achieve its objectives. Noe, Hollenbeck, Gerhart and Wright (2009:3-5), Hough *et al.* (2008:265) and Mathis and Jackson (2008:36), indicate the importance of understanding the role of HRM in the SHRM and strategic management. This is important if the DOJ&CD plans to implement and follow a strategic approach in recruiting and selecting the intellectual capital, providing crucial assistance to execute strategies of organisations successfully.

However, the question remains: How could SHRM influence recruitment and selection? Many authors, such as Hendry and Pettigrew (1990), Wright and

McMahan (1992), Guest (1997), and Tyson (1997), advocate that SHRM should be regarded as a means of achieving and increasing organisational performance to realise organisational objectives. This is what SHRM intends to achieve through HRM practices and processes. In addition to the viewpoint above, Miller (1991:23), Armstrong (2006 (b):30) and Analoui, (2007:19) view SHRM as a means of addressing a company's broad organisational performance through the following elements: structure, culture, and linking resources to future needs, development of capabilities, knowledge management and management of change. In a way, SHRM is seen as the interaction of organisational and HRM strategy to achieve organisational strategy.

SHRM as a field of study thus helps organisations to realise their HRM strategies, processes, procedures and plans. These include the following strategic aspects: human resource planning, job analyses, job specifications, job descriptions, recruitment and selection, induction and orientation, performance reviews systems, wages, salaries, training and development, legislative compliance, and labour relations (Cascio, 1995:42; Nell & Werner, 2004:532-533; Torrington *et al.* 2005:32-42; Fisher *et al.* 2006:47). In addition, Pursell (1999) and Hendry and Pettigrew (1990) confirm that SHRM is a coherent approach to the design and management of personnel systems that are based on employment policy and workforce strategy. This means that SHRM is matching HRM activities and policies to the organisational strategy, and is viewing people as strategic resources to reach a competitive advantage in the business environment.

From the discussion above it becomes clear that organisations have to engage in strategic management and SHRM so that the HRM should develop a strategic thrust to carry out functions such as recruitment and selection. It is also evident that these HR functions have evolved from a reactive administrative focus to a HRM focus, and eventually to strategic (SHRM) processes, procedures, techniques, approaches, systems and methods which are proactive in nature to address the challenges and problems that organisations encounter in that respect.

The following figure illustrates the relationship and influence of HRM and how these theories, models, approaches and movements are connected and influence each other. Figure 2.1 shows that the scientific management and strategic management approaches can be regarded as the "hard" versions as explained earlier, whilst the human relations movement and the Japanese

management form represent the so-called “soft” versions that contextualise the development and emergence of HRM as it is currently known.

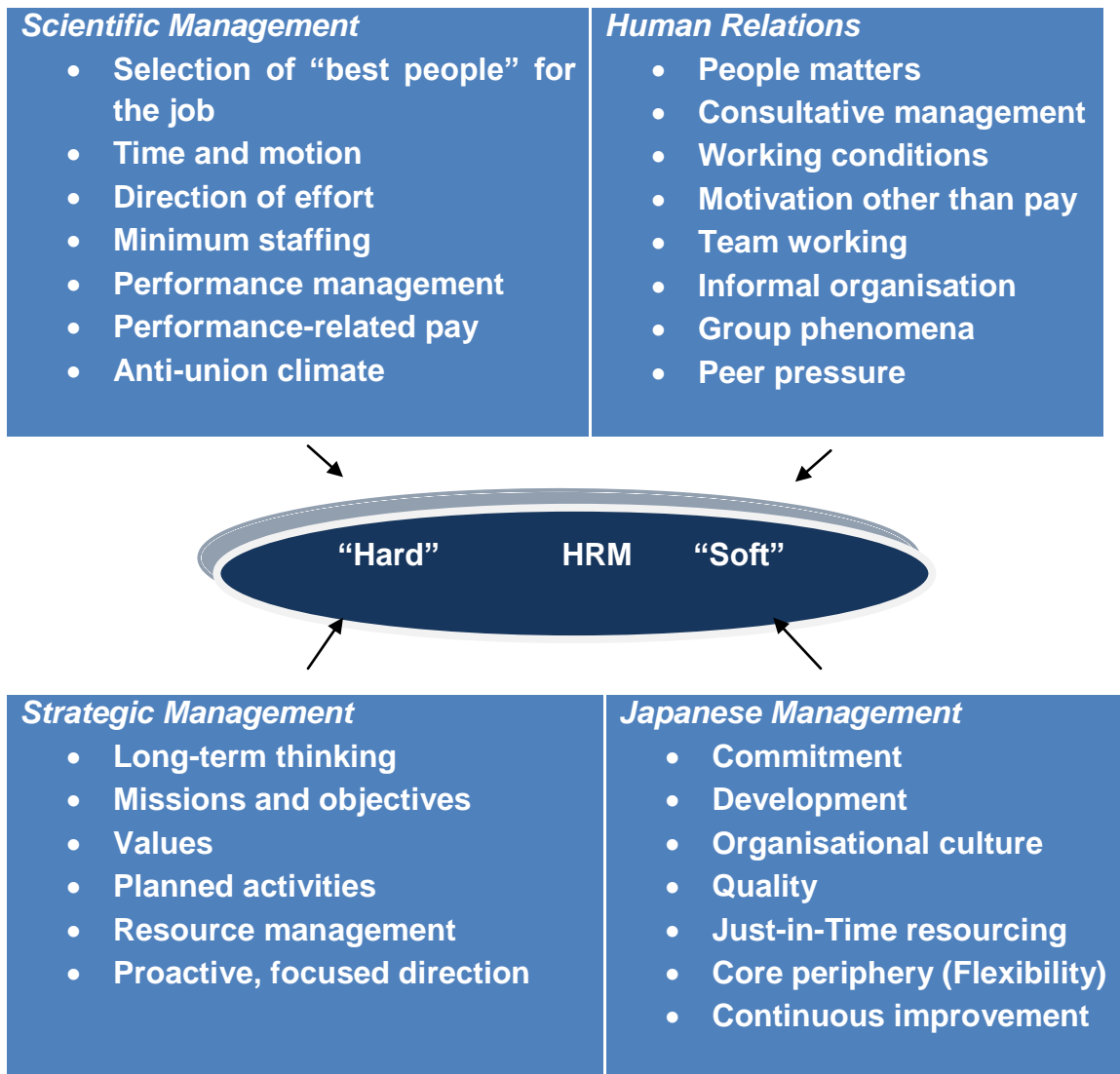


Figure 2.1 Influences on the development and emergence of HRM

Source: Adapted from Price (2004:5).

Table 2.3 below further portrays a synopsis of common influences on the development and emergence of HRM from the following approaches and models: a scientific management approach, human relations movement, industrial psychology, Japanese management model, to contemporary approaches. This synopsis serves the purpose to identify commonalities in approaches to determine recruitment and selection criteria and elements for inclusion in a comprehensive model.

Table 2.3 Approaches and core elements of the emergence of HRM

Approach	Protagonists	Core elements
<i>Scientific management approach</i>	<p>Frederick. W. Taylor (1886-1917)</p> <p>Frank and Lillian Gilbreth (1900s)</p> <p>Henry. L. Gantt (1900s)</p>	<ul style="list-style-type: none"> • Personnel practitioners gained responsibilities in staffing, training and organisational design. • Fitting and matching of skills, qualification and abilities of personnel to work requirements were done through selection and placement processes. • Job analysis (job descriptions and job specifications) and job design gained prominence. • Jobs should be aligned with organisational structure and goals.

Approach	Protagonists	Core elements
<i>Industrial Psychology</i>	<p>Elton Mayo (1881-1949)</p> <p>Henri Fayol (1841-1925)</p> <p>Abraham Maslow (1954)</p> <p>Chris Argyris (1957)</p> <p>Douglas McGregor (1960)</p> <p>Frederick Herzberg (1966)</p> <p>Hugo Munsterberg (1913)</p>	<ul style="list-style-type: none"> • Psychological measures, selection tools and tests, including Alpha and Beta tests, aptitude, and interest and personality tests. • Professionalise personnel practices such as selection, placing, testing, training, and research.

Approach	Protagonists	Core elements
<i>Japanese management</i>	Kobayashi 1992	<ul style="list-style-type: none"> • Focus on organisation culture and climate.

<i>approach</i>		<ul style="list-style-type: none"> • Personnel commitment, behaviour, loyalty, and motivation are considered to be even more important than skills. • Emphasise organisational structure, quality of work life, Just-in-Time resourcing, and continuous improvements.
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Approach	Protagonists	Core elements
<i>Contemporary approaches</i>	Hendry and Pettigrew (1990); Ulrich and Lake (1990); Wright and McMahan (1992); Guest (1993-1997); Gupta and Singhall (1993); Rothwell and Kazanas (1994); Cascio (1995); Cherington (1995); Lundy and Cowling (1996); Guest (1997); Tyson (1997); Beardwell (2001); Pursell (2001) Torrington <i>et al.</i> (2005)	<ul style="list-style-type: none"> • HRM is seen as strategic partner in organisations. • Focus on organisational performance through HRM activities and functions through the application of effective practices, processes and procedures. • HRM approach embraces strategic orientation regarding management of human resources as overall strategic management. • Strategic management activities and HRM activities combine to formulate SHRM activities to include vision, mission, strategy, structure, policies, programs, procedures, processes, plans, systems formulation, and management.

It becomes clear from the assessment of the different approaches above how these approaches guided the paradigmatic development of HRM. These approaches further contributed to the development of recruitment and selection processes and procedures. This shows that the conceptualisation of new ideas, techniques, and methods of sourcing people into the world of work is critical.

Models of HRM are explored in the next section to guide the study further towards a comprehensive perspective on the paradigmatic development of HRM in general, and recruitment and selection in particular.

2.6 MODELS OF HUMAN RESOURCE MANAGEMENT

In the previous sections the evolutionary development of HRM was explored with a view to trace the growth of and approaches, especially to recruitment and selection. In this section various models of HRM are investigated to consider their respective contributions in this respect. It should be noted that the models also portray an evolutionary path and could be juxtaposed with the various approaches highlighted above. In other words, each approach is guided by the development of a corresponding model. The scholarly discourse that emerged from these models resulted in a distinct approach or paradigm. It is, however, not the intension of the present study to attempt a chronological placement of these models into a particular approach or paradigm. The aim is rather to consider the respective models' contribution to HRM practices, with particular reference to the practice of recruitment and selection. The HRM models to be discussed include the Guest model, the Storey model, the Sisson and Legge model, the Fombrum, Tichy and Davanna model, the Harvard model, the Warwick model, and the Michigan model.

2.6.1 Guest model

David. E. Guest (1987) developed a rather prescriptive framework or model that depicts views on integrated HRM practices and how to achieve high individual and organisational performance. The integration of HRM practices to achieve higher performance is defined from the difference between personnel management and HRM (Bratton & Gold, 2003:21-23). Through his model, Guest thus illustrated that the adoption of a HRM model, instead of a personnel management model, could enhance performance within a business setting. Guest (1987:507) indicated the differences between what was termed "stereotypes" of personnel management and HRM. The five dimensions or perspectives of concern to reflect on the differences between personnel management and HRM were the following: time and planning perspective, psychological contract, control systems, employee relation's perspective, preferred structures/systems, roles, as well as evaluation criteria. These five dimensions are tabled and explained below:

Table 2.4 Guest model: Differences between personnel management and HRM

Descriptive concern	Personnel management	Human Resource Management
Time-and-planning perspective	It is short-term: This means it is reactive, ad-hoc and marginal	It is long-term: This means that it is proactive, strategic and integrated
Psychological contract	It is compliant	It has commitment
Control systems	External controls	Internal controls
Employee-relations perspectivism	Pluralist: This refers to collective with low trust	Unitarist: This means that it is individualistic with high trust
Preferred structures/systems	Bureaucratic: This refers to centralisation of formal defined roles	Organic: This means devolved with flexible roles
Roles	Specialist	Line management
Evaluation criteria	Cost minimisation	Utilisation minimisation

Sources: Guest (1987:507); Storey (1995:112); Legge (2005:111);

From the table above, personnel management can be understood as a stereotype function of personnel departments, executed by a specialist personnel officer who should be concerned with compliance to external controls and has to control cost. Line managers are entrusted with internal controls and there is a high commitment from employees, seeing that managers place high trust in them. The Guest (1997) model consists of an integrated set of HR practices, which has six components. These components are: an HR strategy, a set of HR practices, a set of HR outcomes, behavioural outcomes, a number of performance outcomes and financial outcomes (Bratton & Gold, 2003:22).

Employee commitment is a central HR outcome, which is concerned with the goals and objectives to attain the behavioural result of increased effort, cooperation, and organisational “citizenship”. This model postulates that HR practices and performance correlate when the three HR outcomes of commitment, quality and flexibility are achieved, which then produce performance outcomes. The Guest model acknowledged the close link and relationship between HR and organisational strategy, but the core hypothesis is that HR practices such as recruitment and selection, would lead to HR outcomes of commitment, quality and flexibility (Beer *et al.* 1984; Bratton & Gold, 2003:22).

The Guest model further explains functions such as recruitment and selection and how these are affected by policy goals. Clarity of policy goals lends a certain attractiveness to the model, but Whipp (1992) questions whether it is possible to separate HRM policy goals from the practices of recruitment and selection. The strength of the Guest model is that it explains the field of HRM and clarifies the inputs and outcomes that are useful in examining key goals, which are associated with normative models of HRM.

2.6.2 Storey model

The research data from the studies conducted at UK organisations, guided Storey (1992) to develop a model according to which managers should conduct activities related to personnel performance. For some researchers, HRM represented a new approach to managing people, for others, it simply was the “relabeling and repackaging of personnel management” (Bratton & Gold, 2003:26). According to Storey (1989:8), such “relabeling” or “repackaging” of personnel management was counter-productive to the conceptual elasticity of HRM. He (Storey) argued that the discourse should be guided by both “soft” and “hard” versions of HRM.

The soft model has dominated HRM literature and underpins Guest’s (1987) model which identified the following as key goals of HRM: integration, employee commitment, flexibility and quality (Bach, 2008:6). This assertion comes from the belief that the orientation to and culture of the development of the human resource assets will reinforce the resource and performance-based views of organisations. Furthermore, the manner in which policies on human resources are formulated should reinforce the resourced-based and performance-based focus. In contrast, the “hard” approach views employees within an organisation as another factor of production and a commodity that has to be utilised and can also be disposed of in a similar manner or dispassionate fashion to any other asset (Bach, 2008:5-7).

The Storey (1992) model attempted to create “ideal type” human resource approaches and practices and that the “ideal type” should incorporate the “soft” dimensions of HRM by focusing on the development of employees (Bratton & Gold, 2003:24). This would result in high levels of trust, commitment, and also create an adaptable and motivated workforce. This would eventually lead to a high performing organisation that could gain a competitive advantage.

2.6.3 The Fobrum, Tichy and Devanna model

The Fobrum, Tichy and Devanna model (1984) is simple in that it serves as a heuristic framework to help explain and describe the nature of human resource processes, activities and practices. The model portrays the interactions between the multidimensional and interrelated factors making up the complex field of HRM (Bratton & Gold, 2003:19). The model further highlights how all these different factors should be integrated and aligned. These include factors such as selection, performance appraisal, human resource development, functions and reward systems. The model is often used to analyse internal and external HRM factors by employing SWOT-analyses. Although some authors criticise the model as being too prescriptive, the model's usefulness is centred mainly on the important integration of situational factors that offer strategic options and ultimately guide HRM activities such as recruitment and selection. The strength of the model is thus that it acknowledges the fact that internal human resource policies, procedures, practices, recruitment and selection should be aligned with external situational factors and organisational strategy (Bratton & Gold, 2003:19). The following figure gives a schematic representation of the model and depicts the interrelatedness and coherence of HRM activities such as selection, performances, human resource development, appraisal and rewards:

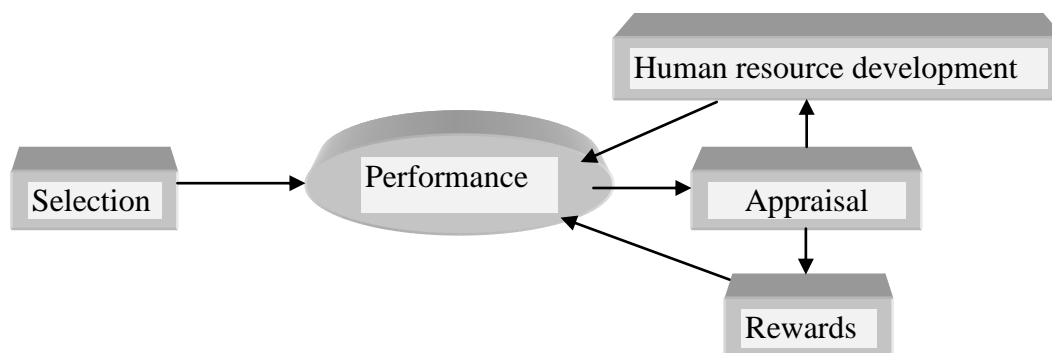


Figure 2.2 Fobrum, Tichy and Devanna's (1984) HRM model

Source: Fombrum *et al.* (1984 in Bratton & Gold, 2003:19).

The figure shows that the selection process forms an integral part of human resource development in the sense that an employee will be appraised for performance with the intention of rewarding that performance (Armstrong, 2006 (a):5; Bach, 2008:6). This should enhance the skills and commitment from employees. As such, the model of Fobrum, Tichy and Devanna is similar to the key arguments of the Guest model.

2.6.4 Sisson and Legge model

In the mid-1990s, the meaning of HRM and the prevalence of HR policies and practices ignited many debates. There were frequent criticisms that “hard” HRM was being wrapped in the language of “soft” HRM versions, and that it was simply a means to manipulate and control the workforce (Sisson, 1990:15; Legge, 1995:34). Sisson and Legge rejected positivist assumptions about the existence of an “objective reality”, and thereby deviated slightly from the Storey model. They argued that the “hard” dimensions of HRM reflect “utilitarian instrumentalism” and the “soft” dimensions represent a “developmental humanism” (Legge, 1995:34). This means that HRM reflects the notion that employees can be regarded as means to an end (employees as factors of production), but it also shows concerns for the development and growth of employees. As a result, Sisson and Legge developed a model that stresses both “hard” and “soft” dimensions of HRM. This model made a significant contribution by integrating various perspectives and approaches to HRM and also by focusing on the importance of alignment and integration of all human resource policies, systems and activities within organisational strategy. HRM systems should drive organisational objectives, which require that personnel policies, systems and practices should be logically consistent with and lend support to organisational strategies (Legge, 1995:35).

In support of Sisson and Legge’s model, Bach (2008:7) argues that the framing of the understanding between personnel management and HRM will facilitate a sharper distinction between “rhetorical language” and “empirical reality” of the “soft” and “hard” dimensions of HRM. Bach postulates that such a distinction is necessary to guide the analysis of empirical data since it relies heavily on researchers’ interpretation. In this regard Keenoy (1999), for example, suggests that HRM is a “hologram and what other authors see is often an illusion”. Sisson and Legge’s model is further supported by Carter and Jackson (2004:474) who agree that the “plurality” perspective of HRM is necessary to incorporate various perspectives.

As far as recruitment and selection processes and procedures are concerned, Sisson and Legge’s model provides insight into the binary perspectives (“soft” vs “hard”; unitary vs federal) of HRM. Its main contribution probably lies in the fact that recruitment and selection should be aligned closely with all other HRM functions and processes and, more importantly, with the strategic objectives of an organisation.

2.6.5 The Harvard model

Beer *et al.* (1984), who were attached to the Harvard Business School, developed the Harvard model. Boxall (1992) later referred to this model as the “Harvard framework”, since it provides a holistic perspective to HRM. The Harvard model (or Framework) is based on the belief that the typical challenges experienced as part of traditional personnel management can be resolved by creating enabling conditions (Armstrong, 2006(a):5 -7). The analytical framework of the Harvard model offers practitioners six components of HRM, which are interrelated. These six components provide a useful analytical basis for studying the situational factors associated with HRM. The six components include: situational factors, stakeholder interest, HRM policy choices, HR outcomes, long-term consequences, and a feedback loop (Beer *et al.* 1984:16; Lundy & Cowling, 1996:51; Bratton & Gold 2003:19-20; Price, 2004:40; Legge 2005:338; Armstrong, 2006:6; Analoui, 2007:6).

The six components of the model in the diagram below (Figure 2.3) show the influence, relationship and interrelationship of HRM functions among the following strategic aspects: recruitment and selection, reward system, labour relations, human resource policies, values and culture of the organisation, organisational strategy and employees’ well-being.

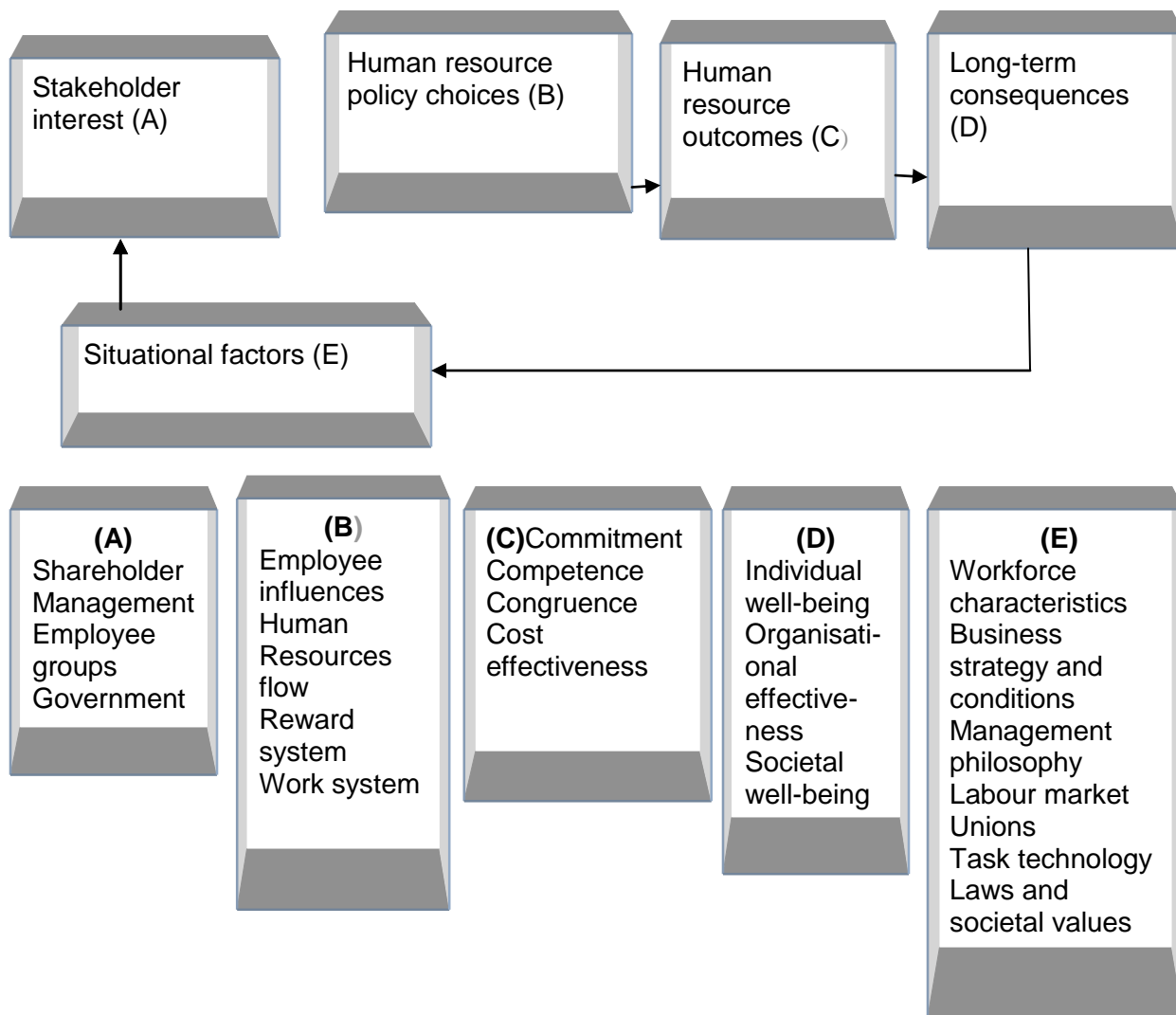


Figure 2.3 Harvard model (1984)

Sources: Adapted from Beer *et al.* (1984:16); Lundy & Cowling (1996:51); Legge (2005:338).

Evans and Lorange (1989 in Bratton & Gold, 2003:23) point out that the situational factors influence the choice of management on HR strategy, which is one of the characteristics of a typical (“ideal type”) normative model. The normative model should also incorporate workforce characteristics, management philosophy, labour market conditions and regulations, societal values, as well as patterns of unionisation. The inclusion of stakeholder interests in the model recognises the importance of HRM policy on decision-making, which should contribute to the environment and the organisation. It also highlights the need for trade-offs between the interests of employers and those of employees. HR outcomes recognise the talents of employees and the high employee

commitment to organisational goals and how high individual performance can lead to cost-effective products and services (Bratton & Gold, 2003:23).

The long-term consequences confirm the value of psychological rewards and assumptions (see McGregor's (1960) Theory Y for people-related issues). As such, the model makes a contribution to recruitment and selection since it emphasises the increased significance of recruiting and selecting committed and skilled employees. The model also recognises the influences of societal values in HRM processes (Bratton & Gold, 2003:23). The inherent strength of the Harvard model is its classification of inputs and outcomes at both organisational and societal levels (Boxall, 1992 in Bratton & Gold, 2003:20-21). Its basic weakness, however, lies in the absence of a coherent theoretical basis from which to measure the relationship between the HR inputs, outcomes and performance (Guest, 1997 in Bratton & Gold, 2003:23; Analoui, 2007:7).

2.6.6 Michigan model

Whereas the Harvard model is characterised by its “soft” approach to HRM, the “hard” approach is often attributed to the Michigan model (1984). The Michigan model offers a noticeable contrast to the Harvard model when compared. Unlike the employee-centred Harvard model, the Michigan model emphasises the role of managers on the resource-utilisation (“hard”) side of HRM. The hard approach of the Michigan model stresses the fact that HRM should be geared towards efficiency through the “cumulative, quantitative and strategic approach for managing employees in a rational way” (Storey, 1995; Bratton & Gold, 2003:17, Redman & Wilkinson, 2001; Price, 2004; Analoui, 2007:4-10). The model thus emphasises strategic control, organisational structure and systems to manage people effectively. The model strongly supports the notion that people should be obtained (recruited and selected) “cheaply, used sparingly, developed, then exploited fully” (Analoui, 2007:10).

The Michigan model was initiated by Fombrum *et al.* (1984:16). They were inspired by the work of Chandler, Redman and Wilkinson (2001), who came up with the concept of “structure follows strategy”. The basic premise is that efficiency can be improved through the effective utilisation of employees. Fombrum *et al.* (1984) and Armstrong (2006 (b):4), concurred with this analogy through their contention that HR systems and the organisational structure should be managed in a way that is congruent with the organisational strategy. According to Redman and Wilkinson (2001), the Michigan model of HRM is derived from the works of Guest (1989), Storey (1992), Hendry *et al.* (1995) and Beardwell (2004).

All of them concluded that the “hard” dimensions of HRM are rooted in the organisational strategy and policy.

A number of researchers point out the Michigan model’s five basic premises (Fobrum *et al.* 1984; Devanna *et al.* 1984; Lundy and Cowling 1996:70; Bratton and Gold 2003; Legge 2005:338; Armstrong 2006 (b):4; and Analoui 2007:11). These five premises are: performance, performance approval system, training and development, recruitment and selection, and rewards and compensation – as outlined in the figure below:

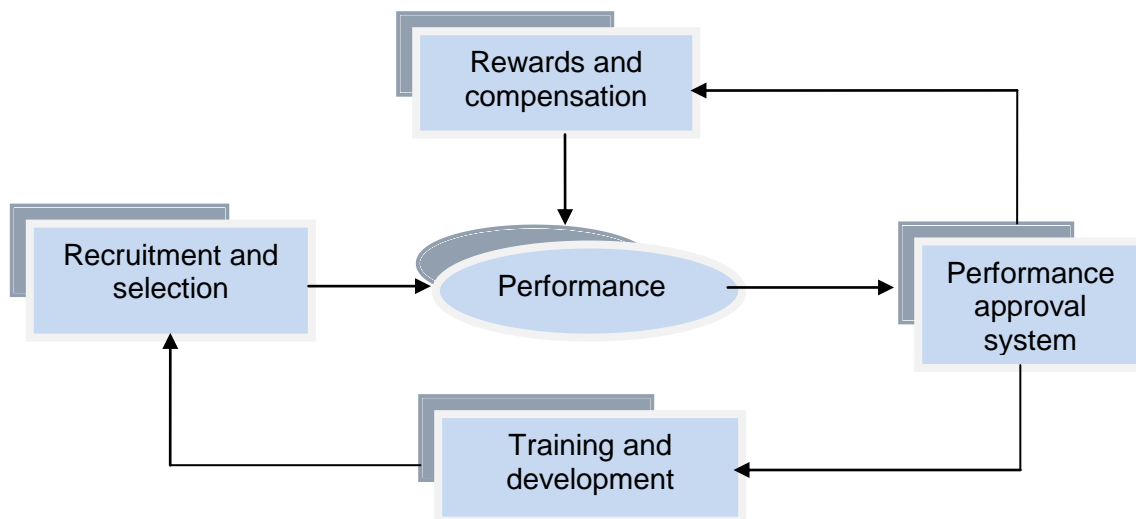


Figure 2.4 Michigan (1984) model of HRM

Sources: Adapted from Fobrum *et al.* (1984); Devanna *et al.* (1984).

According to the writers mentioned above, selection means hiring the best candidates; performance is concerned with pursuing business objectives; appraisal involves monitoring and overall performance and offering relevant feedback to individuals to improve their efficiency; the reward system is set up and offered for suitable performance and achievements; and development deals with the acquisition of knowledge and skills. The model is often criticised as being “rhetorical and manipulative since employees are used as tools in order to meet organisational goals and objectives” (Analoui, 2007:4). The objective of this model was efficient and effective production and inspired by the concept “structure follows strategy” as mentioned earlier.

2.6.7 The Warwick model

The Warwick model has five elements, namely the outer context, inner context, organisation or business-strategy content, HRM context and HRM content. The model can be traced back to the Centre for Corporate Strategy and Change at the University of Warwick in the UK. The model is the brainchild of two researchers in the UK, namely Hendry and Pettigrew (Bratton & Gold, 2003:26). This model illustrates the integration of inner context and outer context with organisational strategy. As such, the model has significance for recruitment and selection, seeing that internal and external contexts should be integrated with organisational strategy. Organisational strategy, in turn, affects and influences HRM practices. Such practices entail systems, processes, procedures, techniques, approaches and methods. The Warwick model's strength is mainly centred in the fact that it identifies and classifies important environmental influences on HRM. It also maps the connections between the environment and organisational strategy. Furthermore, this model explores how HRM should adapt to changes in the external environment.

The following figure illustrates the contexts and contents of the Warwick model which consists of external and internal environmental factors, affecting HRM functions, particularly that of recruitment and selection.

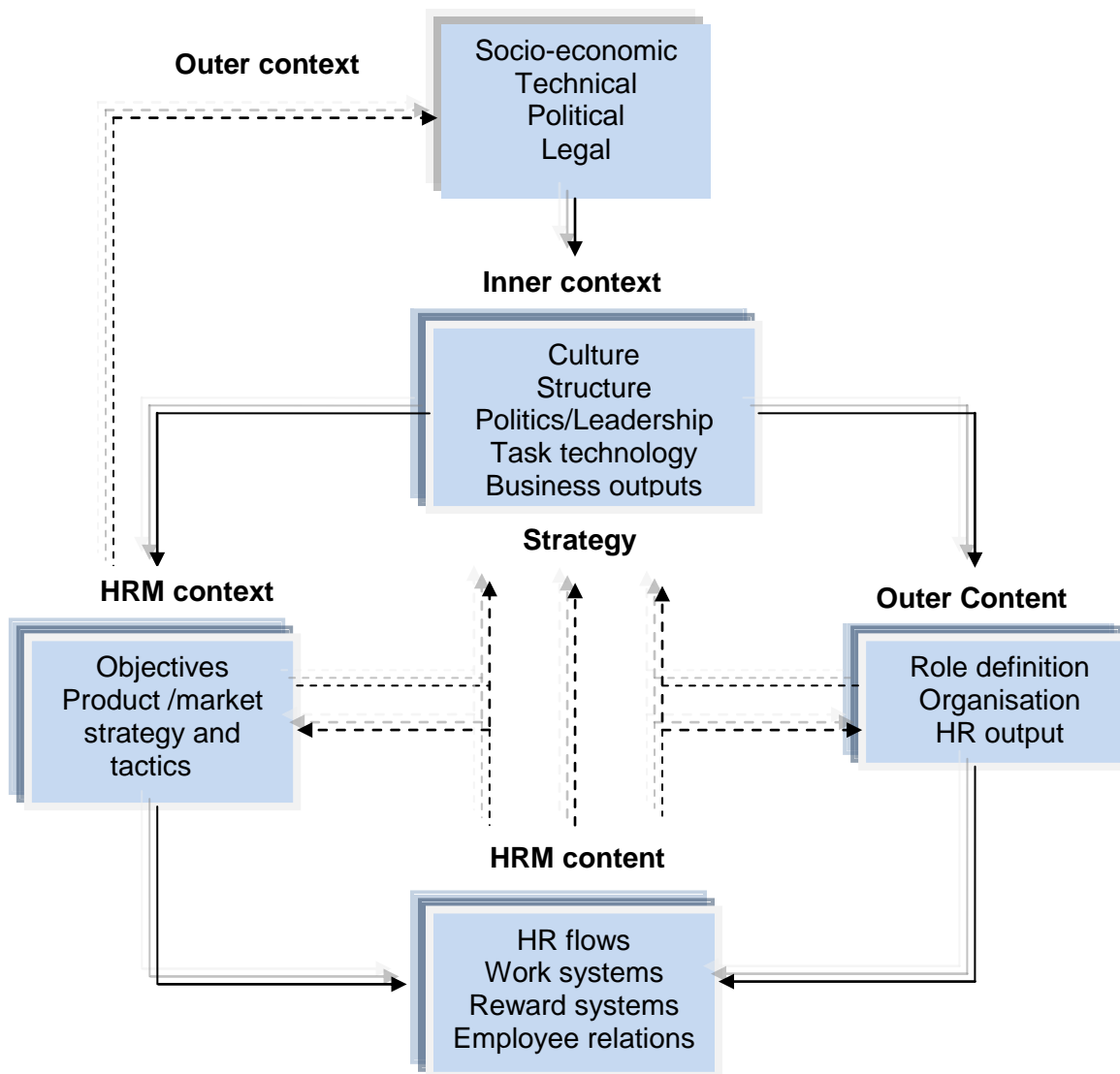


Figure 2.5 Warwick model

Sources: Hendry and Pettigrew (1990:6); Legge (2005:158).

The HRM model above illustrates how the outer context of social, economic, technological, political and legal factors influence and affect the inner context of the organisation. This context consists of the structure, culture, politics, leadership, task technology and business output. In turn, the inner context influences and affects the Outer Content (role definition, organisation and HR output), as well as the content of an organisation's (business) strategy. The HRM context and content of organisational strategy influence the HRM content on issues such as HR work flow, work systems, reward systems or employee relations, objectives, product/market, and strategy and tactics.

In conclusion, similarities as well as differences can be pointed out among the HRM models discussed above. This can stem from various factors:

- the integration of HRM and personnel practices with organisational strategy and HR strategy;
- the difference and similarities between the concepts of HRM and personnel management; and
- recognition and regard of personnel or human resource as an important commodity through the hard and soft dimensions.

Of importance is the relevance and influence of such differences and similarities between personnel management and HRM, particularly in the development of recruitment and selection processes and procedures. These models reflect on and illustrate how people were sourced into the world of work over a period of time by means of recruitment and selection practices. From an analysis of these models, four important factors emerge for the purpose of this study. These factors illustrate the importance of:

- an analytical framework for studying HRM and its impact on recruitment and selection;
- the integration and interrelationship between all HRM practices, which entail recruitment, selection, training and development, high performance, job analysis, job evaluation and high commitment;
- the characterisation of HRM to identify variables and the causal relationship to be researched; and
- a heuristic tool or device with which to discover, understand and explain the nature and significance of key HR practices, processes and procedures, such as recruitment and selection.

2.7 CONCLUSION

In this chapter the paradigmatic development of HRM was explored. By means of in-depth analysis of the scholarly discourse, the researcher traced the transition from personnel administration to personnel management, then to human resource management, and eventually to strategic human resource management. Prevailing HRM paradigms, theories, movements and models proposed by social scientists and behaviourists revealed different schools of thought on the development of personnel management and HRM. A clear understanding of the similarities and differences between personnel management and HRM is necessary to obtain clarity on the main constructs of

this study, namely recruitment and selection. The various periods of change present different perspectives of HRM and the influence of these perspectives on human resource recruitment and selection.

To illustrate the paradigmatic development of HRM further, the normative (“soft”) or “ideal” models of HRM were compared with the “hard” dimensions which focused on systems and processes in operationalising strategic objectives of institutions. The respective models that were explored emphasised the need for an integrated approach to HRM. Such an approach should align all functions and processes that are associated with people at work fulfilling the strategic objectives of institutions. In the development of a comprehensive model for recruitment and selection, as the focus of this research, the aspects mentioned above need to be incorporated.

In the next chapter the theoretical perspectives on human resource recruitment and selection will be investigated. This will be done to explain how various organisations use different steps, procedures, processes, sources and approaches of HRM. Thereby it will be possible to unpack the various processes and steps associated with recruitment and selection, in order to construct a comprehensive model.

CHAPTER 3

THEORETICAL PERSPECTIVES ON RECRUITMENT AND SELECTION PROCESSES

3.1 INTRODUCTION

The previous chapter explored the critical aspects of the development, paradigms, theories and models of HRM. Furthermore, the exposition on similarities and differences between personnel management and HRM explained how HRM practices, processes and procedures developed theoretically and paradigmatically. The discussion furthermore illustrated how the theoretical and paradigmatic developments in HRM influenced practices, processes and procedures of human resource recruitment and selection.

This chapter explores the scholarly discourse on the processes, steps, methods, and general practices associated with recruitment and selection. The main purpose of the chapter is to develop common practices which may be merged in a comprehensive “ideal type” model for recruitment and selection. It should be noted that recruitment and selection processes and practices differ from one organisation to another. This is due to varying factors such as size, objectives, products and/or services, and socio-economic and political context. European countries, such as Sweden, France, Netherlands, Portugal, Switzerland and United Kingdom (UK), use different recruitment and selection processes and practices. Thus it is meaningful to contrast South African applications with these countries to identify best practice. This chapter will concretise and operationalise the particular research objective of this study by determining the following aspects:

- the theoretical perspectives and best practice of human resource recruitment and selection in selected countries;
- the key variables, steps and concerns that generally are associated with recruitment and selection; and
- the application of the identified variables, steps and concerns with which to develop a comprehensive recruitment and selection model.

The following section deals with the recruitment process and its relationship with other HRM processes, such as job analysis (job description and specification) as well as human resource planning.

3.2 THE RECRUITMENT PROCESS

It is generally accepted that the recruitment process commences when a vacancy occurs and authorisation is given to fill the vacant position. The process is followed by the enumeration of the skills, abilities and experience through job specifications that are needed to perform the job. Recruitment can be done internally, (among existing employees) or externally (with new applicants). The general purpose of human resource recruitment is to build a supply of potential applicants for the organisation to draw from during the selection process (Noe *et al.* 2008:202; Breaugh, 1992:4). Stredwick (2001:89) further stipulates that recruitment is one of the most critical activities of the human resource specialist with the main purpose of attracting suitable candidates for a vacant position, and also to ensure that the organisation complies with labour legislation on discrimination. Recruitment can be regarded as a human resource management (HRM) activity that typically requires relative attention from top management and line managers. These role-players would be engaged in establishing general policies on hiring standards, acceptable and unacceptable sources of applicants, salary and compliance to employment equity as well as the affirmative action programmes (Hanekom, Rowland & Bain 1980:211).

The recruitment process typically consists of a sequence of steps that need to be followed to ensure that the best possible job applicant is employed who has the relevant knowledge, skills and capabilities (Carrell *et al.* 1999:138). The steps that need to be followed are characterised by a systematic way of specifying human resource requirements. This includes elements such as numbers, skills, levels, and time-frame. These elements are the result of a job analysis and of human resource planning activities (Byars & Rue, 1987:141; Swanepoel *et al.* 2000:270-273). For a job analysis consisting of job descriptions and specifications, the nature and requirements of the person (incumbent of the position) and the nature of the job should be specified before the recruitment process can commence. In terms of human resource planning, it is imperative that the demand and supply of human resources have to be determined to inform the recruitment process.

The systematic recruitment process generally follows a sequence of steps. It is important for the present study to analyse these steps in terms of their nature and content. From this analysis, common steps (synergy between various proposed steps) will emerge that could be utilised in different organisational settings. These settings will be informed by factors including: the size of an organisation, the nature of its service and/or products and the financial standing of the organisation. Further factors are: the statutory and regulatory framework

governing HRM in the country and what the labour market offers in terms of the skills, competencies and knowledge of potential job applicants.

Figure 3.1 below illustrates the relationship among job analysis, human resource planning and recruitment and selection. It illustrates how job analysis and human resource planning influence the processes of human resource recruitment and selection.

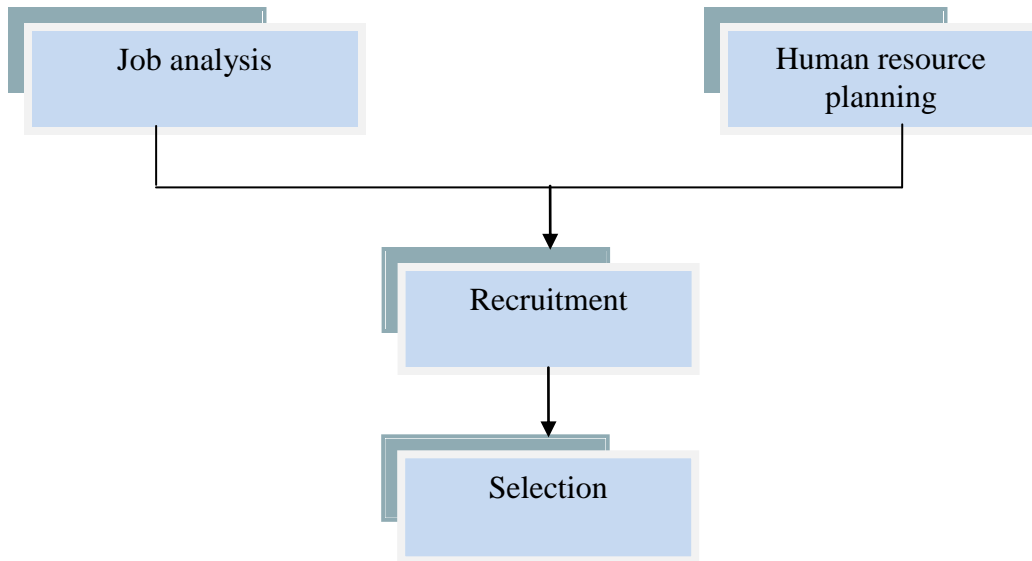


Figure 3.1 Relationships among job analysis, human resource planning and recruitment and selection

Source: Byars and Rue (1987:141).

In the sections that follow, an attempt will be made to explore the respective contributions of various scholars as far as recruitment steps are concerned. Based on this analysis, the researcher will identify commonalities for potential inclusion in a comprehensive recruitment (and selection) model.

Amos, Ristow, Ristow and Pearse (2008:115-120) propose nine steps in the recruitment process, as reflected in table 3.1 below.

Table 3.1 Amos *et al.*'s (2008) steps in the recruitment process

Recruitment process	Brief description
Step 1: Identify the need to recruit	Create a new job or a vacancy left by employees who resign or are promoted.

<i>Step 2:</i> Update the job description, specification and profile	Identify the most suitable profile to create an ultimate goal for recruitment and selection. Verification of information on the context of the job.
<i>Step 3:</i> Refer to the recruitment policy	Policy provides guidelines derived from primary legislation.
<i>Step 4:</i> Consider factors affecting recruitment programme	The factors include timing of recruitment, legislation, and conditions of the labour market.
<i>Step 5:</i> Consider the sources of recruitment	Advantages and disadvantages should be considered of using external or internal recruitment sources.
<i>Step 6:</i> Choose the appropriate recruitment method	Advantages and disadvantages should be considered of using external or internal recruitment methods.
<i>Step 7:</i> Develop the recruitment advertisement	The consideration for the development of the advertisement should specify the size, position, layout and graphics, organisational logo and name, nature of the job, type of the person needed in terms of qualification, experience, and skills, as well as compensation and conditions of service.
<i>Step 8:</i> Place the advertisement in the most appropriate and suitable media	Implementing the decision made on step 6 above. These include newspapers, journals, e-recruiting, notice boards, exhibitions and notices in the higher education environment.
<i>Step 9:</i> Ensuring availability of application blanks	Completion of application forms which will provide information about the applicants' work history, experience, qualification, and so forth.

The following table depicts the recruitment process as proposed by Swanepoel *et al.* (2000:303-307). According them these steps are normally followed by larger organisations, and can be used as a “model approach” for recruitment. However, since organisations have different goals and functions, the recruitment process will have to suit each organisation’s specific needs and requirements.

Table 3.2 Swanepoel *et al.*'s (2000) steps in the recruitment process

Recruitment process	Brief description
<i>Step 1:</i> Determine the exact need	Recruitment should be followed by substantiated facts and information from objective measurements, and should flow from the workforce

	planning process.
<i>Step 2: Obtain approval</i>	Approval should consider the human resource budget, strategic plans, and guidelines for recruitment. Recruitment and appointment should be compatible with human resource plans and the recruitment strategy.
<i>Step 3: Compile or update job description and job specifications</i>	Job description will determine the purpose, duties, responsibilities and position of the relevant job in the organisational structure. Job specification will profile the required job holder on the necessary experience, qualifications, motivation and communication abilities.
<i>Step 4: Determine the key performance areas of the job</i>	These are crucial for the success of the job, the focus on outputs and can assist during interviewing and selection; and may also form part of the job description.
<i>Step 5: Consult the recruitment policy and procedure</i>	Recruitment policy and procedure document contain specific guidelines for recruitment, and should be consulted to ensure long-term efficiency of the recruitment. The document outlines approaches and can include steps in the recruitment process; also indicate whether recruiting should be internally or externally.
<i>Step 6: Choose the recruitment source/s</i>	The type of person/s to be recruited for the job will determine the source/s to be selected. Historical data on the success rate of certain source/s could be very useful. The recruitment policy and procedure should set guidelines for the best recruits.
<i>Step 7: Decide on the recruitment method</i>	Recruitment methods which traditionally proved successful must be considered, for example, newspaper advertisements and internal succession planning. It is also advisable to consider previous experience with different methods and their effectiveness in various geographical areas and in different job categories. Recruiters must guard against methods that are discriminatory sprouting from unintentional results of a traditional practice in the organisation.
<i>Step 8: Implement the</i>	The chosen recruitment method/s must be applied

decision	to recruit, and the chosen method screened for clear parameters that are expected from the service provider, if newspaper advertisements are used. Steps must be taken to disallow discrimination other than those issues inherent in the job requirements and which are prescribed in affirmative action programmes.
<i>Step 9:</i> Allow sufficient time for responses	This will dictate the time that should be allowed for responses from job applicants. Set clear deadlines, but remain flexible to ensure the maximum number of responses.
<i>Step 10:</i> Screen responses	Initial screening could be done telephonically to screen out unsuccessful job applicants in comparison with the requirements stipulated in the job description and job specification. Screening should take place according to the initial criteria set for the job, and should guard against prejudice and subjective opinions which could lead to discrimination. Completed application forms and/or curriculum vitae should be screened as well.
<i>Step 11:</i> Draw up a shortlist of candidates	A short-list is drawn of possible successful candidate/s, also telephonic screening can assist to obtain more information which further can eliminate unsuitable candidates. The shortlisted applicants must be discussed with the relevant department or section head before the interviews.
<i>Step 12:</i> Provide feedback to the job applicants	Inform job applicants of the outcome of their applications as soon as possible; this will ensure that the reputation of the organisation remains uncompromised.
<i>Step 13:</i> Proceed to the selection process	Qualifying job applicants should then be invited for interviews.
<i>Step 14:</i> Evaluate the recruitment efforts	The success of the recruitment process can be evaluated by following appointments. The size of an organisation will determine the method and intensity of the evaluation.

According to Stredwick (2001:89-118), there are four main stages in the recruitment process which are: (1) drafting a recruitment policy, (2) determine

whether a vacancy exists, (3) defining the details of the vacancy, and (4) attracting the job applicants. These stages are discussed in table 3.3 below.

Table 3.3 Stredwick's (2001) steps in the recruitment process

Recruitment process	Brief description
<i>Stage 1: Drafting a recruitment policy</i>	Recruitment policy is the foundation of the recruitment process as it represents the organisation's code of conduct, rules and standards. The policy should include important consideration of internal job applicants and development of existing employees, handling and processing applications with speed, diligence and courtesy. No discrimination and no false or exaggeration claims should surface in the recruitment process or the job advertisement.
<i>Stage 2: Determining whether a vacancy exists</i>	The vacancy can occur either through an existing occupant leaving the organisation or through creation of a new post by expansion or reorganising/rationalisation.
<i>Stage 3: Defining the details of the vacancy</i>	Investigate the nature of the work and its key features through job analysis. Agree on a summary of the job and the nature of the person to fit the job through job a description or job profile, and a personal specification. Alternatively, a competency profile can be used to determine competencies required to carry out the job efficiently. Finally the terms and conditions of the post should be decided, including hours of work, salary and benefits, which are known as an employment package.
<i>Step 4: Attracting job applicants</i>	This involves a number of issues such as: Will internal candidates be encouraged to apply? Or will the entire recruitment process be handled by the organisation? Will the third parties be invited to assist in designing and placement of the advertisement that provides the necessary information to applicants?

Table 3.4 below expounds the seven steps of the recruitment process as proposed by Schuler, (1984:125); Werther and Davis (2003:200); as well as Grobler, Warnich, Carrell, Elbert and Hatfield. (2003:167). These authors have included human resource planning and job analysis to illustrate the relationship to recruitment and selection as mentioned in Figure 3.1 above. Several authors, such as Hodgetts and Kroeck, (1992:137-138), Schultz (2004:191-195), Newell, (2005:118), and Torrington *et al.* (2005:122) have also included other variables. These are: job analysis, job descriptions, job specifications, internal and external sources and methods of recruitment that demonstrate the relationship of these variables.

Table 3.4 The steps in the recruitment process according to Schuler (1984), Werther and Davis (2003), as well as Grobler *et al.* (2003)

Recruitment process	Brief description
<i>Step 1:</i> Job opening identified	Define what the job entails or what the previous incumbent tasks implied.
<i>Step 2:</i> Human Resource Planning	Consider the various formal considerations – legal, economic, technological, training and developmental, structural against the informal organisation’s vision, mission, values and strategy (affirmative action, employment equity plans and succession plans).
<i>Step 3:</i> Job analysis and job design	Draft job descriptions to determine job orientation focusing on psychological and behavioural requirements of the job. Draw up job specifications which include the level of decision-making, skills needed to perform the job, autonomy of the job and mental effort needed to perform the job, which are job requirements.
<i>Step 4:</i> Choose the appropriate recruitment sources	Consider the advantages and disadvantages of using the internal and external sources of recruitment.
<i>Step 5:</i> Choose the recruitment methods	Consider the advantages and disadvantages of using internal and external methods of recruitment.
<i>Step 6:</i> Develop the recruitment advertisement	Review the realistic job interview. Consider expanding career and job opportunities, and consider alternative work arrangements.
<i>Step 7:</i> Ensure pool of	Check the application forms of job applicants.

potentially qualified applicants	
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According to Heneman, Schwab, Fossum and Dyer (1980:218-244) the recruitment process consists of five interrelated stages which are: (1) planning, (2) strategy development, (3) searching, (4) screening, and (5) evaluation and control to be performed by top management or line management, as explained in the following table.

Table 3.5 Heneman *et al.*'s (1980) steps in the recruitment process

Recruitment process	Brief description
<i>Step 1:</i> Recruitment planning	Translate a standard of likely job vacancies into a set of objectives and targets that specify the numbers and types of potential job applicants to be contacted.
<i>Step 2:</i> Strategy development	Developing factors such as where to look for job applicants, and to “sell” the organisation to potential job applicants.
<i>Step 3:</i> Searching	The development and activation of candidate sources and recruiting methods. Organisations are well advised to establish procedures to handle the flow of job applicants, as well as the paperwork, before the actual activation of the applicant flow.
<i>Step 4:</i> Screening	This is the integral part of the recruitment process and can be the first selection process. Screening removes at an early stage those applicants who are unqualified for the available jobs. Interviews and application blanks may be used to screen walk-ins. Resumes and reference checks are used in screening as in selection.
<i>Step 5:</i> Evaluation and control	Recruitment evaluation and control enhance monitoring and feedback, as monitoring assists in tracking various indicators of performance on an on-going basis, whilst feedback provides relatively hard measures of the performance of a recruiting unit for its effectiveness. Evaluation data can also be used to make adjustments in the recruitment process, and to make improvements in recruiting plans and strategies, as well as for search and

screening techniques.

The different recruitment processes and steps highlighted in tables 3.1 to 3.5 above, suggest that the suggested ideal amount of steps for recruitment range between 4 and 14. With a view to identify “generic” or common steps in the recruitment process, the table below summarises the sequential steps that were proposed:

Table 3.6 Synopsis of steps in the recruitment process

Author/s	Recruitment steps
Amos <i>et al.</i> (2008:115-120)	Step 1: Identify the need to recruit Step 2: Update the job description, specification and profile Step 3: Refer to the recruitment policy Step 4: Consider factors affecting recruitment programme Step 5: Consider the sources of recruitment Step 6: Choose the appropriate recruitment method Step 7: Develop the recruitment advertisement Step 8: Place the advertisement in the most appropriate and suitable communication medium Step 9: Ensuring availability of application blanks
Swanepoel <i>et al.</i> (2000: 303-307)	Step 1: Determine the exact need Step 2: Obtain approval Step 3: Compile or update job description and job specifications Step 4: Determine the key performance areas (KPA's of the job) Step 5: Consult the recruitment policy and procedure Step 6: Choose the recruitment source/s Step 7: Decide on the recruitment method Step 8: Implement the decision Step 9: Allow sufficient time for responses Step 10: Screen responses Step 11: Draw up a shortlist of candidates Step 12: Provide feedback to job applicants Step 13: Proceed to selection process Step 14: Evaluate the recruitment efforts
Stredwick	Stage 1: Drafting a recruitment policy

(2001:89-118)	Stage 2: Determining whether a vacancy exists Stage 3: Defining the details of the vacancy Step 4: Attracting job applicants
Schuler (1984:125); Grobler <i>et al.</i> (2003:167); and Werther and Davis (2003:200).	Step 1: Job opening identified Step 2: Human Resource Planning Step 3: Job analysis and Job design Step 4: Choose the appropriate recruitment sources Step 5: Choose the recruitment methods Step 6: Develop the recruitment advertisement Step 7: Ensure pool of potentially qualified applicants
Heneman <i>et al.</i> (1980:218-244)	Step 1: Recruitment planning Step 2: Strategy development Step 3: Searching Step 4: Screening Step 5: Evaluation and control

Based on the steps proposed by the scholars above, table 3.7 below contains commonalities. It is thus a synopsis of common or generic steps proposed for recruitment. These synergised steps will be used to design a comprehensive model for recruitment later in the study.

Table 3.7 Common sequential steps in the recruitment process

<ul style="list-style-type: none"> • Step 1: Identify the need to recruit/determine whether vacancy exists • 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: Ensure 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 is a critical aspect of the success of its overall recruitment strategy

(Noe *et al.* 2009:132-139). The choice of sources and methods of recruitment depends on the ease with which an organisation can recruit job applicants, seeing that some recruitment sources and methods are time-consuming and may not necessarily attract suitable job applicants (Spector, 2003:136; Grobler *et al.* 2003:172-180; Schultz, 2004:221-225; Swanepoel *et al.* 2000:298-302). The following section focuses on the different systematic processes of human resource recruitment, which involve internal and external sources and methods. Sources and methods of recruitment should be considered as part of the variables to include in a comprehensive model.

3.2.1 Methods of recruitment

Several authors point out that the first decision is whether to recruit employees within the organisation or outside the organisation. These authors include Carrell *et al.* (1998:148); Harris (2000:102-114); Ivancevich (2004:199); Grobler *et al.* (2003:172-180); Schultz (2004:221-224) and Torrington *et al.* (2005:125). According to Matheson (1996:47), an employer has to compile an internal register in order to assess whether existing employees are interested in possible vacancies.

Potential internal and external methods are listed in the tables below. The tables present the respective contributions of authors. Again the purpose is to consider critical variables associated with recruitment. Table 3.8 lists general methods for internal recruitment.

Table 3.8 Internal methods of recruitment

Author/s	Internal sources and methods
Grobler <i>et al.</i> (2003:172-180)	Bidding Job posting
Schultz (2004:221-224)	Current employees Referrals from current employees Former employees
Werther and Davis (2003:190-201)	Job posting Departing employees
Mathis and Jackson (1976:116-123)	Job posting Bidding Current employees Former employees Previous applicants

Torrington <i>et al.</i> (2005:125)	Internal intranet Internal advertisements Corporate website
Harris (2000:102-114)	Managerial nominations Job posting
Byars and Rue (1987:143-144)	Bidding Job Posting
Swanepoel <i>et al.</i> (2000:303-307)	Skills inventory and Career development systems Job posting Inside moonlighting or contracting Supervisor recommendations
Gerber <i>et al.</i> (1999:94-95)	Present employees Job advertisement Personnel records Skills inventory
Nel <i>et al.</i> (2004:220-221)	Current employees Referrals from current employees Former employees

Table 3.9 provides the commonalities between the proposed *internal* methods for recruitment as proposed by the different authors.

Table 3.9 Common internal methods for recruitment

<ol style="list-style-type: none"> 1. Bidding 2. Job posting 3. Current employees/present 4. Former employees 5. Skills inventory 6. Referrals from current employees 7. Managerial nominations/supervisor recommendations

The table below presents the various *external* methods of recruitment as suggested by various authors.

Table 3.10 External methods of recruitment

Author/s	External sources and methods
Grobler <i>et al.</i>	<ul style="list-style-type: none"> • Direct applications and employee referrals

(2003:172-180)	<ul style="list-style-type: none"> • University/school campus recruiting • Private employment/recruitment agencies • Advertising • Direct mail • Radio and TV • Internet
Schultz (2004:221-224)	<ul style="list-style-type: none"> • Advertisements • Employment agencies • Campus recruiting • Direct mail • E-recruitment
Werther and Davis 2003:190-201)	<ul style="list-style-type: none"> • Walk-ins and write-ins • Employee referrals • Advertising • Private employment agencies • Professional search firms • Educational institutions • Professional associations • Labour organisations • Military operations • Government-funded and community training programs • Temporary help agencies • International recruiting
Mathis and Jackson (1976:116-123)	<ul style="list-style-type: none"> • School recruiting, college and university recruiting, employment agencies, temporary help • Labour unions • Media sources • Trade and competitive sources
Torrington <i>et al.</i> (2005:125)	<ul style="list-style-type: none"> • Specialist journals and trade press • Recruitment agencies • National newspaper advertisement • Word of mouth • Job centres/employment services • Education liaison • Recruiting temporary employees • Executive recruitment consultants • Promotional events/careers fairs • Apprentice/work placements

	<ul style="list-style-type: none"> • Speculative applications • Secondments • Commercial job-board • Internet sites • Radio and TV • Posters and billboards
Harris (2000:102-114)	<ul style="list-style-type: none"> • Newspaper advertisements • Television and radio advertisements • Networking • University/College campus recruitment • Employment agencies and search firms • Internet recruitment
Byars and Rue (1987:143-144)	<ul style="list-style-type: none"> • Advertising • Employment agencies • Temporary help agencies and employee leasing companies • Employee referrals and walk-ins/unsolicited applications • Campus recruiting
Swanepoel <i>et al.</i> (2000:315-327)	<ul style="list-style-type: none"> • Employment agencies • Walk-ins • Referrals • Professional bodies • Head-hunting • Educational institutions • Consultants • Advertisements • Special events recruiting • Vacation work • Computer databases and the internet
Gerber <i>et al.</i> (1999:94-95)	<ul style="list-style-type: none"> • Employment agencies • Head-hunting • Walk-ins • Referrals • Professional associations • Advertisements • Campus recruiting
Nel <i>et al.</i> (2004:220-221)	<ul style="list-style-type: none"> • Advertisements • Campus recruiting

	<ul style="list-style-type: none"> • Employment agencies • Customers • Direct mail • E-recruitment
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Table 3.11 below identifies the commonalities between in external methods of recruitment.

Table 3.11 Common external methods

<ol style="list-style-type: none"> 1. Direct applications/mail 2. University, campus, school recruiting 3. Professional and private employment or recruitment agencies, job centres or employment services 4. Radio, TV/Media sources 5. Temporary help/temporary employees 6. National newspaper advertising 7. Employee referrals 8. Internet/E-recruitment 9. Labour unions 10. Walk-ins and write-ins 11. Professional associations 12 Job hunting 13 Head-hunting 14. Customers 15. Special events recruiting

The above tables (3.8 and 3.10) illustrate that different organisations use different internal and external methods of recruitment. This is an indication that there is no fixed or prescribed method, but that the method applied will vary from situational context and one organisation to the other. The content of table 3.11 will be utilised in the last chapter of this study to construct a comprehensive model for recruitment.

The selection process naturally follows recruitment. The following section explores the processes and steps associated with selection.

3.3 THE SELECTION PROCESS

The steps in the selection process should help to determine the most suitable candidate for the vacancy. Selection must adequately match the job applicant with the job requirements (job description and specifications). The purpose of the selection process is to employ job applicants who are likely to be successful in the job. Therefore, several approaches and methods can be utilised – each with its own advantages and disadvantages (Spector, 2003:139). The selection process generally begins by reviewing the current applications that were gathered through the organisation’s recruitment efforts. The discussion in this section intends to illustrate how various authors propose the incremental and progressive processes, as well as the steps associated with selection.

The following table illustrates the various processes and steps typically utilised in selection. 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 (see Mathis & Jackson, 1976:127-129; Carrel *et al.* 1999:177). Table 3.12 below lays out the eight steps in the selection process, as proposed by Werther and Davis (2003:217).

Table 3.12 Werther and Davis’s (2003) steps in the selection process

Selection process	Brief description
<i>Step 1:</i> Preliminary reception of applicants	The employment personnel provide information to the job applicant about the organisation and the current job opportunities. The job applicant will be assisted to complete the application forms and the schedule for the interviews is arranged, as well as the tests where necessary.
<i>Step 2:</i> Employment tests	This technique helps organisations to make decisions on employment, but it can be expensive to develop test measures. The tests focus on performance, cognitive ability, personality, and honesty tests.
<i>Step 3:</i> Selection interview	Employment interviews vary from one organisation to another. The challenges in selection interviews include untrained interviewers and types of interviews used like unstructured and/or structured interviews.
<i>Step 4:</i> References and background checks	This is to verify the credentials, qualification and experience claimed by the job applicant. It can be done by means of telephone or correspondence.
<i>Step 5:</i> Medical evaluation	Medical examination is prohibited by law unless legislation permits or requires such testing, or it is

	justifiable, given the requirements of the job.
<i>Step 6: Supervisory interview</i>	This can be achieved through walk-ins, a curriculum vitae or letters from applicants. The applicants are then asked about their interest in the organisation.
<i>Step 7: Realistic job preview</i>	The recruiters provide realistic expectations about the job, by describing the organisation and give a truthful representation about the organisation.
<i>Step 8: Hiring decision</i>	When making a final decision on the employment offer, all the information gathered during the previous steps will be considered.

The following six steps in the selection process are illustrated by Grobler *et al.* (2003:186). These steps typically are followed by small to medium organisations.

Table 3.13 Grobler *et al.*'s (2003) steps in the selection process

Selection process	Brief description
<i>Step 1: Initial screening</i>	This can be achieved through walk-ins, curriculum vitae's or letters from applicants. The most common screening of the applicants' process is termed the multiple-hurdles process, which means there will be numerous hurdles to overcome before being short-listed. The alternative method is the compensatory process in which the applicant's strengths in some areas are seen as a way to compensate and counterbalance weaknesses in other areas.
<i>Step 2: Application blank</i>	An application blank can be defined as a formal record to provide personal information such as education, work history, medical history, hobbies, experience, sex, age, etc, of the job applicant. Weighted Application Blank (WAB) is somewhat similar to the Biographical Information Blank (BIB). The application blank is used to develop a reference and background check, and to formulate interview questions.
<i>Step 3: Pre-employment testing</i>	Tests are prohibited unless it is justifiably related to the job, is fair, provides good assessment practice and promotes the professional and ethical use of assessment instruments. The assessment centres

	tests include in-basket techniques, leaderless group discussions, role playing and delivering speeches.
<i>Step 4: Interviews</i>	The interview is intended to determine whether the applicant has the ability to accomplish the job, will be motivated to perform the job, and will match the needs of the organisation. The interviews can be structured (directive) or patterned, unstructured (non-directive).
<i>Step 5: Reference checks</i>	The process entails verification of the information provided in the application form and during the interview, which can be provided by friends and previous employers. Reference checks can be done telephonically.
<i>Step 6: Medical examination</i>	The job offer is made after an employee has passed a physical examination. However, medical examination is prohibited by law unless legislation permits or require the testing or is justifiable in the light of medical facts, employment conditions and social policy.

The following table expounds the selection process as proposed by Swanepoel *et al.* (2000:315-327). These eight steps are typically followed by larger organisations. Again it should be noted that since organisations have different goals and functions, the selection process will have to suit each organisation's specific needs and requirements.

Table 3.14 Swanepoel *et al.*'s (2000) steps in the selection process

Selection process	Brief description
<i>Step 1: Preliminary interview</i>	This process is brief and concise with the purpose of pre-selecting and eliminating the job applicants who did not qualify. Questions are posed on qualifications, experience, salary, and can be conducted telephonically.
<i>Step 2: Application blank</i>	During the preliminary interviews, successful applicants are requested to complete an application blank to provide information on education, work history, personal data, medical history, hobbies, etc. A significant advance in the use of biographical data for selection is the use of weighted application blank (WAB). The WAB is an instrument that determines the relationship between response on specific questions

	and job performance, defined in terms of predetermined criteria, for example job tenure.
<i>Step 3: Employment testing</i>	The tests are used to obtain information about personal characteristics, which entail constructs such as ability, aptitudes, interest and personality. This include psychological and intelligence tests.
<i>Step 4: Employment interviews</i>	This is the most common assessment tool used to select employees with the aim of determining the applicants' degree of suitability for the applied job. Interviews help to match the information given by applicants' to the job requirements. The interview committee can be a combination of a human resource specialist, executive or senior management, potential supervisor, worker representative and special affirmative action committee member/s.
<i>Step 5: Reference checks</i>	Reference checks are conducted after the employment interview to find out more about the job applicant's employment record, education, training and behavioural patterns.
<i>Step 6: Physical examination</i>	Physical examination is done before the appointment to determine the applicant's physical suitability for the position. (In the case of South Africa, physical examinations should be job-related but not discriminatory, in terms of section 7 of the Employment Equity Act.)
<i>Step 7: Offer employment</i>	Based on all information collected, a decision has to be made as to the most suitable candidate. When making a selection decision, the information used should be objective, in other words, related and relevant to prior learning, experience, qualifications and competencies and based on the inherent requirements of the job.

Mathis and Jackson (1976:129-145) propose the following eight steps in the selection process, which is explicated in table 3.15 below.

Table 3.15 Mathis and Jackson's (1976) steps in the selection process

Selection process	Brief description
<i>Step 1: Reception</i>	A brief interview is held before an applicant is given

	the application form, and this constitutes an initial screening. Questions posed are related to the location desired, concerns about job interest, salary expectations, and availability for the work.
<i>Step 2: Application form</i>	The application form is used to source the information about the applicant, such as personal detail. The Weighted Application Blank (WAB) scores or weights the numeric values against every response/item.
<i>Step 3: Initial screening interview</i>	Screening is done from the information obtained from the application form, and that information is not limited to prior employment, experience, education, and language proficiency. The process of pre-selection involves studying the candidate's resume or curriculum vitae (CV) and includes assessment of experience, qualification and achievements. The pre-selection process also helps to check whether the job applicant can function in a group and will fit into the organisational culture.
<i>Step 4: Testing</i>	Although controversial, selection testing is valuable if administered properly. Examples of selection tests include aptitude and proficiency tests, general personality and psychological tests, polygraph tests and graphology analysis.
<i>Step 5: In-depth selection interview</i>	This technique is used to probe areas of interest to determine to what extent the applicant is suitable for the job. This is intended to integrate all the information received from various sources (including the application form, tests, and reference checks). The interview can be structured or unstructured in nature.
<i>Step 6: Background investigation</i>	This takes place either before or after the in-depth or evaluation interview. The aim is to validate the information received in the application form and during the interview.
<i>Step 7: Medical examination</i>	Establish the health status of the applicants who are considered for employment. The physical standards for the jobs should be realistic, justifiable and geared towards the job requirements.
<i>Step 8: Assessment centres</i>	This is a means for selection and development composed of a series of evaluative exercises and tests. The tests contain a comprehensive interview,

	pencil-and-paper tests, individual and group simulation, and work exercises. The centres are used to determine and select suitable candidates.
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The seven steps in the selection process as proposed by Harris (2000:148-173) (Table 3.16), can be used in small to medium organisations.

Table 3.16 Harris's (2000) steps in the selection process

Selection steps	Brief description
<i>Step 1: Review application forms and résumés</i>	Most organisations use information from the application forms as an initial screen. Alternatives to applications forms are the Weighted Application Blank (WAB) or Biographical Information Blank (BIB) techniques.
<i>Step 2: Select the best applicants for interviews</i>	Other organisations use more than one interview in their selection procedure. Interviews may be traditional/unstructured, structured, stress (number of panel members).
<i>Step 3: Interviews</i>	This is the common selection practice or a technique which is used to address reliability, competencies, values, and motivation. The interviews can be traditional or unstructured, structured, stress (number of panel members).
<i>Step 4: Administering tests</i>	These include psychological tests assessing personality, cognitive ability and job knowledge.
<i>Step 5: Work sample</i>	This basically is a brief simulation of major job activities and is commonly used for secretarial and clerical positions. Assessment centres employ an extended work sample that measures various competencies of communication, decision-making, and leadership.
<i>Step 6: Conduct reference and background checks</i>	This helps to uncover candidates' information, such as prior/previous employment history, and past criminal convictions.
<i>Step 7: Testing for substance abuse</i>	There are procedures for the screening and testing for substance abuse. Validity and legal considerations should be kept in mind when testing for drug and alcohol abuse.

The following five steps in the selection process are illustrated by Ivancevich (2004:227-239), and are normally utilised by small organisations.

Table 3.17 Ivancevich's (2004) steps in the selection process

Selection steps	Brief description
<i>Step 1:</i> Preliminary screening	The information about the job applicant is received by asking the applicant to complete the application form. Traditional application forms are: the Biographical Information Blank (BIB) and Weighted Application Blank (WAB), which are designed to be scored systematically.
<i>Step 2:</i> Employment interview	The employment interview covers a wide range of areas, such as verbal and non-verbal behaviour, personality, characteristics, impression management and pre-interview impressions. The employment interviews can be structured and/or unstructured and can add to the reliability and validity of suitable selection.
<i>Step 3:</i> Employment tests	Employment tests can be paper-and-pencil tests or simulation exercises. These tests measure characteristics, such as aptitudes, manual dexterity and intelligence. The various tests include job sampling, performance tests, cognitive ability tests, psychomotor-ability simulations, personality inventories and temperament tests, as well as polygraph and honesty tests.
<i>Step 4:</i> Reference checks and recommendations	These are the people indicated by the applicants who can provide valuable information about each candidate.
<i>Step 5:</i> Physical examination	The legality of testing substance abuse and protection of employees is emphasised. The reliability of such tests is, however, often questioned by authorities.

Amos *et al.* (2008:123-126) suggest nine steps in the selection process that constitute the staffing process which emanates from the planning process as indicated in table 3.17 above.

Table 3.18 Amos et al.'s (2008) steps in the selection process

Selection steps	Brief description
<i>Step 1:</i> Screen and short-list applications	Applicants are evaluated on the basis of their submitted application forms and curriculum vitae against the predetermined criteria.
<i>Step 2:</i> Contact candidates on the shortlist	Candidates on the shortlist are contacted and invited to attend the interview.
<i>Step 3:</i> Conduct interviews in an efficient and professional manner	The interview is the most common used selection technique in order to assess the candidate directly through face-to-face interaction.
<i>Step 4:</i> Check background information	The information supplied by candidates should be verified and can thus be used as predictors; the most common method is by telephone.
<i>Step 5:</i> Conduct medical examination	The Employment Equity Act prohibits medical testing, unless legislation permits or requires such testing and is justifiable, based on the requirements of the job.
<i>Step 6:</i> Make a final hiring decision	This is done when a person has been seen to fit into the post.
<i>Step 7:</i> Make a fair job offer	This is done by formulating a letter of appointment and the candidate accepts the offer in writing.
<i>Step 8:</i> Keep complete records	Records of recruitment and selection should be kept, including an outline of all the steps and processes.

The following table illustrates the six steps in the selection process as discussed by Byars and Rue (1987:182).

Table 3.19 Byars and Rue's (1987) steps in the selection process

Selection steps	Brief description
<i>Step 1:</i> Completion and screening of the application form	Application forms provide basic employment information to be used in later steps of the selection process and to screen out unqualified job applicants.
<i>Step 2:</i> Preliminary interview	Preliminary interviews are used to determine whether the applicants' skills, abilities and job preferences match any of the available jobs in the organisation, as

	well as to explain to the applicant the available jobs and their requirements. Such interviews also help to answer any questions the applicant has about the available jobs. This is a brief exploratory interview conducted after filling in the application form. Preliminary interviews are also used to screen out unqualified or uninterested job applicants.
<i>Step 3: Employment testing</i>	Employment testing includes the following: aptitude tests, psychomotor tests, job knowledge and proficiency tests, interest tests, personality tests, polygraph tests, graphology (handwriting analysis), testing for substance abuse, as well as for HIV/Aids.
<i>Step 4: Diagnostic interview</i>	The diagnostic interview is conducted by the manager or supervisor who manages the job opening.
<i>Step 5: Pre-employment checking</i>	A physical examination is done before the candidate is offered the job. This is to determine whether the candidate is physically capable of doing the job and to establish eligibility for group life, health and disability insurance. However, the employment law warns employers to review the physical examination.
<i>Step 6: Making a final decision</i>	This involves choosing one individual for the job which is assigned to different levels of management in different organisations. In other organisations, this set-up is handled by the human resource management department.

From the illustrations and brief descriptions provided in tables 3.12 to 3.19 above, it is evident that the selection process varies from five to eight steps. This indicates that there is no best or standard pattern for selection. From the content of tables 3.13, 3.17 and 3.19, it can be deduced further that some authors only suggest a few steps in the selection process. This could impact negatively on the quality and validity of the ultimate selection decision. In Table 3.20 below a comparative analysis is made of the different perspectives on the selection process. The outcome of the comparative synopsis will be regarded as “common” or “generic” sequential steps in the selection process to help develop a model for human resource recruitment and selection.

Table 3.20 A comparative synopsis of the different steps in the selection process

Author/s	Steps in the selection process
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Werther and Davis (2003:217)	<ul style="list-style-type: none"> Step 1: Preliminary reception of applicants Step 2: Employment tests Step 3: Selection interview Step 4: References and background checks Step 5: Medical evaluation Step 6: Supervisory interview Step 7: Realistic job preview Step 8: Hiring decision
Grobler <i>et al.</i> (2003:186)	<ul style="list-style-type: none"> Step 1: Initial screening Step 2: Application blank Step 3: Pre-employment testing Step 4: Interviews Step 5: Reference checks Step 6: Medical examination
Swanepoel <i>et al.</i> (2000:315-327)	<ul style="list-style-type: none"> Step 1: Preliminary interview Step 2: Application blank Step 3: Employment testing Step 4: Employment interviews Step 5: Reference checks Step 6: Physical examination Step 7: Offer employment
Mathis and Jackson (1976:129-145)	<ul style="list-style-type: none"> Step 1: Reception Step 2: Application form Step 3: Initial screening interview Step 4: Testing Step 5: In-depth selection interview Step 6: Background investigation Step 7: Medical examination Step 8: Assessment centres
Harris (2000:148-173)	<ul style="list-style-type: none"> Step 1: Review application forms and résumés Step 2: Select best applicants for interview Step 3: Interview Step 4: Administering tests Step 5: Work sample Step 6: Conduct reference and background checks Step 7: Drug and alcohol testing
Ivancevich (2004:227-239)	<ul style="list-style-type: none"> Step 1: Preliminary screening Step 2: Employment interview Step 3: Employment tests Step 4: Reference checks and recommendations

	Step 5: Physical examination
Amos <i>et al.</i> (2008:1230126)	Step 1: Screen and short-list applications Step 2: Contact candidates on the shortlist Step 3: Conduct interviews Step 4: Check background information Step 5: Conduct medical examination Step 6: Make a final hiring decision Step 7: Make a fair job offer Step 8. Keep the complete records
Byars and Rue (1987:182)	Step 1: Completion of the application form Step 2: Preliminary interview Step 3: Employment Testing Step 4: Diagnostic interview Step 5: Pre-employment checking Step 6: Making a final decision

Table 3.21 Common sequential selection steps

<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

Table 3.22 below outlines the combined different perspectives in recruitment and selection process, providing a synopsis of tables 3.7 and 3.21.

Table 3.22 Common and combined perspectives of sequential steps in the recruitment and selection process

<ul style="list-style-type: none"> • 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: 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

A comprehensive model for human resource recruitment and selection will be developed from the combined and common sequential steps identified in table 3.22 above.

The following section deals with the international perspective on selection methods. The intention is to provide an overview of best practice in European countries in comparison with the South African experience.

3.4 INTERNATIONAL PERSPECTIVES ON SELECTION METHODS

The differences in the steps applied within the selection process also characterise European countries. As noted in the previous section the processes applied by a particular organisation depend on various factors, such as its size, nature of products and/or services, geographical location or political setting.

Table 3.23 below provides a synopsis of the selection methods applied in selected organisations in European countries. These methods are based on the research conducted by Sparrow and Hiltrop (1997), as well as Newell and Scarbrough (2002:94). The number in the table indicates the number of times a particular selection method is applied. Thus, the higher the number, the more the particular method is applied.

Table 3.23 Selection methods in European countries

Selection method	Sweden	France	Netherlands	Portugal	Switzerland	UK
Application form	87	95	94	83	15	97
Interview	85	92	69	97	69	71
References	54	73	47	55	96	92
Graphology	8	57	2	2	0	1
Work sample tests	72	28	53	17	14	45
Bio-data	12	26	20	62	69	8
Psychometric tests	60	22	31	58	24	46
Team selection	22	10	2	18	3	13
Assessment centres	18	9	27	2	5	18

Source: Adapted from Sparrow and Hiltrop (1997) in Newell and Scarbrough (2002:94).

Newell and Scarbrough (2002:94) have indicated that employers' preferences for various types of tests also appear to vary among countries. Table 3.23 above, indicates that in the UK, for example, employers rarely make use of graphology tests, but applicants in France are often expected to provide handwritten letters to be subjected to a writing analysis. Assessment centres are not frequently used in Portugal and Switzerland in comparison to Sweden, Netherlands and the UK where it is widely utilised. This illustrates that not only organisations differ in their application of the recruitment and selection process, and methods; countries differ as well. This could mainly be due to the particular statutory and cultural setting of the country concerned.

In the final analysis, the various elements of recruitment and selection discussed above (processes, practices, procedures, sources, methods and steps) make up different models used in different organisational settings and countries. There is no prescribed legislation or governmental regulations that precisely govern these elements of the recruitment and selection process to be followed. The identification of best practice and the synopsis of generic steps, however, could provide valuable insight into the design of a comprehensive model for recruitment and selection.

3.5 CONCLUSION

This chapter explored the scholarly discourse that influenced recruitment and selection processes. The main intention was to establish a holistic and theoretical background about the various elements of recruitment and selection in HRM. These entail the practices, procedures, processes, steps, sources and methods that can be applied. A study of the relevant literature provided a vast variety of possible steps, sources and methods used in the recruitment and selection process. In the literature, different authors and researchers within the academic field of HRM explained the various steps in the recruitment and selection process. However, no mention was made which elements are prescriptive to a particular organisation/s HRM practice. It was also established that the steps vary between different organisations. Also, different countries in Europe use different recruitment and selection methods.

The recruitment and selection processes demonstrate the contribution of internal and external methods and sources to attract and select the best candidates for the organisation. No specific preference or order is given in which organisations have to use the sources and methods, either prescribed by legislations or government regulations. It seems that the use of the wide variety of elements for recruitment and selection is the prerogative and choice of a particular organisation.

In the next chapter, a statutory and regulatory framework will be investigated that is used for recruitment and selection in the South African Public Service (SAPS). A brief analysis will be given of the development of the statutory and regulatory framework for recruitment and selection. An in-depth and critical discussion on such a framework is necessary to determine the extent to which public sector institutions comply with the requirements for best practice. This particularly implies the Department of Justice and Constitutional Development (DOJ&CD), which is chosen as a case study for this research.

CHAPTER 4

STATUTORY AND REGULATORY FRAMEWORK FOR RECRUITMENT AND SELECTION IN THE SOUTH AFRICAN PUBLIC SERVICE

4.1 INTRODUCTION

The previous chapter gave a theoretical exposition of the different perspectives of human resource recruitment and selection processes, steps and methods from various organisations. The application of selection methods was compared among European countries, such as Sweden, France, Netherlands, Portugal, Switzerland and the UK. By this comparison the countries' different use of the methods were established. These include methods such as application forms, interviews, reference checks, graphology, work sample tests, bio-data and psychometric tests.

The primary aim of this chapter is to analyse the statutory and regulatory framework for human resource recruitment and selection in South Africa. This is necessary to identify (legal) criteria to determine the level of departmental compliance to the best practice for recruitment and selection. This information will help the researcher to determine to what extent the Department of Justice and Constitutional Development (DOJ&CD) as a case study complies with the available statutory and regulatory framework which governs recruitment and selection. The secondary aim is to explore legislation and regulations in the international arena, which may have influenced HRM practices in South Africa. The chapter will also focus on the ethical and professional conduct that is expected of human resource departments in developing and implementing codes of good practice, manuals and policies for recruitment and selection.

Furthermore, various white papers, strategies and regulations will be examined. These data provide a broader picture of the purpose, guidelines and objectives in dealing with human resource recruitment and selection. Lastly, the chapter will explore the importance of policy and procedural manuals for internal recruitment and selection.

The international perspectives on the statutory and regulatory framework provide contextual information and outlines on how fair labour practices should be promoted.

4.2 INTERNATIONAL PERSPECTIVES ON THE STATUTORY AND REGULATORY FRAMEWORK FOR HUMAN RESOURCE MANAGEMENT

This section will examine the international perspective on statutory and regulatory frameworks that impact on and influenced the thinking and development of statutes and regulations within the public sector. An analytical perspective will establish how the international statutory and regulatory frameworks eventually may have impacted on the thinking and development of policies and regulations in the South African Public Service (SAPS), with specific reference to recruitment and selection.

As discussed in chapter 2, different models or paradigms affected and influenced the recruitment and selection of employees when technology and scientific methods of production were introduced. These models and movements included those of scientific management, paternalism paradigm, industrial psychology, strategic management, Japanese model and the human relations movement. People were initially considered as factors of production, however with the introduction and development of legislation since 1890 to date, that mode of thinking changed. Employees were increasingly seen as a useful resource – that has to be treated with respect and dignity. Since 1890 until the 1990s, legislation introduced disciplinary systems, made provision for the unionisation of the workforce, encouraged employee participation and relations and focused on diversity programs, the quality of work life, as well as on management of the highest quality.

After 2000 the emphasis was on SHRM (strategic focus) which saw a transition away from a focus on service and support, to a focus on consultation and leadership. Attempts were made to ensure that HRM functions, such as recruitment and selection, contribute to the operationalisation of organisational strategy. It can be argued that the historical, as well as socio-political, economic and technological forces both inside and outside of a country significantly influence and shape that country's labour relation system (see Sparrow & Hiltrop, 1997; Newell & Scarbrough, 2002:94). These factors eventually find their way into the legislative framework that specifically shapes employment relations. South Africa is not an exception in this regard. This is also the case with dominant paradigms in countries such as the Netherlands and Great Britain that mainly through colonisation had a major influence on the South African system of government and its laws.

To gain an international perspective, a brief discussion follows on statutes and regulatory frameworks in various countries such as New Zealand, Australia,

United Kingdom (UK), Ireland and Canada (see Lappalainen, 2001, Employment Equity Act of 1995, Price, 2004:438-444). This is necessary to make comparisons and understand how these countries potentially influenced regulations and statutes in South Africa.

- **New Zealand**

New Zealand passed a Race Relations Act (RRA) in 1971 and an Equal Pay Act in 1972. The RRA was passed primarily to allow Government to ratify the International Convention for the Elimination of All forms of Racial Discrimination in the following year, 1973. The Human Rights Commission Act (HRCA) of 1977 introduced the Equal Opportunities Tribunal, of which the conciliator could initiate civil proceedings in matters related to racial discrimination.

The HRCA also outlawed discrimination on the basis of sex, marital status, and religious or ethical belief. The Human Rights Act (HRA) of 1993 consolidated earlier legislation, as did the Human Rights Amendment Act (HRAA) of 2001. The HRA also amalgamated the Race Relations Office with the Human Rights Commission. The intention was to deal with all matters related to discrimination based on sex, marital status, religion or ethical belief.

- **Australia**

The arena of equal opportunities within Australia was covered by several legislations that were passed from 1975 to 1992. The legislations which the Australian Commonwealth Government passed included the Racial Discrimination Act (RDA) of 1975 and the Sex Discrimination Act (SDA) of 1984. Other legislations were the Human Rights Act and Equal Opportunity Commission Act of 1988, as well as the Disability Discrimination Act (DDA) of 1992, which both were instrumental in the enforcement of comprehensive anti-discrimination laws based on race and disability.

- **United Kingdom**

The United Kingdom (UK) was the only country in Europe that had comparatively comprehensive civil legislations on workplace discrimination for many years. Since 1970 the UK introduced anti-discrimination laws, such as the RRA of 1976 with subsequent amendments, which covered race and ethnicity. The SDA of 1975 and the DDA of 1995 covered discrimination on the grounds of marital

status, equal opportunity for equal pay for comparable work, and the rights of women within a working environment.

The Equal Opportunities Commission (EOC) was established under the SDA of 1975 with the powers of monitoring the implementation of both the SDA and EPA. The Disability Rights Commission was set up in 2000 in accordance with the Disability Rights Commission Act (DRCA) of 1999. The European Convention of Human Rights also came into effect in October 2000 with the implementation of the HRA of 1998. The anti-discrimination regulated by this legislation was based on sex and disability.

- **Ireland**

Ireland introduced an Anti-Discrimination Pay Act (ADPA) in 1974, which established the right to equal pay for “like work”. The equal pay for “like work” was defined in terms of skill, physical or mental requirements, responsibility and working conditions. The Employment Equity Act (EEA) followed the ADPA in 1977 and prohibited discrimination in recruitment, training, conditions of employment and promotion opportunities on grounds of sex and marital status.

The developments in which the EEA of 1998 combined the earlier legislation prohibited discrimination in respect of all employment. This Act extended the grounds for discrimination to include gender, marital status, family status, sexual orientation, religion, age, disability and race.

- **Canada**

Canadian legislation’s approach to anti-discrimination has long been distinctive and is grounded in human rights since the Canadian government has signed the Universal Declaration of Human Rights in 1948 together with the four principal mechanisms to protect human rights. These mechanisms designed to protect human rights in Canada, were the Canadian Charter of Rights and Freedom of 1982, the Canadian Human Right Act (CHRA) of 1977, Human Rights Commissions, and provincial human rights laws and legislation.

The CHRA of 1977 prohibited discrimination in federal or federally regulated organisations, as well as on the grounds of race, colour, national or ethnic origin, religion, age, sex, pregnancy, child-bearing, marital status, family status, physical or mental ability. The prohibition of discrimination on the basis of mental or physical abilities included dependency on alcohol or drugs, and also pardoned

criminal convictions and sexual orientations. The Act was enforced by the Canadian Human Rights Commission subsequent to various awareness campaigns regarding the topic on human rights.

A report of a Royal Commission resulted in the passing of the first Employment Equity Act in 1986. The Royal Commission explored the efficient, effective and equitable way of promoting equality in the employment for four different demographic entities in Canada. These entailed the four groups: women, native peoples, disabled persons and visible minorities.

The term “employment equity” was chosen to distinguish the Canadian approach from the American affirmative action programmes, which were associated with quotas. The EEA got stronger and improved, which resulted in the establishment of the new EEA of 1996. This gave the Canadian Human Rights Commission the mandate to assess on-site compliance to the requirements and provision of the human rights regulations. The EEA also provided for financial enforcement by an Employment Equity Review Tribunal, which had the powers to hear human rights disputes and issue orders.

In summary, the international statutory and regulatory frameworks place the emphasis on equal employment opportunities, with the prevention and prohibition of discrimination on a wide variety of grounds: sex, marital status, disability, religion, ethical belief, race, family status, sexual orientation, age, pregnancy, child-bearing, physical or mental ability, colour as well as national or ethnic origin.

Table 4.1 Common practices in international statutory and regulatory frameworks

New Zealand	Australia	United Kingdom	Ireland	Canada	Common practices
Prohibited all forms of racial discrimination through legislation	Prohibited all forms of racial and ethnical discrimination through legislation	Prohibited all forms of racial, sex, and disability discrimination through legislation	Anti-discrimination on all forms through legislation	Anti-discrimination on all forms through legislation	Prohibition and Anti-discrimination on all forms through legislation
Promoted equal	Promoted equal	Promoted equal	Promoted equal	Promoted equal	Promoted equal

opportunities in employment, through Equal Opportunities Tribunal	opportunities in employment through Equal Opportunity Commission Act	opportunities in employment through Equal Opportunity Commission	opportunities in employment through EEA	opportunities in employment through EEA	opportunities in employment through EEA, Commissions or a Tribunal
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This brief international perspective on statutory and regulatory frameworks for human resource management again shows the diversity among countries. However, it also lifts out common denominators, which are aligned with the paradigmatic development of HRM (as highlighted in chapter 2). Some of these common denominators include the emphasis placed on the equal treatment of employees, on non-discriminatory practices, and the prohibition of unfair labour practice. These common denominators arguably also influenced the socio-political thinking of HRM in South Africa.

The following section highlights the evolutionary and historical development of statutory and regulatory frameworks from the colonial era to the democratic dispensation in South Africa. The discussion points out how discriminatory policies affected and influenced HRM practices and eventually, impacted on human resource recruitment and selection within the SAPS.

4.3 EVOLUTIONARY AND HISTORICAL DEVELOPMENT OF THE STATUTORY AND REGULATORY FRAMEWORK FOR HUMAN RESOURCE MANAGEMENT IN SOUTH AFRICA

From the time of colonial settlement (1652) in South Africa, various forms of legislation were passed and enacted on employment relationships in general, and the regulation of HRM functions in particular. These statutes and regulations included the following: Black Labour Regulations Act 15 of 1911, the Industrial Conciliation Act 11 of 1924 and the Industrial Conciliation Act 11 of 1924. This repealed the following previous legislation: the Industrial Disputes Prevention Act 20 of 1909, the Industrial Conciliation Act 28 of 1956, the new Wage Act 44 of 1937, and the Labour Relations Act 66 of 1995 (Swanepoel *et al.* 2000:38; Nel *et al.* 2009:77- 81).

Since the advent of the system of apartheid in 1948, the HRM function of the SAPS has been regulated mainly by legislations and regulations that built on separate development as philosophy (Bendix, 1997:114). The appointment of the

Botha Commission, which was the Industrial Legislation Commission of Inquiry of 1948, saw the promulgation of numerous forms of legislation to give effect to this philosophy. During this period, labour legislation drew primarily on legislation in countries like Australia, New Zealand, Canadian and those countries that formed part of the Commonwealth of Nations (Du Plessis, Fouche, Jordaan & Van Wyk 1996:208; Bendix, 1997:114; Nel *et al.* 2009:82, 86).

The period from 1990 to 1993 brought about unprecedented changes in South African employment relations and legislation, particularly those affecting HRM. According to Fouche (1996:327) the period 1990-1993 was characterised by a “revolution”, mainly due to political transformation, changes to the structure of society, as well as economic conditions. A further stimulus to this “revolution” was the appointment of the Wiehahn Commission in 1977, which saw the emergence of a new philosophy for labour relations. As a result of the Wiehahn Commission’s findings, since 1979, various amendments were made to the existing legislation. An example of such amendments is the Industrial Conciliation Act 28 of 1956, which introduced the concept of unfair labour practice in 1981. The Labour Relations Amendment Act 57 superseded the Industrial Conciliation Act 28 of 1956 and simultaneously repealed the Black Labour Relations Regulation Act 48 of 1953 (as amended). The Industrial Conciliation Act then became the Labour Relations Act 28 of 1956 (Nel *et al.* 2009:85). This legislation was aimed at correcting numerous discrepancies and deficiencies in industrial policies.

Further changes, developments and amendments were introduced to the Labour Relations Act, which came into effect on 1 May 1991. This amended Act changed the definition of unfair labour practice (Wendt & Slenacker, 1992:44). Furthermore, South Africa was restored as member of the international community with its readmission to the International Labour Organisation (ILO) in 1994 and *The Declaration against Apartheid* from this organisation was repealed. The National Economic Development and Labour Council (NEDLAC) came into effect on 5 May 1995. This was based on the NEDLAC Act 35 of 1994 (Fisher, 1995:22-25; Du Plessis, 1996:208; Swanepoel *et al.* 2000:54; Nel *et al.* 2009:86). Furthermore, a number of important legislations and regulations relating to recruitment processes, policies and procedures have been introduced since 1994. Therefore, employers carefully have to scrutinise their recruitment policies and procedures for discriminatory and unfair labour practices (Dessler, 1983:359-364; Carrell *et al.* 1998:160; Grobler *et al.* 2002:157; Noe *et al.* 2003:101).

According to Cheminais *et al.* (1998:104) and Swanepoel *et al.* (2000:129), the labour legislation which forms part of the statutory framework that governs recruitment and selection include the following legislation:

- Constitution of the Republic of South Africa, 1996;
- Labour Relations Act 66 (LRA) of 1995;
- Basic Conditions of Employment Act 75 (BCEA) of 1997;
- Employment Equity Act 55 (EEA) of 1998;
- Public Service Act 103 (PSA) of 1994 (as amended);
- Promotion of Administrative Justice Act 3 (PAJA) of 2000; and
- Promotion of Equality and Prohibition of Unfair Discrimination Act 4 (PEPUDA) of 2000.

This list of legislations is not exhaustive and for purposes of this study only some of the most prominent pieces of legislation governing HRM will be analysed subsequently. The changes that were highlighted briefly above affected HRM practices, policies, procedures and approaches – particularly for human resource recruitment and selection. For instance, the introduction of the employment equity legislation in South Africa has created a debate about the status and value of psychometric testing, which was not an issue or matter of concern in other countries. It was mandatory, however, that organisations did psychometric testing as precautionary measures.

Emphasis will be placed in the present study on the specific contributions that each piece of legislation makes to the policies and procedures that guide the practices, processes and procedures of recruitment and selection.

4.4 STATUTORY FRAMEWORK OF HUMAN RESOURCE RECRUITMENT AND SELECTION IN SOUTH AFRICA: CURRENT REALITIES

The introduction, repeal and amendments of statutes in South Africa are aimed at eradicating discriminatory laws, as well as disparities in employment, occupation, income and practices within the national labour market. Legislations' intentions are primarily to promote the constitutional principles of equality and to promote democracy in the workplace. This is done through the elimination of unfair discrimination in employment practices and procedures.

The purpose and objectives of various statutory frameworks will be discussed. The focus will be especially on broad guidelines for strategic and operational planning, as well as human resource planning. These guidelines include

recruitment and selection criteria, policy formulation, selection committees, development of job descriptions, job specifications and job evaluations. It also will involve other human resource practices and procedures that do not promote discrimination. Relevant to this research, the discussion on the statutory framework will include the following legislation: the Constitution of the Republic of South Africa (as highest authority), the Labour Relations Act (LRA), the Employment Equity Act (EEA), and the Basic Conditions of Employment Act (BCEA).

4.4.1 The Constitution of the Republic of South Africa, 1996

South Africa can be viewed as a constitutional state in the sense that the Constitution is the supreme law of the country. The Constitution regulates a number of rules of natural justice and administrative law. It also promotes issues such as equality, fair labour relations, and freedom of association, just administrative action, as well as norms and principles of professional ethical conduct by the public and private personnel (Cheminais *et al.* 1998:99).

The constitutional regulation of public service employment is not a new development within the South African context, similarly to other countries that apply their constitutional mandate. For instance, in India, the Constitution provides strict guidelines to ensure equality and the promotion of disadvantaged persons. The South African Constitution outlines the fundamental rights in the Bill of Rights (Section 9), which include the right to equality. This Bill gives citizens equal protection under the law. Thus it is important that employees and citizens should enjoy equality and benefits from an improved employment relationship (Nigro & Nigro, 1986:18-19; Dessler, 1983:359-364; Noe *et al.* 1997:104-106; Schwella *et al.* 1997:23;).

Section 23 of the Constitution states that everyone shall have the right to fair labour practices. This means that legislation provides protection of the rights of persons seeking employment, as Swanepoel *et al.* (2000:162-166) indicate. Furthermore, Section 33 of the Constitution gives effect to just administrative action, which promotes lawful, reasonable and procedurally fair administrative action to everyone. The Promotion of Administrative Justice Act (PAJA) 3 of 2000 focuses on the right to administrative action, and therefore supports fair administrative action as espoused in the Constitution.

PAJA also emphasises that the administrative action should be lawful, reasonable and procedurally fair. Citizens also have the right to be given written reasons for administrative action. The right to administrative action should be in

accordance with the stipulations of section 33 of the Constitution. Lawful, reasonable and procedural fair administrative action includes processes and procedures for human resource recruitment and selection. Conditions in which legislations and regulations have outlawed discriminatory practices for recruitment and selection practices processes, procedures and policies, entail the following as pointed out by Cascio, (1992:62) and Swanepoel *et al.* (2000:162-166):

- discrimination against a potential employee on the basis of pregnancy, intended pregnancy, or any reason related to pregnancy; and
- discrimination against any potential employee, directly or indirectly on any arbitrary grounds, such as race, gender, ethnic or social origin, colour, sex, sexual orientation, age, disability, religion, belief, marital status or family responsibility.

The external and internal sources and methods of recruitment and selection should be in line with the fair and just policies, processes and practices. It should also be guided by the Constitutional obligations of fairness, equality and non-discrimination. The selection processes, practices, procedures and policies within the organisation should stand the test of fairness, equal treatment and non-discrimination as it is enshrined in the Constitution. The format, language and content of the advertisement should not discriminate unfairly against employees. Interview panels should be representative and questions posed should not discriminate in any form or way. The processes, practices and procedures followed in human resource recruitment and selection within organisations' HRM, and particularly the public service, should not be seen to discriminate against job applicants.

4.4.2 Labour Relations Act 66 of 1995

In July of 1994 a task team was appointed by the government to review the Labour Relations Act of 1956. As a result of the review the new Labour Relations Act (LRA), Act 66, was implemented in 1995 (Du Plessis, 1996:211; Swanepoel *et al.* 2000:132; Nel *et al.* 2009:105). The purpose of the Labour Relations Act (LRA) is to advance economic development, social justice, labour peace and the democratisation of the workplace (LRA 1995:1; Finnemore & Van Rensburg, 1995:5; Van Jaarsveld & Van Eck, 1998:45). Grosset and Venter (1998:2) added that the LRA also is an encompassing framework used to describe the dynamic complexities of interpersonal relationships between employer and employee. In this sense the LRA describes specific guidelines that are applicable to the

working environment and are to be observed by the employer and employee at all times.

The specific guidelines provided in the LRA expressly prohibit an employer from unfairly discriminating and unfairly disadvantaging someone seeking employment. This is done in exchange for that person's undertaking not to exercise any right confirmed by LRA in the organisational rights. Sections 16-21 of the LRA stipulate that every employee has an organisational right. The examples of organisational rights, among others, include joining a trade union, participating in a protected strike action and participating in a workplace forum or in other procedures provided for in the LRA. These rights include protection of employees and persons seeking employment, as well as employers' right to freedom of association (LRA, section 4-5).

The LRA stipulates that no one is to be discriminated against directly or indirectly on the various grounds stipulated in the Act, such as: race, gender, sex, pregnancy, marital status or family responsibility, political opinion, ethnicity or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth. It is relevant and correct to indicate that the LRA and the EEA place certain provisions of prohibitions on unfair discrimination in the employment relationship, either in practice or in policy. For instance, residual unfair labour practice, Schedule 7A of LRA, stipulates that management functions such as recruitment and selection should not be discriminatory. In addition, Jordaan and Stelzner (2001:1) in Makhalemele (2008:69) emphasise that the LRA creates a framework in which labour disputes are to be dealt with. This includes disputes about dismissals or appointing of new employees. The following section specifically outlines how the Employment Equity Act (EEA) 55 of 1998 compliments and supports the Constitution and the LRA on matters related to the protection of employers and persons seeking employment. It also points out how organisations should deal with HRM processes, practices and procedures.

4.4.3 Employment Equity Act 55 of 1998

Cabinet approved the Employment Equity Act (EEA) on 12 October 1998 with the purpose of ensuring that equity, equal opportunities and fair treatment are achieved in the workplace (EEA, 1998 section 2 (a); Swanepoel *et al.* 2000:162; Grobler *et al.* 2008:54).

The EEA states that the interpretation of the Act should be in compliance with the Constitution, any relevant code of good practice in terms of the employment law

and any relevant labour law. The Act emphasises equal opportunities in the workplace by eliminating unfair discrimination in any employment practice or policy, particularly in HRM functions, which include recruitment and selection. The Act further stipulates that no person may be discriminated against unfairly directly or indirectly on one or more grounds.

Grounds for unfair discrimination are those stipulated by the Act and mentioned above. The human resource recruitment and selection actions and policy should be in line with the provisions of the Act. For instance, Section 8 of the EEA allows for psychological testing and other similar assessments. However, it is disallowed if these tests cannot be applied fairly to all employees and are biased against any employee or group of certain people when used to recruit and select employees (Swanepoel *et al.* 2000:162-166). The various ways in which the selection instruments and assessments may fall foul of section 8 of EEA, include:

- the tests' or assessments' reliability varying from group to group;
- the test or assessment being valid for one group but not for another group; and
- the test or assessment under-predicting the success of some groups.

Swanepoel *et al.* (2000:162-164) assert that the Act places the onus on the employer to show that the selection instruments used in recruitment and selection processes comply with Section 8. The process and procedure to show that the employer complies with section 8 of the EEA may prove to be a very expensive exercise. Therefore, employers should use the selection instruments with care and consideration. The EEA does not prohibit the use of psychological tests, but calls for the correct use in all testing for suitability of employment, including physical examination during the selection process. The physical examination is conducted before the successful candidate is appointed. Such an examination is to determine the applicant's physical suitability for the position for which he or she will be selected. Therefore, any organisation should take care in specifying physical qualification, by ensuring that it is job-related as stipulated in EEA, Section 7(1) and (2). The same applies to medical testing for the recruitment and selection process, practices and procedures. Thus it is emphasised strongly that employers should have consideration and circumspection for non-discriminatory practices.

Medical testing and physical examination of an employee are prohibited unless legislation permits or requires it. However, such examination can be justifiable in the light of medical facts, employment conditions, social policy, the fair

distribution of employee benefits, or inherent requirements of the job. The testing of an employee to determine his/her HIV status is prohibited by the EEA, section 7 (2), unless such testing is determined to be justifiable by the Labour Court, (LC) in terms of section 50 (4) of the EEA. Section 50 (2) of the EEA stipulates that if the Labour Court declares that the medical testing of an employee as contemplated in Section 7 is justified, the court may make any order that it considers appropriate in the circumstances to impose conditions. These conditions will be related to the provision of counselling and the maintenance of confidentiality. It will also keep in mind the period during which the authorisation of any testing applies, and the category or categories of jobs or employees where the authorisation for testing applies.

Medical testing is defined in the EEA, Section 7 as any test, question, inquiry or other means designed to ascertain, or the employer to ascertain whether an employee has any medical condition. The testing on medical grounds should be based on inherent requirements of the job and also should be justifiable in terms of the law. Therefore, care must be taken to request information that will help the organisation to make a job-related assessment of the job applicant. Wallace, Tye and Vodanovich (2000:497-504) concur with the position on the job-related matters, especially regarding the guidelines for web-based and on-line applications.

It is relevant and appropriate to note that the criteria to be considered before recruitment, selection and appointment should prohibit unfair discrimination in all forms and aspects. These include practices, processes, procedures, policies techniques, tests and methods. According to Cherrington (1995:102), experience has shown that without laws prohibiting discrimination, human resource managers themselves may participate in unfair discrimination in a various forms, ranging from national origin, gender, sexual harassment, pregnancy, to religious discrimination. An example of discrimination that is prohibited in human resource recruitment and selection is sexual harassment. Literature has shown that many organisations particularly do not view sexual harassment as discrimination. There have been several litigation cases with allegations of unfair recruitment and selection based on such harassment.

It is also beneficial to the organisation to review and redesign its policy and practices of employment to prohibit sexual harassment in the workplace. Such reviewing can promote the image and integrity of organisations, reduce financial losses through litigations, increase the morale of employees and build trust between employees and employers. Sexual harassment could also be treated on

the basis of *quid pro quo*. Carrell (1998:60) defines this form of sexual harassment as incidents when a threat or promise is made in exchange for sexual favours. Generally, in a situation of *quid pro quo* sexual harassment, actual losses can be demonstrated, in the sense that the victim may have been denied a promotion or raise or may have been fired for refusing to accommodate the harasser (Carrell *et al.* 1998:60).

Other forms of discrimination can be direct or indirect. Direct unfair discrimination occurs when a person is treated less favourably because of colour, for instance, when an employee is black. Such discrimination can be deliberate or be disguised. The detrimental activities of harassment and discrimination can occur at any stage of employment, In other words, it can happen before recruitment, throughout employment, and during retirement, redundancy or dismissal (Ross & Schneider, 1992:10). Such discrimination does not have to be associated with the recruitment and selection stage only. It can also occur with respect to other HRM functions. In this sense, discrimination can be perpetuated through the HRM practices, processes, policies and procedures that are employed.

Indirect unfair discrimination occurs where a job requirement to which an applicant applies causes a disproportionate adverse impact on a particular group of people. It also occurs if the job requirement is not justifiable (Ross & Schneider, 1992:10). By definition, “adverse impact” refers to the total employment process resulting in the rejection of a significantly higher percentage of previously disadvantaged individuals in the candidature population. This could be with regard to employment, placement or promotion (Klinfelter & Thompkins, 1976:199-204; Dessler, 1983:359-364).

Unfair discrimination should be a central concern for human resource managers as it pervades all stages of the pre-employment process. As repeatedly noted earlier, employers must not discriminate unfairly against an employee on any of the grounds stated above. Discrimination can be fair and lawful when based on genuine occupational requirements and/or inherent requirements of the job (Stone, 2008:123-124). This would render certain individuals unsuitable for the position, should they not comply with these inherent requirements. Indeed, some form of discrimination is specifically required by legislation, for instance prohibiting employment of people under the age of 15, is fair discrimination.

It is important to note that whenever there are more candidates than the available positions or vacant posts, it is necessary to recruit and select some job applicants in preference to others, seeing that selection naturally implies

exclusion. Cascio (1992:62) suggested that as long as the exclusion is based on what can be showed to be job-related criteria, then the discrimination would be entirely proper and fair. These requirements should be addressed by the Basic Conditions of Employment Act (BCEA), which will be discussed briefly in relation to HRM functions of recruitment and selection.

4.4.4 Basic Conditions of Employment Act 75 of 1997

The Basic Conditions of Employment Act replaced the Basic Conditions of Employment Act 3 of 1983 and the Wage Act 5 of 1957 (Nel *et al.* 2008:143). The purpose of the Basic Conditions of Employment Act (BCEA) is to advance economic development and social justice by fulfilling its primary objects.

The primary objects of the BCEA are to give effect to and regulate the right to fair labour practices conferred by section 23 subsection 1 of the Constitution (BCEA, 1997:6). The BCEA has an effect on the individual employment relationship, which is largely regulated by common law. This for instance, prohibits the employment of children under the age of 15 or who are under the minimum school-leaving age in terms of any law, e.g. the South African Schools (SASA) Act 84 of 1996. It is an offence to assist an employer to employ a child in contravention of BCEA, or of any applicable piece of legislation, such as SASA.

The statutory framework briefly highlighted and analysed above illustrates how HRM practices and processes are affected by the Constitution, LRA, EEA and the BCEA. Of particular interest for this study is to determine whether public service departments such as the DOJ&CD comply with statutory prescripts, particularly regarding recruitment and selection. The following table portrays a comparative analysis of the similarities of the different pieces of legislation discussed above:

Table 4.2 South African statutory framework: common practices

Constitution	LRA	EEA	BCEA	Similarities
Promotes equality, equity, fair labour practices, freedom of association	Promotes economic development, social justice, labour peace and democratisation of the	Promotes equality, equity, equal employment opportunities, equal and fair treatment	Promotes economic development, social justice, fair labour practice, prohibition of child labour	Promotes economic development, social justice, labour peace and democratisation of the

	workplace			workplace
Promotes fair and just administrative action based on norms and principles of professional ethical conduct	Protection of rights of employers to freedom of association			
Protects the rights of employees seeking employment	Protects the rights of employees seeking employment			
Prohibits discrimination based on race, age, sex, sexual orientation, pregnancy, gender, ethnic or social origin, colour, disability, marital status, family responsibility	Prohibits discrimination based on grounds as listed under section 9 of the Constitution, and in addition to conscience, language, political opinion, culture, belief or birth	Prohibits discrimination based on grounds as listed under section 9 of the Constitution, in addition to HIV/AIDS		Prohibits discrimination based on race, age, sex, sexual orientation, pregnancy, gender, ethnic or social origin, colour, disability, marital status, family responsibility

The regulatory framework includes documentation that are not part of the statutes of Parliament, and consists of white papers, strategies, guidelines and regulations. These forms of documentation serve as more detailed guidelines and frameworks for departmental action. The following section will focus on some of the most significant guidelines that form part of the South African regulatory framework, with specific reference to recruitment and selection.

4.5 REGULATORY FRAMEWORK FOR HUMAN RESOURCE RECRUITMENT AND SELECTION IN SOUTH AFRICA: CURRENT REALITIES

There are various sources of documents that serve as a regulatory framework for recruitment and selection in South Africa. These include the following: Integrated Human Resource Management Strategy, the White Paper on the Transformation of the Public Service Delivery, White Paper on Human Resource Management in the Public Service, the Public Service Regulations, and the Skills Development Strategy. In this section, the regulatory framework mentioned above will be evaluated in chronological order, excluding the Integrated Human Resource Management Strategy and the Skills Development Strategy.

4.5.1 White Paper on the Transformation of Public Service Delivery, 1997

The broad purpose of the White Paper on the Transformation of Public Service Delivery (Henceforth: WPTPSD) is that the workforce within the public service should be representative and service delivery should be transparent, equitable and fair. These goals can be achieved by broad policy objectives and targets and by setting appropriate specific and measurable objectives as provided for by the WPTPSD, Section 5.2.2. Policy objectives and targets can be used to mobilise the necessary resources that can be used effectively to identify problems that hamper the introduction and development of effective systems and procedures. The introduction and development of systems and procedures can also include the recruitment and selection of human capital.

The former minister of the Department of Public Service and Administration (Henceforth: DPSA), Dr. Zola Skweyiya, said in 1997 that departments need to speed up response time and the introduction of courtesy programs as a necessity. This should have been done in order to introduce effective systems and procedures such as human resource recruitment and selection within HRM as per WPTPSD (SA, 1997 (c):5). The effective systems, programs and procedures in HRM should provide and include steps to eradicate discrimination in human resource recruitment and selection.

There are steps typically taken to include the introduction of laws that outlaw discrimination based on race, gender, people with disability, women and people with HIV/Aids. The introduction of reforms in South Africa, such as the 1994 Public Service Act and Public Staff Code, has influenced the recruitment, selection and promotion of staff, in order to promote more equal opportunities. The procedures and criteria for recruitment, selection and promotion are still

based on a narrowly defined culturally determined and exclusive view of qualifications, experience and achievement, rather than on a broader and more inclusive view of competencies as explained by the WPTPS, Section 10.2 see table 2.2- Japanese HRM).

There was a need for a policy framework on HRM in the public service. This was in order to facilitate HRM practices, processes and policies, especially in recruitment and selection. The White Paper on Human Resource Management in Public Service stipulates how HRM practices, processes and procedures in recruitment and selection should be performed.

4.5.2 White Paper on Human Resource Management in the Public Service, 1997

The purpose of the White Paper on Human Resource Management in the Public Service (Henceforth: WPHRMPS), is to provide a policy framework that will facilitate the development of HRM practices. The HRM practices in the public service ensure that the future staffing of government departments' personnel needs are met as explained by the WPHRMPS, subsection 1.1.3. The procedures, processes and strategies in recruitment and selection should be designed to reach and attract potential candidates from previously disadvantaged groups and from the population as a whole. National and provincial departments develop strategies, operational plans and human resource plans, which inform the system of recruitment and selection in order to source the correct quality and quantity of candidates as provided for by the WPHRMPS, Section 18.

The human resource planning also assists in the optimum use of human resources. This helps organisations or institutions to anticipate and manage a possible surplus or shortage of personnel. The human resource plan can be used to help develop a multi-skilled, representative and flexible workforce. This in turn will assist institutions and organisations to adapt to the rapidly changing operational environment by developing a relevant and appropriate recruitment and selection model. Such a model should be informed by the procedures and processes of the organisation concerned. The recruitment procedure should include the advertisement of posts, which should be informed by accurate descriptions, specifications and assessment of the job in question.

The White Paper provides for fair age discrimination with respect to entry and exit employment, seeing that it is normally restricted to South African citizens aged between 15 and 60. The White Paper provides the prohibition of pre-employment medical testing unless it is required by law and justified on the basis of fair discrimination and the inherent requirements of the post to be filled

(Department of Public Service and Administration: henceforth DPISA, 1997(b):19)). The Public Service Regulation (PSR) of 2001 illustrates its relevance to human resource recruitment and selection in the public service.

4.5.3 Public Service Regulations, 2001

The Public Service Regulations (PSR) of 2001, Part C, provides for the statutory authorisation of the regulations in section 41 of the Public Service Act (PSA) that was promulgated under Proclamation 103 of 1994. The regulations apply to all persons who are employed and institutions that are governed in terms of the Public Service Act. The PSR is a regulatory mechanism within the public service in all matters related to conditions of service and it outlines the responsibilities of the executing authority in an organisation.

In accordance with Part III B.1 (a-e), the executing authority should prepare a strategic plan for government departments that should be based on the Constitutional and other legislative mandates, functional mandates and the programmes to improve service delivery, as per PSR (SA, 2001: III B.1 (a)). The strategic plan of the Department will determine the organisational structure in terms of its code of remuneration (core) and support functions, as provided for by PSR (SA, 2001:III B.2 (a)). According to the PSR III B.2 (b) the strategic plan should be used to assess and define the posts necessary to perform the relevant functions within the budget, the Medium Term Expenditure Framework (MTEF) and the Medium Term Strategic Framework (MTSF). The different posts will be assessed and determined through the job evaluation, job description and job title that the executing authority should establish beforehand.

The assessment of human resources should be done with the available budget funds to include necessary functions, such as recruitment, retention, deployment and the development of human resources in accordance with the Department's requirements. The Department's requirements will be determined in terms of the human resources that are necessary to perform the Department's functions, in order to achieve realistic goals and measurable targets. The goals and targets will be achieved through clearly defined descriptions, specifications, titles and evaluations for each job or group of posts. The creation and filling of posts should be based from the evaluation, descriptions and titles of the jobs that should include the main objectives of the post, the inherent requirements of the job at hand and the requirements for promotion or to progress to the next salary range (SA, 2001:17; DPISA, 1997 (b):41).

Assessment, evaluation and regular reports should be done on the efficiency and effectiveness of the HRM functions to determine whether the available human resource achieve according to the service delivery objectives as per PSR part III, Section K. The other important factor within the HRM functions for recruitment and selection is job evaluation. The PSR stipulates that job evaluation ensures that work of equal value is remunerated equally. Job evaluation should be used to help achieve cost-effective organisation of the work and to determine appropriate remuneration. The PSR indicates that the executing authority has to assess the human resources necessary to perform the Department's function by thorough human resource planning, as per PSR (SA:2001: D1 (a)). Such planning can be used to assess the human resources that are needed in the organisation.

The assessment of human resources that can perform the functions should include the following aspects: the number of employees required, the competencies required of those employees and the capacities in which those employees shall be appointed. The PSR D1 (b) stipulates that the assessment should focus on the existing human resources in terms of race, gender, disability, occupational category, organisational component and grade. This is done in order to assist and guide the recruitment and selection process to comply with the regulations for employment equity and non-discriminatory practices as in accordance with the PSR part D1 section (b), and subsection (i-iii).

According to the PSR and DPSA, "At least once every three years, an executing authority shall review the job descriptions and titles, and where necessary, redefine them to ensure that they remain appropriate and accurate", as provided for by the PSR, part III, section 1.2 (SA, 2001:17; DPSA, 1999:41). It is therefore important that the job design should be linked to the salary scale. Linking jobs to the salary scales can be done by determining the Code of Remuneration (CORE) for an occupational category and an occupational classification system as part of the assessment and evaluation process as explained by the PSR, part III. Section I.3 (a-b).

The Code of Remuneration (CORE) has specific functions within the public service that are in line with recruitment and selection. For instance, the CORE categorises employees according to occupation. Furthermore, it advises and assists government departments on reasonable requirements for different occupations on the basis of which to define and grade jobs. The grading of jobs should be conducted before the recruitment and selection processes take its course. CORE is also used to provide linkages between ranges for job weight

and salary for each occupation. This Code should also advise government departments and employees on potential career paths for all employees (DPSA, 1999:43). The information on ranges for job weight and salary can be used to design job descriptions and job specifications. It could also function to conduct job evaluations, which should inform the job advertisements in order to have the applicable criteria for recruitment and selection.

In order to recruit and select the correct employees, the executing authority should determine the composite requirements for employment in any post in accordance with the Employment Equity Plan as prescribed by the EEA. The decision to recruit and advertise the post by the executing authority should be based on the inherent requirement of the job. The executing authority should ensure that the requirements for employment do not discriminate but comply with any statutory requirements for the appointment of employees (SA: 2001, VII. C. 1 2 (b-c)). Part VII C and D of the PSR provide procedures and requirements that should be adhered to in the recruitment (advertising) and selection (interviews) processes. The executive authority should appoint the selection committee, which should consist of least three members, to make recommendations on suitable candidates.

The members of the selection committee should occupy a grading equal to or higher than the grading of the post to be filled, see PSR VII D.1. The chairperson of the selection committee should hold a higher grading than the grading of the post to be filled as provided for by PSR VII D.1 (a). Should the manager of the component or division within which the vacant post is to be filled, be graded lower than the vacant post, such a manager may be a part of the selection committee (SA: 2001, VII D.1 (b)). The selection committee should be representative of the different higher grading, gender and race in the company. Employee/s from lower grades than the post to be filled should provide secretarial functions and/or advisory services during the selection/ interviewing process (SA: 2001: VII D.3 and D.4). The recommendations made by the selection committee should be based on valid methods, criteria and instruments which are free from bias or discrimination, see, PSR (SA: 2001: VII D.5 (a)).

The appointment of new employees and the filling of vacant posts in the public service must be done while considering broad representation on the basis of race, gender and disability, equality – the democratic values and principles enshrined in the Constitution, section 9 of the Bill of Rights. It is stated that the evaluation of candidates by the selection committee should be based on criteria such as training, skills competency, knowledge and the need to redress the

imbalances of the past. The focus should also be to meet the inherent requirements of the posts, the needs of the organisations/department for the development of human resources, representativeness of the component and the affirmative action program as stipulated in the EEA of 1998 Section 11; PSA, 1994 Subsection 1 and PSR VII D.5 (b-c).

Before making a decision to appoint the recommended candidate/s, the executing authority should be satisfied that the candidate qualifies in all respects for the post, and that the claims in the applicant's application have been verified and recorded in writing (PSR VII D.8 (a-b)). The appointment of Senior Management Services (SMS), which include directors, chief directors, deputy directors general and a director general, should be based increasingly on competence, to enhance the quality of appointment decisions (SA:2001 : 11.A). The recruitment, selection and appointment of the SMS should be in accordance with section 11 of the Public Service Act (PSA) of 1994 as amended.

Broadly speaking, the regulatory framework emphasises control and regulation to establish equitable and fair human resource recruitment and selection practices, processes and procedures. The emphasis on a correctly regulated recruitment and selection practice is based on the need to conduct a job analysis by focusing on the specifications, description and evaluation of the post before it can be advertised. Furthermore, the regulations emphasises the need to conduct a competency assessment for certain occupational classes. It is also necessary to appoint a selection committee and get approval for the appointment from the executing authority.

The regulatory framework examined above provides the means to measure to what extent public sector institutions comply with the framework's prescripts. Recruitment and selection practices of government departments, such as the DOJ&CD, could be placed on a matrix next to the various statutory and regulatory stipulations that govern recruitment and selection. This can be done to determine their level of conformity or correspondence. The following table (4.3) shows the similarities of the different forms of regulations on processes and procedures that should be followed in recruitment and selection.

Table 4.3 South African regulatory framework: Common practices

WPTPSD	WPHRMPS	PSR	Similarities
Introduction of systems, programs and procedures,	Development of strategic plans, operational plans,	Development of strategic plans, organisational	Introduction and development of strategic plans,

such as recruitment and selection	human resource plans to inform recruitment and selection strategies	structure, service delivery improvement programs	operational plans, human resource plans, systems, programs to inform recruitment and selection strategies
The need for a policy framework to promote fair and equal recruitment and selection processes, procedures and practices, and to eradicate discrimination on the grounds of race, gender, disability, women and people with HIV/Aids	Recruitment and selection policy should promote employment equity, fair labour practices and prohibit discrimination	Composite requirement of the establishment should be in line with EEA targets and inherent requirements of the job, and prohibit discrimination	The need for policy framework to promote fair and equal recruitment and selection processes, procedures and practices and eradicate discrimination
	Recruitment and selection procedures should be informed by job descriptions, job specifications and job evaluation	Posts should be created with clearly defined job descriptions, job specification and job evaluation	Recruitment and selection procedures should be informed by job descriptions, job specifications and job evaluation
	Introduction of policy framework to promote equity, equality, fair labour practice and prohibition of discrimination on grounds of gender, race and disability	Competency assessment is encouraged for certain occupational classes	Recruitment and selection processes should be informed by job analysis (job description and specification), job evaluation, and job design
		Recruitment and Selection Committee should be representative different gradings, gender and race	
		Approval for	

		appointments is done by the executing authority	
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A comparative analytical perspective will highlight how the international perspective on statutory and regulatory frameworks has influenced the framework of the SAPS.

4.6 ANALYTICAL PERSPECTIVE OF INTERNATIONAL AND SOUTH AFRICAN STATUTORY AND REGULATORY FRAMEWORKS

The international statutory and regulatory frameworks from various countries promote equal opportunities for the employment of people through human resource recruitment and selection. These countries include New Zealand, Australia, UK, Ireland and Canada. The international statutory and regulatory framework underwrites the prohibition of discrimination in all forms through legislation.

From the analysis in section 4.4 above, it is evident that the aim of the South African statutory framework is to promote economic development, social justice, labour peace and the democratisation of the workplace. It furthermore prohibits discrimination based on a wide range of determinants. These are race, age, sex, sexual orientation, pregnancy, gender, ethnic or social origin, colour, disability, marital status, and family responsibility. The regulatory framework also encourages the executing authorities to introduce and develop strategic, operational and human resource plans, as well as appropriate systems to regulate and facilitate recruitment and selection practices in organisations. It is further evident that the need for a policy framework that is conducive to best practice in recruitment and selection is emphasised by the analysis of the South African regulatory framework in 4.5 above. Such a policy framework will help promote fair and equal recruitment and selection processes, procedures and practices, as well as eliminate discrimination.

When compared to the statutory and regulatory framework in European countries, it is further evident that the South African frameworks correspond fully with the practices of these countries. Such a framework also promotes and enforces equality and equity in HRM functions. It seems that the EEA of Canada and Ireland significantly influenced the South African EEA and the Constitution. This is the case seeing that all these frameworks promote equality for previously disadvantaged groups of people. These include minorities, women and people

with disability. All of these frameworks also did encourage affirmative action programs. From the above discussion, one can deduce that the statutory and regulatory frameworks in both international perspectives and the SAPS emphasise non-discriminatory practices, processes, and procedures in human resources functions, particularly for recruitment and selection.

It is necessary to achieve fairness on assessment tools and testing among various employers or organisations within the SAPS. For this purpose professional bodies are established. These bodies help ensure ethical and professional conduct in the recruitment and selection processes executed by both private and public institutions. The following section assesses the significance of ethical conduct and codes of good practice in recruitment and selection within the SAPS.

4.7 ETHICAL CONDUCT AND CODES OF GOOD PRACTICE IN RECRUITMENT AND SELECTION IN THE SOUTH AFRICAN PUBLIC SERVICE

Fairness and professional and ethical conduct have a special significance in the recruitment and selection process, due to applicable legislations and regulations. The aim of these legislations and regulations is to redress the unfair discrimination practiced against non-white people, which took place during the apartheid era before 1994. These unfair discriminatory practices are perceived to be the result of unprofessional and unethical conduct by employers. Such conduct in HRM practices did not encourage and promote equal treatment. It did not discourage discriminatory practices in human resource development, were not transparent and lacked representativeness.

The decision to select a new applicant should be based on and linked with the requirements of the job and personal characteristics required to do the job. This again emphasises the importance of job analysis (job description and job specification), as well as job evaluation and job design. These scientific methods should be employed to provide proof that selection techniques and decisions are job-related and should be considered fair, professional and ethically sound (Roodt, 1998:30-34; Swanepoel *et al.* 2000:292-295).

To ensure professional and ethical conduct in the selection procedures, the Society for Industrial Psychology in 1997 launched the *Psychological Assessment Initiative* with the following objectives and goals:

- Setting guidelines for the ethical use of assessment procedures in the workplace.
- Establishing guidelines for fair use of psychological assessments that have been approved by all stakeholders.

The compilation of the Code of Good Practice was the instrument used by all exponents of psychological testing in South Africa, particularly in institutions including the public service. The South African Board approved the Code for Personnel Practice, and has set out the following guidelines to compile a selection procedure (Roodt, 1998:30-34). The focus is on the following:

- the required knowledge, understanding and personnel's competence regarding technical aspects of assessment, which comprise – validity, reliability, standardisation, as well as an insight into the different selection strategies and the approaches to bias and fairness;
- the purpose for which the tests will be used, which implies accepting reasonable responsibility for the use of test results;
- good assessment practices, which entail the promotion of a climate of trust within the organisation, as well as the promotion of high professional and ethical standards;
- ethical interpretation and communication of the results and only communicating personal information that is relevant for the assessment – with the report presented in clear, non-technical terms;
- the awareness that tests may only be used on suitable populations, and must address language, culture and disability; and
- promotion of the professional and ethical use of the assessment instrument, which will prompt communication of validation information users, further ethical practices and encourage the reporting of unethical behaviour.

The guidelines above which inform the application of validation procedures, should enable tests for practitioners to meet the EEA requirements. The use of tests by psychologists in South Africa is regulated by three bodies, as indicated by Grobler *et al.* (2003:183). These bodies are:

- Government: The conditions under which psychological tests may be conducted are determined by the Medical, Dental and Supplementary Health Services Professions Act 56 of 1974.

- The Professional Board for Psychology: This Board promotes a high standard of professional behaviour on the part of psychologists and related professionals, including psychometrists and psycho-technicians.
- The Test Commission: This is a non-profit organisation established for the purpose of promoting the scientific and responsible use of psychological tests.

According to Jacobson (1996:23-25) and Joinson (1997:122) tests are classified according to logical requirements by the Test Commission as C tests, B tests and A tests. The C tests include personality tests and tests on individual intelligence; B tests are aptitude and group-intelligence tests, while the A tests are the elementary aptitude tests that may be used by psychologists, psychometrists or psycho-technicians.

The main aims and goals of the Test Commission are stipulated as follows:

- to promote professional standards in the development of psychological tests and to ensure that these tests are of good quality;
- to promote effective, responsible and fair use of psychological tests;
- to identify and classify psychological tests;
- to establish and promote international cooperation in the field of development, as well as the use and classification of psychological tests;
- to guard against inadequate psycho-diagnostic procedures and the use of tests by unqualified persons; and
- to ensure that tests are not used in a manner that is objectionable on scientific or ethical grounds.

The ethical conduct and code of good practices encourages compliance to labour legislations when executing recruitment and selection processes and practices. *The Ethical Conduct and Code of Good Practices* ensures compliance to fair practices and procedures with respect to job analysis, job evaluation, job design, selection techniques, application of assessment tools and decision-making. The key issue here is that recruitment and selection processes and practices should conform to job-related requirements. It should follow certain guidelines and procedures so that fairness, professionalism and ethical conduct are practiced and followed throughout.

Organisations, whether private or public, should develop their own internal policies and procedural manuals. Such resources should be in line and consistent with the available statutory and regulatory framework. This will help to

promote and encourage fairness, equity, equality, professionalism, and ethical conduct within the workplace. The Department of Public Service and Administration (DPSA) and Public Service Commission (PSC) are regarded as the oversight and monitoring mechanisms for government departments in general, to assess whether there is compliance to the statutory and regulatory frameworks used in South Africa.

Mgijima (2010:7) suggests that there is a positive development in the Public Service as far as human resource practices are concerned. One such development is the authentication of public officials' qualifications, spearheaded by the Public Service Commission (PSC). The Minister of the Department of Public Service and Administration (Dr Zola Skweyiya) announced three studies in 2000 to verify the qualifications of officials on different managerial levels. The first study, ending in 2001, focused on the Senior Management Service (SMS). This study found that from the 2 376 officials audited, only two were found to have misrepresented themselves (Mgijima, 2010:17). The second study was completed in 2005. This study found that of the 8 123 middle-level managers that were audited no falsification could be shown. The third study focused on employees below post level 11 and was completed in 2007. According to Mgijima (2010:17-18) this study also did not reveal serious cases of misconduct.

A further initiative was the establishment of the Code of Good Practice within the Public Service, which emphasises good and professional governance and administration. The Code of Good Practice prescribes the general provisions for recruitment and selection. The Code provides specific guidelines associated with this process. These guidelines inform the following stages in the process: the placement of the recruiting advertisement in the media, the processing of applications, the screening of applicants, short-listing steps, the composition of the selection committee, interview procedures, as well as appropriate steps to place a successful candidate (Sangweni, 2006: 54-56, 60).

The PSC is responsible to oversee the existing recruitment and selection prescripts. It thus acts as "watchdog" over HRM practices in government departments. The PSC does, however, not prescribe how departments should draft their internal recruitment and selection policy. It rather provides policy advice to ensure that departmental policies and practices fall within the framework of national norms and standards.

A further initiative of the PSC was to conduct an audit of the selection processes in selected departments during 2008. The audit revealed that despite initiatives to

ensure seamless recruitment and selection by providing the necessary frameworks and guiding tools, a significant number of departments were unable to implement selection processes and procedures effectively (Mgijima, 2010:16). Mgijima (2010:15) also have noted with great concern that the PSC has found that government departments are still faced with significant challenges in the application and implementation of ethics and codes of good practices in their recruitment and selection processes and procedures. The following are examples of the contravention and disregard of such codes of good practice:

- advertisements of posts were rarely approved prior to their placement (publication);
- in many instances short-listing criteria were not documented;
- incidences of potential conflict of interest among members of the selection committee in their relationships with candidates;
- the selection committee's recommendations of appointments sometimes approved by officials who did not have the requisite delegation authority to make such a decision; and
- little evidence of proper record-keeping by departments of the entire recruitment and selection process.

Based on these findings, the PSC concluded that the recruitment and selection processes and procedures in the SAPS leave much to be desired, that the deviances are of a serious nature, and that it impacts negatively on the credibility of the processes and their outcomes (Sangweni, 2006:52-71). In response, the DPSA and the PSC have taken steps to improve the quality of recruitment and selection within the Public Service. Probably the most significant initiative to remedy the situation was the development of the Tool on Recruitment and Selection, which will receive attention later in the study. Furthermore, according to Sangweni (2006: 52-71), government departments were strongly advised to adhere to the general provisions for recruitment and selection as contained in the following documents:

- Employment Equity Act (EEA) 55 of 1998;
- Public Service Act (PSA) 103 of 1994 (as amended);
- Public Service Regulations (PSR) of 2001;
- Senior Management (SMS) Handbook;
- White Paper on Human Resource Management in the Public Service (WPHRMPS) of 1997; and
- Public Service Coordinating Bargaining Council (PSCBC) 3 of 1999.

Some of the statutory and regulatory frameworks were discussed in detail in sections 4.4 and 4.5 above to highlight their significance and importance in the HRM practices, particularly that of recruitment and selection.

The following section explains the use of departmental recruitment and selection policies and procedure manuals to establish uniform norms and standards in the SAPS.

4.8 RECRUITMENT AND SELECTION POLICY AND PROCEDURE MANUAL

A recruitment and selection policy accompanied by a procedure manual usually provides specific guidelines on critical elements that need to be addressed during the recruitment and selection process (Muetsi, 1998:52; Nel *et al.* 2001:226). Such a policy and manual should furthermore provide guidelines for the following: compilation of a human resource plan, drafting of the organisation's mission and vision statements, the promotion of the image of the organisation, non-discriminatory legislative framework, as well as the organisation's philosophy on HRM. According to Cheminai *et al.* (1998:132), Nel *et al.* (2001:226) and Swanepoel *et al.* (2000:292-293), the recruitment policy and procedure manual should further contain other guidelines, such as whether:

- internal or external recruitment will be kept in mind;
- relatives of existing employees may be appointed;
- part-time, or any type of flexi-time workers will be considered;
- people over retirement age may be employed; and
- existing employees will be promoted by using specific criteria: minimum academic qualification, language proficiency, and so forth.

Drafting a departmental policy and compiling a procedure manual is not an easy task. The reason is that the guidelines provided should conform to the principles of ethical conduct and Code of Good Practice and other available statutory and regulatory stipulations. Some governmental departments, such as the DOJ&CD, do have a Policy and Procedure Manual, but it is an open question whether these manuals comply with HRM best practice (chapter 2), the approaches and steps in recruitment and selection (chapter 3), and the statutory and regulatory framework (chapter 4).

It is the hypothesis of this study that the DOJ&CD does not adhere to all of these requirements and that the outcomes of current practices thus may have legal

ramifications. This state of affairs has implications for bodies such as the Commission for Conciliation, Mediation and Arbitration (CCMA), Sectoral Councils, the Labour Court, and other oversight bodies such as the PSC. These bodies may find that labour-related decisions, particularly those that impact on recruitment and selection, may contravene best practice, and the spirit and letter of the law. Examples of this tendency are already evident: the DOJ&CD is omitting or not including all the recruitment and selection process, steps and procedures in the procedure manual and policy. There also were several instances in which the DOJ&CD's recruitment and selection processes and procedures were placed under legal scrutiny. This was done by labour unions, such as the Public Service Association (PSA), and the National Education Health and Allied Workers Union (NEHAWU) through the Departmental Bargaining Chamber (DBC) and the Public Service Coordinating Bargaining Council (PSCBC).

NEHAWU, for example, declared a dispute on 30 June 2011. This resulted in both parties (NEHAWU and DOJ&CD) opting for conciliation at the General Public Service Sector Bargaining Council (GPSCBC) on 8 July 2011. Conciliation failed and that afforded NEHAWU the right to embark on a protected strike. Among the issues raised in the dispute were the failure of the DOJ&CD to perform adequate job evaluations, in order to remunerate administrative occupational class staff adequately, and the issue of salary disparities among employees. Furthermore, according to NEHAWU (2011:2-3), posts were created which performed quasi-judiciary functions as delegated to the administration through section 13 of the Magistrate Act.

The challenges that the DOJ&CD as case (unit of analysis) also experiences in recruitment and selection, are highlighted further by the minutes of the meeting held on 10 February 2011 between the DOJ&CD and Labour at the General Public Service Sectoral Bargaining Council (GPSSBC). These minutes revealed the need to review the DOJ&CD's *Recruitment and Selection Policy* (GPSSBC, 2011:3-4). A Strategic Review workshop was held in the North West Province during the period 25-26 May 2010. Findings from the workshop also highlighted the following impediments: recruitment and selection processes and procedure were not aligned with employment equity targets; the verification processes delayed appointments; outdated interviewing methods were employed.

Furthermore, the PSA noted with concern during the DBC of January 2012 that the DOJ&CD did not conduct job analyses to ensure that all employees have job descriptions. Job evaluations for all occupational classes also did not take place

or were found to be lacking. In some instances, job evaluations were not done and the PSA requested the DOJ&CD to conduct job evaluations in accordance with the Public Service Regulations of 2001, which stipulates that job evaluations should be done for all occupational classes every three years (Adonis, 2012:1).

As a result of this state of affairs, the DOJ&CD did not escape the potential danger for labour unrest and litigation. This is illustrated by the case between NEHAWU, Mini and the DOJ&CD, held on the 26 November 2012. A dispute was declared by NEHAWU on matters regarding job analyses (job descriptions and job evaluations). The DOJ&CD had advertised posts without thorough job evaluations. Due to poor job evaluating and limited job analysis, some employees were promoted into supervisory positions for which they did not qualify. Some staff also performed work that was not part of their original performance agreements, which often resulted in grievances and dispute.

The unions requested of the DOJ&CD to review its recruitment and selection policy and procedure manual. They also requested that a job evaluation and job analysis should be conducted to inform performance contracts. For the DOJ&CD to be able to recruit and select applicants in a fair, equitable and transparent manner, managers need to apply fundamental principles as prescribed by legislation. They also need departmental policy as an enabling tool to guide them during the process and procedures of recruitment and selection. In the absence of policy or by following incorrect or non-compliant policy, the door is left wide open for abuse and all kinds of malpractice, which may lead to litigation.

From the discussion above, it is clear that on the one hand, the statutory and regulatory frameworks are adequate to govern recruitment and selection. On the other hand, there still are many substantive and procedural challenges which are not addressed adequately by the DOJ&CD. It is worth noting: to make sure that transformation objectives for recruitment and selection are realised, departmental policy needs to give effect to both national and departmental objectives and principles. If such policy does not exist or does not comply with national norms and standards, recruitment and selection are often managed in an *ad hoc*, unscientific, and often illegal manner. It is therefore of paramount importance to develop a comprehensive recruitment and selection model that complies with the statutory and regulatory framework. This should be undertaken as one of the phases in the recruitment and selection process. Therefore, the focus of this chapter is to determine to what extent do the departmental (DOJ&CD) policy and procedure manual on recruitment and selection complies with the statutory and regulatory framework that is available at present within the South African Public

Service. This should be considered one of the activities and phases in the model, which will be compiled in the present study.

4.9 CONCLUSION

This chapter traced the evolutionary development of the comprehensive statutory and regulatory framework for human resource management that emerged in South Africa since 1652. Emphasis was placed on the spirit and letter of legislation for recruitment and selection. It became evident that an adequate framework does exist to regulate employment relationships in Government.

The advent of democracy in South Africa in 1994 brought about the introduction and amendments of the statutory and regulatory framework. This includes various pieces of legislation, as indicated in sections 4.4 and 4.5. These pieces of legislations and regulations are intended to promote democratic values such as equality, fairness and justice. The aim is also to prevent and prohibit the wide range of discriminatory practices that can occur in the workplace.

To complement the statutory and regulatory framework, the following resources should be considered: Ethical Conduct and Codes of Good Practice, departmental manuals, as well as the contribution of professional bodies. These resources also facilitate ethical conduct in recruitment and selection. Every public institution should assess its recruitment and selection mechanisms to make sure it is valid and reliable. Such mechanisms can include predictors, instruments, systems, techniques and tools. This is important, in order to avoid possible litigation of alleged unfair labour practice and/or unfair discrimination.

A brief international perspective was given on statutory prescripts from countries such as New Zealand, Australia, UK, Ireland and Canada. This was done to demonstrate to what extent South African law corresponds with international thinking on the promotion of democratic values in the workplace.

The next chapter will report on the empirical findings by following a qualitative research design applied in the DOJ&CD as case study and the Human Resource Directorate as unit of analysis. The empirical findings will be deduced from the critical evaluation of the potential contrasts and gaps between recruitment and selection processes and steps (chapter 3). It will also assess the adherence of the DOJ&CD to the statutory and regulatory framework (chapter 4).

CHAPTER 5

RECRUITMENT AND SELECTION PRACTICES WITHIN THE DOJ&CD: EMPIRICAL FINDINGS

5.1 INTRODUCTION

The previous chapter explored the statutory and regulatory framework of human resource management (HRM) from the perspective of the international arena, as well as from within the South African Public Service (SAPS). The intention was to develop criteria through which can be assessed how public sector institutions comply with the framework in implementing recruitment and selection policies and regulations.

Chapter 2 provided perspectives on the paradigmatic development of HRM, which contributed to the development of criteria to assess best practice.

Chapter 3 further contributed to the development of criteria based on the literature review, by detailing processes and steps that are associated with recruitment and selection.

Chapter 5 will perform a gap analysis between existing practices in the Department of Justice and Constitutional Development (DOJ&CD) as case study, measured against the criteria that can be drawn from chapters 2-4. Based on this gap analysis, the final chapter will recommend a comprehensive model for recruitment and selection to overcome potential gaps and to establish a uniform methodology in the public department. This methodology could be applied as operational policy and procedures in the Department to facilitate professional and ethical conduct for HRM in general, and for recruitment and selection in particular.

As determined in Chapter 3, contemporary HRM has a strategic focus. This implies that all human resource practices, including recruitment and selection, must help operationalise the strategic objectives of an organisation. Strategic Human Resource Management (SHRM) requires a systematic framework according to which the organisation consciously can plan its human resource requirements for both internal and external supplies from the labour market. The primary goal is to provide for the right number of people with the appropriate skills and the knowledge to perform the allocated functions. As such, recruitment endeavours should consider the internal and external environment. This

environment is influenced by forces and factors, such as labour market conditions, government and legal factors, job analysis, job design, as well as the availability of the human resources within an organisation.

The following section unpacks the DOJ&CD as case study to examine in the present study. Various aspects of this governmental department will be explored. These include the DOJ&CD's constitutional mandate, its organisational architecture and regional footprint, as well as its processes and procedures executed in HRM.

5.2 THE DOJ&CD AS CASE STUDY

As explained in chapter 1, which highlighted the orientation and locus of this study, the DOJ&CD, is established in terms of the Constitution (CHAPTER 8, Sections 165-180). The Constitution provides for the establishment of a judiciary, prosecution and administration office as separate and independent entities within the DOJ&CD. Administration provides a support function to both the judiciary and prosecution functions in the DOJ&CD. Thus, Administration is tasked with the responsibility to ensure that the right employees are recruited and selected at the right time with the required skills, competencies and attitude to carry out the constitutional mandate of the DOJ&CD.

Among others, the Constitutional mandate of the DOJ&CD is to carry out the 17 strategic objectives and 5 strategic goals as set out in the Annual Performance Plan (APP) of the 2012/2013 financial year. The APP has been prepared in line with National Treasury requirements and is implemented during the Medium-Term Expenditure Framework (MTEF) period that was informed by the priorities in the departmental strategic plan for the period 2012-2017. The APP covers three programs, namely: (a) administration, (b) court services, and (c) state legal services. These programs are responsible for the effective functioning of the following:

<ul style="list-style-type: none"> • Office of the Minister • Director General • Chief Operating Officer • Corporate Services • Justice College • Constitutional Court • Supreme Court of Appeal • High Courts 	<ul style="list-style-type: none"> • Family Advocate • Magistrate Commission • Government Motor Transport • Facility Management and Administration of Courts • State Law Advisors • Litigation and Legal Services • Legislative Development and
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<ul style="list-style-type: none"> • Specialised Courts • Lower Courts 	<p style="text-align: center;">Laws Reform</p> <ul style="list-style-type: none"> • Master of the High Court and Constitutional Development
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(DOJ&CD, Annual Performance Plan, 2012:14, 28, 38).

The strategic objectives and goals, and programs are carried out through the core functions of the DOJ&CD. These core functions include the following:

- facilitating the adjudication of criminal matters and the resolution of civil disputes;
- prosecution of criminal offences in all criminal courts and investigation of certain offences;
- delivery of legal and advocacy services to the community;
- the provision and management of court facilities;
- constitutional development and the monitoring thereof,
- development of legislations and facilitation of the administration of deceased and insolvent estates;
- curatorship and tutorship;
- litigation of companies and close corporations;
- registration of trusts; and
- the management of the Guardian’s Fund.

(DOJ&CD, MTSF, 2005:17).

The DOJ&CD, just like any national department, has a central and head office with its seat in Pretoria with numerous branches countrywide. Deputy Director Generals are accountable and responsible for these branches and have to report to the Chief Operating Officer (COO) who then reports to the Director General (DG). The DG is accountable to the political heads, the minister and deputy minister, who in turn are collectively responsible to report to Parliament. The DOJ&CD is a national department with regional (provincial) offices in each of the nine provinces. These offices are responsible for the High Court, Regional Courts, District Court and Periodical Courts within each province as far as recruitment and selection is concerned. The regional offices are accountable and responsible to the Chief Director referred to as “Regional Head”. The management of the region consists of the directors in Human Resource, Finance, Legal Services and Court Operations, and all of the Area Court Managers (ACM which is equivalent to a rank of a Deputy Director) who report to the Director:

Court Operations. Each ACM is responsible for an average of seven district courts, referred to as “sub-clusters”, which are managed and administered by court managers or office managers at post levels 8 or 9.

The North West Province comprises seven sub-clusters:

- Taung sub-cluster;
- Klerksdorp sub-cluster;
- Potchefstroom sub-cluster,
- Odi sub-cluster,
- Rustenburg sub-cluster;
- Molopo sub-cluster; and
- The High Court.

All the sub-clusters render core business functions of the DOJ&CD. These include the following services: cases of domestic violence, interpreting services, maintenance services, estates, criminal services, payments of cash to beneficiaries and witnesses, purchasing of goods and services, taxation, divorce matters, small amount claims and children’s courts.

5.2.1 Human Resource Management challenges in the Public Service

As stated previously, a national assessment was conducted by the PSC (2002 – 2008) in conjunction with the Department Public Service and Administration (DPSA) on the state of HRM in the Public Service. Each national department was scrutinised to determine the overall status of HRM practices.

In general, the assessment exposed serious challenges in the Public Service with respect to HRM. Among these challenges were: the widespread disregard for elementary processes and procedures, such as conducting job analyses or job evaluations beforehand, and obtaining approval for job advertisements before placement in the media (Mgijima, 2010:vii). According to the PSC, these procedural omissions undermine the credibility of the recruitment and selection process and could lead to legal ramifications. Furthermore, the shortage of skilled employees within HRM to perform professional services has been identified as one of the most serious impediments to the success of recruitment and selection processes.

The PSC was involved in the investigation of numerous complaints on recruitment and selection over a number of years. The findings revealed certain

trends in recruitment and selection. According to Sangweni (2006:8) the findings revealed the following:

- Departments generally do not have detailed policies and procedures to inform the application of recruitment and selection practices to be objective, fair, equitable, consistent and responsible.
- Departments do not have standardised methods and procedures to ensure compliance with constitutionally prescribed values and principles as well as national norms and standards regulating HR in the SAPS.
- Departments do not consider thoroughly what skills, competencies, training and traits they require from candidates before advertisements are placed.
- Departments do not determine properly which valid recruitment and selection principles and practices to follow, and these are not applied consistently.
- Departments do not structure their recruitment and selection processes in accordance with best practice and legislative criteria and prescriptions.
- Departments do not motivate and record their findings and decisions properly.
- Departments do not monitor their own conduct with the view to improve existing practices.

These challenges reflect the overall status of recruitment and selection in the SAPS, inclusive of the DOJ&CD. It is, however, unclear how severe or prevalent these challenges occur particularly in the DOJ&CD. By focusing on the particular recruitment and selection challenges in the DOJ&CD, the next section reveals practices and challenges that are faced currently. These challenges will be verified by means of an empirical study, which will be reported on later in this chapter.

5.2.2 Human Resource Management practices and challenges in the DOJ&CD

Human Resource Management (HRM) is regarded as a strategic partner to the core business of the DOJ&CD in providing a number of strategic support functions. These include some of the functions categorised as follows: recruitment and selection processes and procedures, leave administration, resettlement and relocation expenditures, the performance management and

development system, labour relations, training and development, and retirement and resignations, etc.

The structure of reporting, functions and establishment (number of personnel and occupational classes) within HRM differs from one region (province) to another, depending on the socio-economic situation. Each HRM within a region is accountable to the Director and each region has various numbers of Deputy Directors reporting to the director. For instance, the North West region has four Deputy Directors; Northern Cape, Limpopo and Free State has two deputy directors, and Gauteng has three.

Different Deputy Directors are responsible for different HRM functions:

- The first Deputy Director, is responsible for Labour Relations, Employment Equity and Employee Health and Wellness;
- The second Deputy Director is responsible for service benefits such as appointments, transfers, leave administration, housing allowance;
- The third Deputy Director is tasked with the Performance Management and Development System, as well as Learning and Development.
- The fourth Deputy Director ensures that Recruitment and Selection processes and procedures are carried out.

The arrangement where a particular Deputy Director is tasked only with certain responsibilities does not apply to the North West region. In this region all four deputy directors are responsible for all human resource management functions and are divided or allocated in terms of sub-clusters, which makes it a unique arrangement in comparison to all other eight regions serviced by the DOJ&CD. This particular arrangement poses certain challenges for recruitment and selection. These challenges were highlighted during the “State of HRM in Public Service” investigations conducted by the Public Service Commission (PSC) in the DOJ&CD. As explained when the problem statement was laid out (chapter 1), the workforce analysis conducted by the PSC identified various challenges associated with organisational arrangements and human resource practices. Subsequently, some of these challenges will be highlighted, with particular reference to recruitment and selection. This perspective is necessary in order for the researcher to identify gaps between theory and legislation on the one hand, and HRM practices in the DOJ&CD on the other hand. A comprehensive model to address these gaps will be developed in the next chapter.

To ascertain the status of HRM in the DOJ&CD, a workshop was held with DOJ&CD senior management. The workshop, attended by representatives of the DOJ&CD, was held in Pretoria on 30 May 2002. During this workshop senior managers of the DOJ&CD (Directors, Chief Directors and a Deputy Director General) highlighted the need for the significant improvement of recruitment and selection processes within the DOJ&CD. Furthermore, a DOJ&CD *Competency-based Recruitment and Selection* two-day workshop was held on 10-11 July 2008. This workshop also lifted out certain challenges that are associated with recruitment and selection (Bekker, 1993:3-35):

- the lack of training for interviewers (selection panel members);
- no objective evidence or documentation to support interview decisions in case a dispute is lodged against the Department;
- outdated or non-existent job descriptions and inherent requirements of the job against which to measure and to assess candidates;
- lack of standardisation of interviews;
- no competency-based assessment or measurement;
- lack of knowledge of labour legislation;
- incorporation of the legal framework for recruitment and selection;
- the high costs of an incorrect recruitment and selection decision;
- insufficient diversity of assessment, evaluation and rating scales, and potential biases of assessors; and
- hidden and personal agendas.

This clearly shows that the DOJ&CD did not progress adequately, nor improved in areas of recruitment and selection, as were highlighted by the assessment workshop in 2002 and 2008.

These workshops (2002 and 2008) revealed furthermore that the DOJ&CD follows various processes and procedures in its recruitment and selection process and procedures. Thus, no standardised or uniform system exists. The National Office of the DOJ&CD has its own process and procedure, which differ from those applied by the nine provinces. A workshop held on 25 October 2012 outlined the processes and procedures followed at the National Office in recruitment and selection as follows:

- The request form is completed, in order to advertise the post.
- The cost of the advertisement is calculated by obtaining three quotations through the Recruitment Agency.

- After approval the advertisement is published in the media.
- The Human Resource Officer handles the responses, which entail capturing the application forms on the name list and profiling the applications.
- The Human Resource Practitioner receives the name-list and profile, and commences the screening.
- The Human Resource Practitioner prepares the shortlist through the Commitment Form to include Selection Committee members from the line manager and the relevant HR Practitioner who signs the form, as well as the relevant delegated authority who approves it;
- The Selection Committee recommends the appointment of the successful candidate/s.
- The Human Resource Practitioner conducts a check on the background and criminal records.
- After approving the recommended candidate/s the Human Resource Practitioner communicates the outcome of the selection process to the Selection Committee and to the candidate.
- The Human Resource Practitioner updates the line manager about the progress, which includes the date of assumption of duty by the successful candidate/s.
- The Human Resource Practitioner sources a minimum of three quotations from the preferred and registered service provider as recommended by the Department of Public Service and Administration (DPSA) and then invites the successful candidate/s to attend the competency assessment for levels 11 upwards.
- After the approval of the appointment memorandum, the successful candidate/s are issued with an offer of appointment.

To verify the process described above, the researcher conducted a preliminary interview with the Deputy Director: Recruitment and Selection at the National Office. The Deputy Director confirmed that the process and procedures which the National Office follows consist of the following steps:

- The Line manager identifies a vacancy and sends a request to Human Resource to advertise for the post.
- The request to advertise is forwarded to the budget coach, who confirms the funding.
- Business Process Improvement is consulted to confirm whether the post was job evaluated.
- The Establishment Division confirms whether such a post exists.

- The advertisement of the post is drafted for approval by the Director: Human Resources.
- The process of supply chain management is followed to advertise for post levels 9-16 and this process involves the following steps:
 - a) Obtain three quotations from service providers.
 - b) Obtain/request SBD forms from service providers.
 - c) Draft the advertisement for the service provider.
 - d) Obtain approval for the advertisement from the line manager.
- The post is advertised and placed in the media for a minimum period of two weeks.
- Panel members are approached with a date for short listing.
- The Human Resource Practitioner does profiling of the application forms within 10 days after the closing date.
- The Human Resource Practitioner invites panel members to contribute to the short listing process.
- Short listing is finalised and panel members agree on a date, time and venue for the process of the selection interview.
- Candidates are invited for the selection interview by the Human Resource Practitioner.
- On the day of the selection interviews, panel members agree on a set of questions to be asked, which are in line with the job advertisement.
- During the selection interview, a standard scoring sheet is used to rate each candidate and each panel member signs off on the sheet.
- The panel members make recommendations to the approving authority on the suitable candidate(s).
- The Human Resource Officer conducts background and reference checks before the recommendation is routed for approval in exclusion of criminal record check.
- After approval, the line manager is informed.
- The suitable candidate is given five working days either to accept, or decline an offer of appointment.
- When the successful candidate/s receives/receive and accepts/accept the appointment offer, the Human Resource Officer informs the line manager/s of the development.
- Human Resource advises on the logistical arrangement for the arrival of the successful candidate, which includes accommodation, office, office equipment, security, and the necessary facilities.

- The successful candidate is taken to the relevant manager on assumption of duty.

The process outlined above consists of 15 steps, whereas the process in chapter 3 (Table 3.22) focused on 19 steps, starting with the identification for the need to recruit. The process of 15 steps is not systematic and follows no chronological order, such as conducting a job analysis and job evaluation prior to advertising the post. The DOJ&CD has a recruitment and selection policy and a procedure manual, but does not mention that panel members of Human Resource consulted these documents. This is a clear indication that the DOJ&CD does not have a process map and/or model which is applicable and currently in use.

To illustrate the need further for a comprehensive recruitment and selection model, the researcher conducted preliminary investigations in the North West regional office. The investigation revealed that three different recruitment and selection process and procedures are followed. Tables 5.1 and 5.2 below reflect these differences.

Table 5.1 Different processes and procedures for recruitment and selection

North West Process Map (Version 1)	North West Process Map (Version 2)
<ul style="list-style-type: none"> • Receive the request from line manager to advertise the post • Upon submission, check whether the post is part of the establishment and structure, and is also funded. • Check whether the post has been job evaluated and job requirements are in line with the results of job evaluation. • Check whether job profiles are aligned to the job advertisement and then advertise the post. • When receiving the application forms, do profiling of the forms. • Do short listing of candidates and acquire memo for approval from panel members. • Conduct interviews. • Conduct reference and background checks, criminal record check, verification of qualifications. 	<ul style="list-style-type: none"> • The vacant post has to be identified by the line manager or a new post created by Human Resources. • Staff request form has to be completed. • Human Resources draft the job advertisement and present it to the line manager. • Final job advertisement is sent to Human Resources to advertise the post. • The Human Resource Officer profiles all the application forms after the closing date. • Selection committee is approved by the Regional Head. • Selection committee conducts the process of shortlisting the candidates. • Shortlisted candidates are approved by the Director: Human Resources. • Interviews are held, after which Human

<ul style="list-style-type: none"> • Issue an offer letter to the successful candidate. • Inform line manager about the acceptance of the offer. • Handle relocation costs when new candidate assume duty. 	<p>Resource Officers perform quality checks.</p> <ul style="list-style-type: none"> • The Human Resource Officer drafts a memo for approval of the successful candidate/s to the Regional Head • The approved memo is sent to the Director: Human Resources to appoint successful candidates according to the PERSAL system.
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Further preliminary interviews were conducted with officials responsible for recruitment and selection in the North West region, as well as with an Assistant Director in the HR Directorate. Again different approaches and steps became apparent (Table 5.2).

Table 5.2 Different processes and steps in DOJ&CD, North West region

Human Resource personnel	Assistant Director
<ul style="list-style-type: none"> • Identify the vacancy of funded posts. • Request the necessary documents such as request form, employment equity plan and commitment form from the line manager. • Place the advertisement in the media. • After the closing date, profile the application forms. • The panel should be appointed. • The panel then conducts short listing. • Shortlisted candidates are approved • Interviews are conducted. • Conduct all the quality checks. • Submit memo for approval. • Contact National Office and confirm that a post is filled so that establishment is updated. • Successful candidate/s is/are offered employment. • Vetting and security forms are completed for the successful candidate/s. 	<ul style="list-style-type: none"> • Gets a request form and informs the line manager. • Completes commitment form and exit form to be forwarded to Regional Office: Human Resources. • Drafts job advertisement and forwards it to line manager. • Establishment Division should confirm the vacant post. • Budget coach should confirm the availability of funds. • Job advertisement should be drafted by Human Resources in line with the job evaluation results/outcome. • Line manager confirms the contents of the job advertisement. • Human Resources advertises the post in the media. • Profiling of application forms begins immediately, and line manager is informed about the closing date. • Short listing starts and date set for interviews. • Memo for approval of selection

	<p>committee is drafted.</p> <ul style="list-style-type: none"> • Line manager and panel members get response of memo to agree for shortlisting. • Memo on short-listed candidates is approved by the Director: Human Resources. • Human Resource Officer coordinates the interview process. • Human Resource Officer conducts reference checks, verification of qualification, criminal record check, and security clearance. • Memo is sent for approval of the successful candidate. • Successful candidate is informed about the appointment offer. • Regret letters are sent to the unsuccessful candidates, but are provisional in case the successful candidate declines Human Resources' offer.
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The DOJ&CD thus employs six different versions of processes and procedures. The National Office has two versions, and the North West region utilises four different processes and procedures for recruitment and selection. It is thus evident that the DOJ&CD does not have a comprehensive human resource recruitment and selection model that guides uniform practices and help standardise procedures. This need was further exemplified during the workshop held on 25 October 2012 on recruitment and selection. Delegates at the workshop firmly expressed the need to streamline and standardise the recruitment and selection processes and procedures within the DOJ&CD.

As highlighted in Chapter 3, the quality of recruitment and selection is influenced by support functions and activities such as job analysis and job evaluations, as well as by the way in which the HRM is structured as an institution. Also in these respects the DOJ&CD experiences various challenges. The labour union, Public Service Association (PSA), raised issues during the Departmental Bargaining Chamber meeting about the absence of job descriptions and job specifications according to occupational class for employees (PSA, Informus: 2012 (a):1)). The main concern was that the absence of job descriptions and job specifications

impacts negatively on performance agreements and contracts, as well as on the job evaluation, and promotional opportunities.

Furthermore, in a meeting held on 14 April 2011, the DOJ&CD confirmed that it had not yet finalised its job-evaluation process. The National Education, Health and Allied Workers' Union (NEHAWU) reminded the employer (DOJ&CD) that a dispute was declared in 2007 on the same issue. They observed with great concern that this matter was not yet finalised. At the same meeting was revealed that Job Evaluation Committees in the different regions were not constituted, which contributed to the lack of job descriptions per occupational class in all nine regions. Such committees should convert evaluations in terms of monetary value. This can be done by carrying out a wage or salary survey on the rates in the labour market.

A Job Evaluation Committee also has the responsibility to provide job evaluations of newly created posts. The national PSC audit, as indicated by Mgijima (2010:15), also highlighted that many departments were not conducting job evaluations prior to the distribution of job advertisements as required by the Public Service Regulations, 2001. The existing draft Job Evaluation Policy of the DOJ&CD also does not address issues of recruitment and selection, as confirmed by the Consultative Bilateral meeting with NEHAWU, which was held on 1st March 2013 (Melk, 2013:1).

The way HRM directorates are structured could have significant implications for the effective functioning of these units. According to Mgijima (2010:10), the *Ten Year Review* indicated that government departments do not have proper structures that are supported by sufficient human resources, and it could be argued that the DOJ&CD is no exception to this challenge. The DOJ&CD's organisational structure is designed without defining the job purpose, since no job evaluation and job analysis are conducted. This means that posts are created without necessarily considering the span of control, autonomy and specific functions as defined in the performance agreements. The absence of a uniform and standardised HRM structure contributes to the numerous and inordinate human resource recruitment and selection processes and procedures that exist within the DOJ&CD.

To perform a gap analysis (contents of chapters 2-4) and to verify the extent of the challenges highlighted in this chapter, an empirical investigation was conducted in the DOJ&CD. The following section will focus on the research

methodology, the research design, problems encountered during the research, as well as findings flowing from this investigation.

5.3 RESEARCH METHODOLOGY

This section operationalises the verification of gaps in the DOJ&CD's selection and recruitment, based on the triangulation of different data sets. The research methods focused on an empirical investigation of the case study, the DOJ&CD. Following a qualitative research design, as explained in chapter 1, the instrument used for data collection was interviews. These interviews were piloted with the sampled target population to ensure the validity and reliability of the findings and to include all constructs needed for this study.

5.3.1 Qualitative research design

A qualitative research design was employed to obtain data and information. This placed the researcher in a position where “answers” to the research questions could be suggested and to operationalise the research objectives as indicated in chapter 1 (sections 1.3 and 1.4). De Vos *et al.* (2002:365) and Welman, Kruger and Mitchell (2008:8) have identified different purposes for the quantitative and qualitative research designs respectively. The purpose of the former approach is to evaluate objective data consisting of numbers, whilst the latter approach deals with the more subjective analysis of data that are produced from the “minds” of respondents. This approach provided the researcher with a holistic impression of the perceptions and opinions that role-players and stakeholders hold on recruitment and selection.

A qualitative research design may utilise various strategies and techniques to obtain information. These include the following: participation, observation, in-depth interviewing and field work (Chadwick, Bahr & Albrecht 1984:206; Fraenkel *et al.* 1993:379). In this regard Struwig and Stead (2001:11), and Van Maanen in Welman *et al.* (2008:188), describe qualitative research design as a multi-paradigmatic, interdisciplinary, multi-method approach. They see this approach as an umbrella that covers an array of interpretive and descriptive techniques which seek to describe, decode, translate and give meaning to naturally occurring phenomena in the social world, as well as to research studies in a variety of subject fields. The strategies and techniques employed in this study were explained in chapter 1. These strategies and techniques included a literature survey, a pilot study (preliminary interviews), and interviews conducted among managers within the DOJ&CD. This gave the researcher an opportunity

to develop analytical, conceptual and categorical components of explanation from the data obtained.

5.3.2 Target population and sampling

According to Bless, Higson-Smith and Kagee (2006:98) the target population refers to "... the entire set of objects or people, which is the focus of the research and about which the researcher wants to determine some characteristics". A population thus refers to any group that is of research interest. This may include species, persons, or objects, and entails the total collection of individuals about whom a researcher wants to draw conclusions after conducting a research (Huysamen, 1996:3; Goddard & Melville, 2001:34; Beukman, 2005:227). The population in the present study all was line and support managers involved with the practices and processes of recruitment and selection as core HRM functions.

Sampling refers to the relationship between a certain population and the sample drawn from it (Muchinsky *et al.* 2005:29; Adams, Khan, Raeside & White, 2007:90). Sekaran (1992:22) highlights the fact that the sample must be sufficient to represent the population. Thus, by studying the sample, and understanding the properties of the sample subjects, a researcher is able to generalise the properties or characteristics to the entire population. Nteyi (2001:180) and Thebe (2003:72) further point out that the purpose of statistical sampling is to use data from the subset to enable inferences about the total population. Probably the most significant challenge of sampling for the researcher is to determine the size of the sample; it should be adequate to give a meaningful description and generalisation of the total population (Gott & Duggan, 2003:152; Bless *et al.* 2006:98-99). Leedy (1997:210) simply argues that the principle and basic rule of sampling is: the larger the sample, the better.

For purposes of the present study, 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. The sampling technique used in this study is purposive sampling. This method of sampling is a deliberate non-random method of sampling, and is based on the judgement of the researcher on the characteristics of a representative sample (Clark-Carter, 2004:158).

5.3.3 Instrumentation: Interviews

An interview involves direct personal contact with the participants or respondents who are asked to answer questions from a questionnaire relating to the research

problem. The researcher developed a semi-structured and structured interview schedule (questionnaire), which contained a series of questions prepared in advance. During the interview, questions and words were repeated and explained to ensure that the respondents had full clarity on the nature of the question. Concepts such as “realistic job preview”, “graphology” and “diagnostic interview” were defined. This was to ensure a common understanding of the meaning of these terms.

The researcher used listening skills, probed for more clarity and reflected on the respondents’ answers. It was important again to be as consistent as possible when the interviews were held with all respondents so that objective, reliable and valid data sets could be collected. Probing and follow-up questions helped the researcher to obtain more clarity and information from the respondents. Generally, the verbal and personal interaction during the interviews helps raise a number of issues that may have been overlooked if a different instrument for data collection was used.

Before the actual interview process took place, respondents were assured that the principles and guidelines of professionalism, ethical behaviour, anonymity and confidentiality, will be adhered to at all times. In addition, the assurance was given that ethical standards and rules of the North-West University will be followed diligently. The researcher conformed to a code or set of principles of ethics and morality. In accordance with the interview guidelines proposed by Bless *et al.* (2006:140) and Adams (2007:146), the interviews took fifty five minutes on average to complete.

Pilot studies were conducted prior to the interviews. This is based on the scientific principles for such studies (see Cascio, 1998:207; Goddard & Melville, 2001:41; Nteyi, 2001:194; Gott & Duggan, 2003:7; Fink, 2005:108-109; Ivancevich, 2008:224). Two pre-tests or pilots were conducted from respondents making up 30% of the sample from the 24 respondents as the first pilot study, whilst the second pilot study comprised 41,7% of the sample from the 24 respondents. Clark-Carter (2004:34) asserts that since a pilot study is a “trial run” of the study, it should be conducted on a smaller sample before used in the final version.

The pilot study revealed that some questions such as approval of the selection committee up to the process of criminal checking (see 2.5.1 to 2.5.5) and consideration of recruitment and selection taken as one of the strategic activities within DOJ&CD (reduction of vacancy rate, role that recruitment and selection

play in the organisational structure, and how does recruitment and selection influence DOJ&CD employment equity target (see 2.6.1 to 2.6.3). It was evident that the interview schedule needed to be rephrased, since the pilot group did not fully understand what was probed. Based on the results of the pilot studies, the interview schedule was amended.

The interviews were held with respondents from both North West and the National Office in Pretoria. Face-to-face interviews were arranged from October 2011 until May 2012. A number of 24 interviews ranging from 45 to 60 minutes were arranged at the respondent's office. Each interview was recorded manually. The researcher took notes with the permission of the respondent about his/her viewpoint and perception from each participant's personal experience and involvement in the recruitment and selection processes and procedures. The construction and use of the standardised questionnaire (interview schedule) served as a measurement tool to evaluate and validate data obtained from the literature study in chapters 2, 3 and 4 and from the interviews. This tool was also used to compare information and data between the theory on HRM, recruitment and selection, and to what extent the DOJ&CD comply with the provisions and requirements of statutory and regulatory framework.

Based on the criteria for interview designs, as reflected by Sekaran (1992:65), Rosenberg and Daly (1993:493), as well as Nteyi (2001:193), the interview schedule adheres to the psychometric properties of reliability, validity and representativeness. This means that the questionnaire will measure what it is intended to measure and will provide the same tests results consistently under the same conditions. The questionnaires or interview schedules utilised for the two groups of respondents are contained in Annexure A and B of this study. The questionnaires were divided into two sections (1 & 2) to obtain biographical information of respondents, as well as pose substantive questions based on the research questions.

5.3.3.1 Section 1: Biographical information

The biographical section was necessary to obtain factors or properties from the sample which could influence the respondents' perceptions of and responses to the questions. The questions focused on the following topics:

- academic qualification;
- current position in the DOJ&CD;
- number of years in their current position within the DOJ&CD;

- experience and knowledge of the current practices and processes in recruitment and selection;
- involvement in decision-making processes and practices; and
- involvement in the process of finding solutions to the challenges for human resource recruitment and selection.

5.3.3.2 Section 2: Substantive questions

Section 2 consisted of twelve questions meant for respondents in group 1; and thirteen questions directed to group 2. The questions were aimed at operationalising the research objectives, namely to determine the “gaps” between current practices in the DOJ&CD in comparison with HRM best practice, and to what extent these practices comply with the statutory and regulatory requirements.

5.4 RESEARCH PROBLEMS ENCOUNTERED

The study was conducted in the North West region and at the National Office in Pretoria. The responses from participants in the various branches and directorates differed on the process and procedure of recruitment and selection. This includes responses from managers who are employed in the Recruitment Selection Directorate. The different responses also varied among managers within the province and the National Office. This situation is complicated further by the fact that the DOJ&CD is a national department and that regions developed their own systems by using their discretion in developing recruitment and selection practices. No standardised norm and approach for recruitment and selection exist. This made the analysis of data difficult due to the different responses between the regions and National Office.

A further research challenge was the respondents’ lack of experience and in-depth knowledge of the concepts, and the basic elements that comprise HRM. Concepts contained in the questions had to be explained to some respondents. It was thus crucial for the researcher to ensure that the respondents fully understood the nature of the question, in order to obtain an accurate and relevant response.

In the case of some senior managers, interview appointments had to be rescheduled. This was due to the high work load and other supervisory commitments to which they needed to attend. The research study was thus costly in terms of time and travel costs, seeing that the respondents were spread in a wide area around Pretoria and the North West province.

5.5 EMPIRICAL FINDINGS

The empirical findings of this study were drawn from a scientific approach of triangulation, whereby the researcher used different data sets to operationalise the problem statement. Chapters 2, 3 and 4 provided a theoretical orientation on the fundamental elements, variables and issues associated with recruitment and selection. The researcher also employed empirical testing to draw inferences and deductions from the case study, the DOJ&CD.

Statistical analysis of data was used to deduce empirical findings from the results. According to Nteyi (2001:194) and Goddard and Melville (2001:52), statistical analysis refers to calculations based on sample data, such as the average of a sample scores and that it is a summary of the data. Sekeran (2001: 2) and Terre Blanche and Durrheim (2002:96) further indicate that data analysis should help the researcher to gather scientific facts and answers to the research questions and to operationalise the research objectives (as was outlined already in chapter 1).

The research findings that were drawn from the empirical investigation are reflected in tables 5.3 to 5.14 and figures 5.1 to 5.4 below. Histograms are used to depict the frequency distribution in which intervals have equal size.

5.5.1 Frequency responses: Biographical information

Table 5.3 Gender profile

Gender	Frequency	Percentage
Male	13	54,2
Female	11	45,8
Total	24	100

Due to the stratus profile of the DOJ&CD, the percentage of males to females was not the same. Males were represented 9% more than females.

Table 5.4 Frequency: Academic qualifications

Level of academic qualification	Frequency	Percentage
Standard 10/Matriculation	1	4,2
National Diploma	4	16,7
Degree	7	29,2
Honours Degree	5	20,8

Master's Degree	7	29,2
Total	24	100

The sample is basically uniform in terms of qualifications. Those who have a master's degree represent 29,2%, followed by those in possession of an honours degree (20,8%).

Table 5.5 Frequency: Number of years within the DOJ&CD

Number of years within DOJ&CD	Frequency	Percentage
1-5 years	7	29,2
6-10 years	11	45,8
11-20 years	1	4,2
21-30 years	5	20,8
Total	24	100

Most of the respondents have been with DOJ&CD 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 is thus clear that the respondents have more than adequate experience in the case to provide meaningful input on recruitment and selection practices.

Figure 5.1 below depicts the ethnicity profile of the respondents.

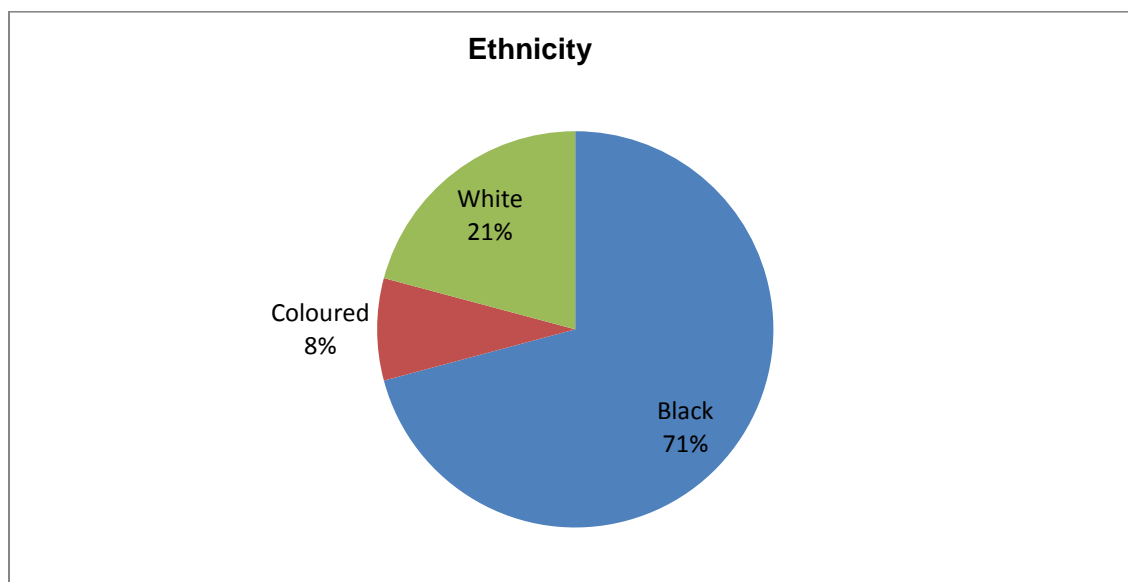


Figure 5.1 Ethnicity

Most of the respondents are Blacks in the majority at 71% followed by the Whites at 21% with a margin of 50%. The Coloured respondents are in the minority of 8%. It is clear that the ethnicity in the study is not balanced or proportional.

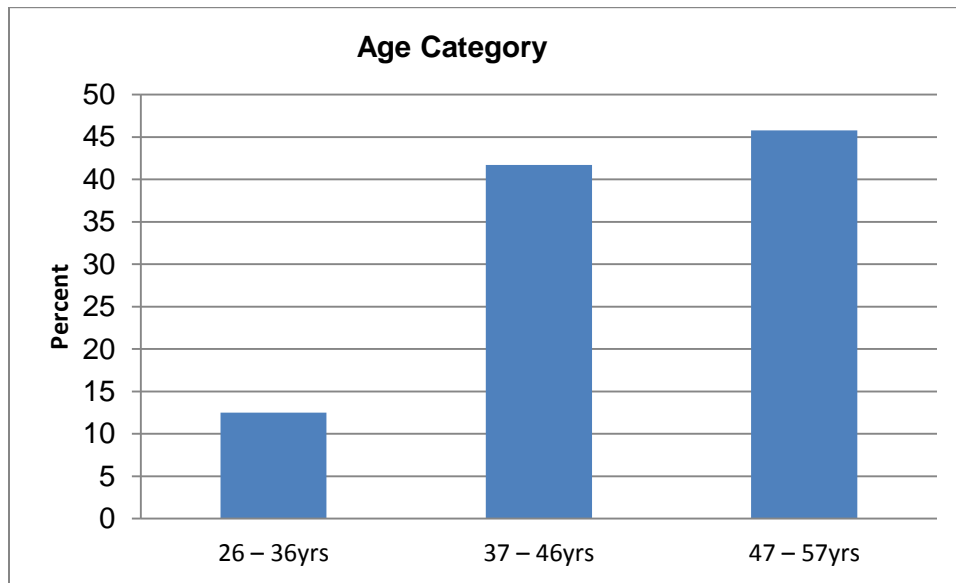


Figure 5.2 Age profile of respondents

Employees aged between 26-36 make up 12, 5%, and the group that is represented least in the sample. Employees aged between 37- 46 make up 41, 7%, employees between 47-57 are represented the highest with 45,8% respondents. Again, this percentage correlates with the number of years of experience.

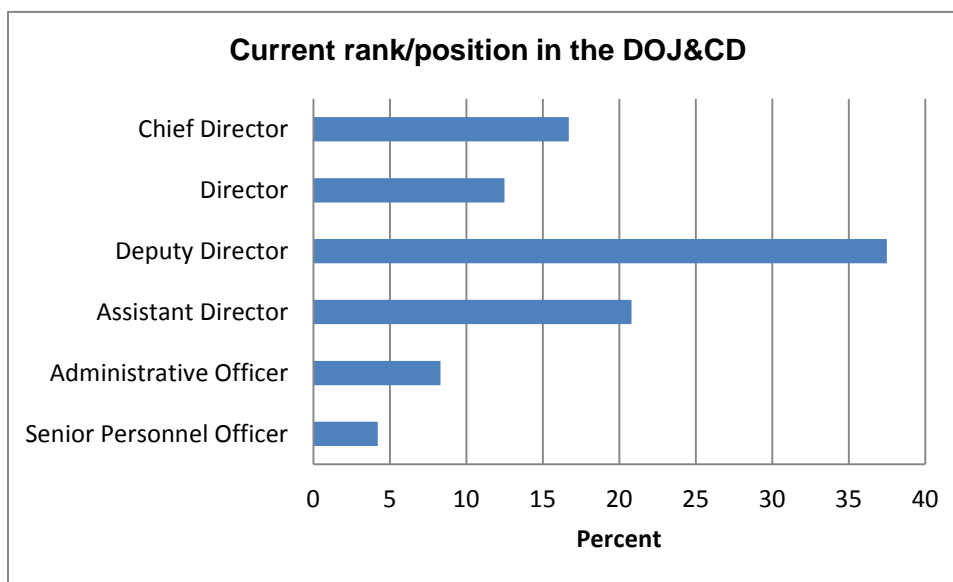


Figure 5.3 Current position/rank within the DOJ&CD

The sample consists of employees from various ranks/positions within the DOJ&CD. Of these respondents, the senior personnel officers (4,2%) are represented least in the sample, administrative officers are 8,3%, assistant directors 20,8%, and deputy directors with a percentage of 37,5% represented the highest in the sample. Other respondents were directors making up 12,5%, and chief directors at a percentage of 16,7% of the sample. This is meaningful for a statistical analysis since senior managers *make* the policy on recruitment and selection, whilst lower managers implement that policy. If there is a mismatch between the responses of these different positions, it would indicate a lack of coordination in the recruitment and selection process.

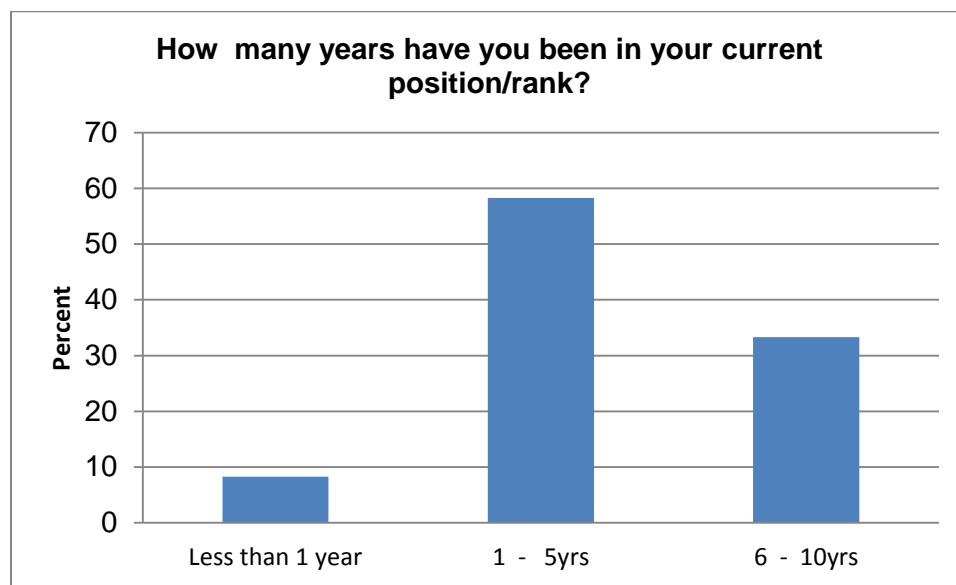


Figure 5.4 Number of years in current position/rank within DOJ&CD

The number of years in which respondents have been in their current position/rank showed that 8,3% of the respondents are less than a year in their positions. Those between 1-5 years form the majority of the sample (58,3%) and those between 6-10 years, represent 33,3% of the sample. Since the majority of respondents occupy their current positions for longer than one year, it would imply that they have adequate experience and knowledge of existing practices. Therefore they would be able to provide meaningful information by giving their views on recruitment and selection processes and procedures.

5.5.2 Frequency responses: Substantive information

This section is intended to present data that can determine the relationship and the link between the various elements of human resource recruitment and selection practice and the procedure manual on recruitment and selection. The presentation of the data helped to establish the link between human resource recruitment and selection, and other human resource functions, such as competency assessment, induction and orientation, recruitment, as well as the selection process map and job evaluation.

Furthermore, an analysis and interpretation of data highlight the current practices, processes and procedures of recruitment and selection within the DOJ&CD. These consist of job evaluation and job descriptions. It implies the involvement of the following officials: the Employment Equity Manager, Organisational Development and Design Practitioner, Recruitment and Selection Manager and the Finance Manager, who oversees the job advertisement, and the profiling of application forms.

The analysis and interpretation also include:

- the procedures to appoint the panel members;
- representation of the union in the interviews;
- the function of the recruitment and selection policy and the procedure manual during recruitment and selection;
- the procedure on informing candidates about the shortlisting and interview's outcome/results;
- evaluation of the recruitment and selection effort; and
- procedure followed in the choice of and decision on the recruitment methods that was used.

The following tables (5.6 to 5.11) show the frequency of responses on the substantive information provided on recruitment and selection processes and procedures within DOJ&CD.

Table 5.6 Relation and link of human resource recruitment and selection to the elements of strategy, human resource planning, job analysis, policies and procedure manuals

Item	Strongly agree		Agree		Undecided		Disagree		Strongly Disagree	
	f	%	f	%	f	%	F	%	F	%
2.1.1 Do the recruitment and selection process contribute to the DOJ&CD strategy?	8	33.3	11	45.8	1	4.2	3	12.5	1	4.2
2.1.2 is the recruitment and selection linked to the DOJ&CD structure?	7	29.2	10	41.7	2	8.3	4	16.7	1	4.2
2.1.3 Are the posts that are created aligned to the HRP?	3	12.5	6	25	5	20.8	9	37.5	1	4.2
2.1.4 Do the recruitment and selection process contribute to the DOJ&CD HRP?	3	12.5	10	41.7	6	25	5	20.8	0	0
2.1.5 Does the Department (DOJ&CD) have job descriptions per class of occupation?	1	4.2	9	37.5	6	25	5	20.8	3	12.5
2.1.6 Do job descriptions contribute to and inform the job advertisement within DOJ&CD?	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

A significant number of respondents agree (45,8%) that recruitment and selection processes are aligned with and contribute to the DOJ&CD strategy. Furthermore, 41,7% of the respondents were of the opinion that recruitment and selection are adequately linked with the DOJ&CD's organisational structure. Thirty-seven percent of respondents disagree that posts that are created are aligned to the human resource plan, whilst 41% agree with the statement. Only 37% of the respondents confirmed that the DOJ&CD 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 5.7 Linking recruitment and selection to other HRM functions

Item	SA		A		U		D		SD	
	F	%	f	%	f	%	f	%	F	%
2.3.1 Competency assessment should be part of recruitment and selection process within DOJ&CD	13	54.2	8	33.3	1	4.2	2	8.3	0	0
2.3.2 Induction and Orientation is conducted within DOJ&CD	4	16.7	9	37.5	4	16.7	5	20.8	2	8.3
2.3.3 Induction and Orientation should be part of the recruitment and selection process	16	66.7	8	33.3	0	0	0	0	0	0
2.3.4 Each region/province has its own recruitment and selection process map	3	12.5	8	33.3	6	25	5	20.8	2	8.3
2.3.5 The Department (DOJ&CD) has a uniform recruitment and selection process map	2	8.3	11	45.8	4	16.7	5	20.8	2	8.3

Key: SA=Strongly Agree, A=Agree, U=Undecided, D=Disagree, SD=Strongly Disagree, f = frequency

A number of 54% of the respondents strongly agreed that competency assessment should form part of the recruitment and selection process within the DOJ&CD. Only an alarming 37% agreed that induction and orientation are conducted within the DOJ&CD, whilst 66,7% strongly agreed that induction and orientation should be part of the recruitment and selection process. It is indicated that each region has its own recruitment and selection process map, and 33,3% agreed with the statement. Only 45% of respondents agreed that the Department (DOJ&CD) has an adequate recruitment and selection process map.

Table 5.8 Current practices, processes and procedures of recruitment and selection within the DOJ&CD

Item	SA		A		U		D		SD	
	f	%	f	%	f	%	f	%	F	%
2.4.1 Job evaluation is conducted prior to job advertisement	3	12.5	9	37.5	3	12.5	5	20.8	4	16.7
2.4.2 Job descriptions are conducted prior to job advertisement	2	8.3	8	33.3	6	25	5	20.8	3	12.5
2.4.3 Job descriptions inform job advertisement within the DOJ&CD	4	16.7	9	37.5	7	29.2	3	12.5	1	4.2

2.4.4 Job specifications inform job advertisement within the DOJ&CD	4	16.7	12	50	6	25	0	0	2	8.3
2.4.5 EE Manager, ODD Practitioner, Recruitment ad Selection Manager, Line Manager and Finance Manager meet prior to the post being advertised	0	0	2	8.3	4	16.7	13	54.2	5	20.8
2.4.6 Applications forms are profiled immediately after the closing date of the job advertisement	4	16.7	11	45.8	7	29.2	2	8.3	0	0
2.4.7 Panel members are appointed prior to the short listing process	10	41.7	13	54.2	0	0	1	4.2	0	0
2.4.8 Candidates who did not meet the short-listing criteria are informed	0	0	2	8.3	6	25	10	41.7	6	25
2.4.9 EE Manager is always involved in recruitment and selection processes	2	8.3	5	20.8	5	20.8	10	41.7	2	8.3
2.4.10 Unions' representative is sometimes invited to take part in the recruitment and selection process	2	8.3	9	37.5	5	20.8	7	29.2	1	4.2
2.4.11 Unions' representative should always be invited to take part in the recruitment and selection process	9	37.5	7	29.2	3	12.5	3	12.5	2	8.3
2.4.12 Recruitment and selection process is in line with the available public service regulations	8	33.3	14	58.3	1	4.2	1	4.2	0	0
2.4.13 Recruitment and selection process is informed by the DOJ&CD's procedure manual	6	25	16	66.7	2	8.3	0	0	0	0
2.4.14 Recruitment and selection processes is informed by the DOJ&CD's policy	7	29.2	16	66.7	0	0	1	4.2	0	0
2.4.15 Competency assessment should be conducted for levels 9-15	5	20.8	12	50	3	12.5	3	12.5	1	4.2
2.4.16 Induction and Orientation is conducted immediately after appointing the candidates	1	4.2	1	4.2	4	16.7	11	45.8	7	29.2
2.4.17 Budget coach is always contacted prior to advertising the post	3	12.5	15	62.5	5	20.8	1	4.2	0	0
2.4.18 Line managers are invited to provide inputs for job	6	25	13	54.2	1	4.2	4	16.7	0	0

advertisements										
2.4.19 Successful candidates are informed about the results or outcome of the interview	9	37.5	14	58.3	1	4.2	0	0	0	0
2.4.20 Efforts of recruiting and selection are evaluated following the appointment of candidates	N	O	R	E	S	P	O	N	S	E
2.4.21 Choice and decision on recruitment methods is always successful	1	4.2	5	20.8	9	37.5	8	33.3	1	4.2
2.4.22 Pre-employment tests (cognitive, ability, aptitude, proficiency, personality, polygraph, performance, honesty, temperament, interest, medical, physical, psychological, alcohol and drug) are part of the selection process	0	0	3	12.5	1	4.2	16	66.7	4	16.7
2.4.23 Reference and background checking are part of the selection process	6	25	14	58.3	2	8.3	2	8.3	0	0
2.4.24 Vetting is conducted as part of the selection process	6	25	10	41.7	3	12.5	5	20.8	0	0
2.4.25 Criminal-record checking is conducted as part of the selection process	5	20.8	10	41.7	5	20.8	4	16.7	0	0
2.4.26 Security clearance is conducted as part of the selection process	5	20.8	11	45.8	2	8.3	6	25	0	0
2.4.27 Realistic job preview is conducted as part of the selection process	0	0	6	25	3	12.5	13	54.2	2	8.3
2.4.28 Graphology is part of the selection process	1	4.2	1	4.2	1	4.2	17	70.8	4	16.7
2.4.29. Diagnostic interview by managers and supervisors is conducted prior to the short listing process	0	0	1	4.2	3	12.5	15	62.5	5	20.8

Key: SA=Strongly Agree, A=Agree, U=Undecided, D=Disagree, SD=Strongly Disagree, f = frequency

A number of 37% of the respondents agreed that job evaluation is conducted prior to the job advertisement, and only 33,3% agreed that job descriptions are

compiled prior to the job advertisement. A number of 37,5% of the respondents concurred that job descriptions inform the job advertisement within the DOJ&CD, and 50% of the respondents confirmed that job specifications inform the job advertisement within the DOJ&CD. A significant 54,2% of the respondents did not agree that the EE Manager, ODD Practitioner, Recruitment and Selection Manager, Line Manager, and Finance Manager meet prior to the post being advertised. Forty five percent of the respondents did agree that application forms are profiled immediately after the closing date of the job advertisement.

As many as 54% of the respondents agreed that panel members are appointed prior to the short listing process. Candidates who did not meet the short listing criteria are informed: 41,7% did not agree with this statement. A number of 41,7% respondents disagreed that the EE Manager is always involved in recruitment and selection processes. Thirty-seven percent agreed that unions' representatives are sometimes invited to take part in the recruitment and selection process, whilst only 37,5% strongly agreed that representatives should always be invited to partake in recruitment and selection processes. Furthermore, only a relatively small number of respondents (58,3%) confirmed that the DOJ&CD's recruitment and selection processes are in line with the statutory framework and Public Service Regulations. This aspect was "flagged" by the researcher since here may be a significant "gap" that the DOJ&CD need to address urgently. Sixty-six percent of the respondents agreed that the recruitment and selection process is informed by the DOJ&CD procedure manual, as well as by the DOJ&CD policy.

Fifty percent agreed that competency assessment should be conducted for post levels 9-15. Furthermore, only 45,8% of the respondents confirmed that induction and orientation are conducted immediately after candidates are appointed. Another point of concern is that only 54,2% agreed that line managers (supervisors) are invited to provide inputs for job advertisements. Thirty-seven percent of the respondents were undecided that choice and decision on recruitment methods are always successful. Sixty-six percent disagreed that pre-employment tests (as indicated in table 5.8 under Item 2.4.22) form part of the selection process, and only 58,3% agreed that checking of references and background are part of the selection process. A further troublesome fact is that only 41,7% of the respondents agreed that checking of criminal records is conducted as part of the selection process. Fifty four percent of the respondents disagreed that realistic job previews are conducted as part of the selection process, and 70,8% disagreed that graphology form part of this process. It is evident that these findings evoke serious concerns. It is clear that a

comprehensive and uniform model is required urgently to remedy the current state of affairs in the DOJ&CD.

Table 5.9 Processes of checking

	2.5.1 Reference checking is conducted	f	%
1	After short listing	1	4.2
2	After interviews	19	79.2
3	After appointment offer	2	8.3
4	Do not know	1	4.2
5	Not done at all	1	4.2
	2.5.2 Security clearance is conducted	f	%
1	After short listing	0	0
2	After interviews	10	41.7
3	After appointment offer	10	41.7
4	Do not know	2	8.3
5	Not done at all	2	8.3
	2.5.3 Vetting is conducted	f	%
1	After short listing	0	0
2	After interviews	7	29.2
3	After appointment offer	14	58.3
4	Do not know	1	4.2
5	Not done at all	2	8.3
	2.5.4 Criminal record check is conducted	f	%
1	After shortlisting	3	12.5
2	After interviews	14	58.3
3	After appointment offer	3	12.5
4	Do not know	2	8.3
5	Not done at all	2	8.3
	2.5.5 Pre-employment testing is conducted	f	%
1	After shortlisting	0	0

2	After interviews	4	16.7
3	After appointment offer	0	0
4	Do not know	4	16.7
5	Not done at all	16	66.7

Key: f= frequency, % = percent

Seventy-nine percent of the respondents agreed that reference and background checks are conducted, and 41,7% agreed that security clearances are obtained after interviews, whilst 41,7% indicated that clearances are only done after the appointment offer was made. Fifty-eight percent of the respondents agreed that vetting is conducted after the appointment offer. However, 58,3% indicated that checking of criminal records is done only after interviews. This could place serious credibility doubts on the process and on the management's decisions.

It is evident from the responses (66,7%) that pre-employment testing (as indicated in Table 5.8) is not done at all. This could cause serious legal ramifications for the Department.

Table 5.10 Recommendations and approvals for the recruitment and selection process

	Director of HR		Chief Director		DDG		Other		Not done at all		Do not know	
	F	%	F	%	f	%	f	%	f	%	F	%
Approval of the selection committee is done by –	9	37.5	9	37.5	2	8.3	4	16.7	0	0	0	0
Process of security clearance is done by -	7	29.2	0	0	0	0	14	58.3	1	4.2	2	8.3
Process of vetting is done by -	7	29.2	0	0	0	0	14	58.3	2	8.3	1	4.2
Process of reference checking is done by -	20	83.3	0	0	0	0	3	12.5	1	4.2	0	0
Process of criminal record is done by -	10	41.7	0	0	0	0	9	37.5	3	12.5	2	8.3

Key: f= frequency; % = percent

Of the respondents 37,5% agreed that approval of the selection committee is given by the Director of HR, and 37,5% agreed that this approval is given by the Chief Director. Security clearance is mainly the responsibility of the Risk and Security Manager (58, 3% agreed). The process of reference checking is conducted by the Director: HR (83, 3% confirmed), and the process of checking criminal records is executed by the Director: HR (41,7% confirmed).

Table 5.11 Q. “Would you consider an appropriate process map for recruitment and selection model?”

	f	%
Absolutely yes	22	91.7
Not really	2	8.3
Absolutely no	0	0

Key: f=frequency; %= percent

Ninety-two percent of the respondents would consider an appropriate process map for recruitment and selection if it exists.

The following section gives an interpretation and an analysis of data on the correlation between the age and the perceptions of employees about recruitment and selection on various variables, which include age, work experience, and educational qualification. The test of significance will be done by using Spearman’s Rank Correlation instrument. Tables 5.12 to 5.14 indicate that correlation values (p-values) exist, which are calculated to test the significance of correlations. This test is concerned with the relationship between two ranked variables (X and Y). The relationship is statistically significant if the p-value indicate a level of significance less than 5%. The coefficient of Spearman’s Rank Correlation is calculated by:

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

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

N = number of paired values in the data

-1 ≤ r ≤ 1

Table 5.12 Spearman’s Rank Correlation between age and perception of employees about recruitment and selection processes

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

The SPSS-20 software package was used to perform the correlation analysis and the results are shown in table 5.12 above. Since the p-values (0.039 and 0.038) indicate a level of significance of less than 0.05, the correlation between the age category and the perception of employees of recruitment and selection processes is statistically significant. A negative correlation coefficient ($r = -0.426$) implies that older employees tend to disagree with the item **2.4.24** (reference check and background check are part of the selection process) listed in table 5.12, whereas young employees tend to agree with the item. A correlation coefficient ($r = 0.424$) is positive. This implies that older employees tend to agree with item **2.3.2** (induction and orientation are conducted within the DOJ&CD), whereas young employees tend to disagree.

Table 5.13 Spearman’s Rank Correlation between educational qualification and the perception of employees about recruitment and selection processes

Perception		Educational Qualification
2.3.4 Each region/province has its own recruitment and selection process map	Correlation coefficient (<i>r</i>)	-0.604
	p – value	0.002
2.4.18 Line managers are invited for inputs for job advertisements	Correlation coefficient (<i>r</i>)	0.517
	p – value	0.01
2.4.26 Criminal-record checking is conducted as part of the selection process	Correlation coefficient (<i>r</i>)	0.455
	p – value	0.025
2.4.30. Diagnostic interview is	Correlation coefficient	

conducted s by managers and supervisors prior to the short-listing process	(<i>r</i>)	-0.457
	p – value	0.025

The p-values in table 5.13 indicate a level of significance less than 0.05. This shows that the correlation between employees' educational qualifications and their perception of the recruitment and selection processes is statistically significant. The positive correlation coefficients (0.517 and 0.455) imply that highly qualified employees tend to agree with the statements **2.4.18** and **2.4.26** in table 5.13, whereas less qualified employees tend to disagree. The negative correlation coefficients (-0.604 and -0.457) imply that highly qualified employees tend to disagree with the statements **2.3.4** and **2.4.30**, whereas less qualified employees tend to agree.

Table 5.14 Spearman's Rank Correlation between work experience and perception of employees of the recruitment and selection processes

Perception		Work Experience
2.3.2 Induction and orientation are conducted within the DOJ&CD	Correlation coefficient (<i>r</i>)	0.501
	p – value	0.013
2.3.4 Each region/province has its own recruitment and selection process map	Correlation coefficient (<i>r</i>)	0.564
	p – value	0.004
2.3.5 The Department (DOJ&CD) has a uniform recruitment and selection process map	Correlation coefficient (<i>r</i>)	-0.542
	p – value	0.006
2.4.5 EE Manager, ODD Practitioner, Recruitment and Selection Manager, Line Manager and Finance Manager meet prior to post being advertised	Correlation coefficient (<i>r</i>)	-0.422
	p – value	0.04
2.4.18 Line managers are invited for inputs for job advertisements	Correlation coefficient (<i>r</i>)	-0.556
	p – value	0.005
2.4.24 Reference and background checking are part of the selection process	Correlation coefficient (<i>r</i>)	-0.555
	p – value	0.005

2.4.26 Criminal-record checking is conducted as part of the selection process	Correlation coefficient (<i>r</i>)	-0.499
	p – value	0.013

The p-values in table 5.14 indicate a level of significance less than 0.05. This shows that the correlation between work experience and the perception of employees about recruitment and selection processes is statistically significant. The negative correlation coefficients (-0.542, -0.422, -0.556, -0.555 and -0.499) imply that more experienced employees tend to disagree with the statements **2.3.5**, **2.4.5**, **2.4.18**, **2.4.24** and **2.4.26** above, whereas less experienced employees tend to agree. The positive correlation coefficients (0.501 and 0.564) imply that more experienced employees tend to agree with statements **2.3.2** and **2.3.4** above.

5.6 DATA ANALYSIS: INTERPRETATION OF KEY RESULTS

The analysis of the data and interpretation of the results are done to ascertain the implications and significance of the empirical findings, in order to “answer” the research questions and to operationalise the research objectives.

Of the target population the majority of senior managers are males. Furthermore, Indians and Whites are not represented at all, whilst the Coloured population group has a representation of only 8,3%. The profile of the target population reflects the issues of equity and transformation, which still need attention within the DOJ&CD. This aspect should receive attention in the recruitment strategies. Chapter 4, for example, illustrated the significance of representativity and the promotion of equal opportunities as provided for by international best practice and the statutory and regulatory framework of South Africa.

The relatively high level of academic literacy (qualifications) among the target population is probably the most advantageous aspect with respect to recruitment and selection. The majority of respondents is in possession of a bachelor’s degree or of higher (post-graduate) qualifications. When considering these aspects in conjunction with the relative high levels of experience, it could be argued that managers have adequate levels of expertise and knowledge on recruitment and selection practices and procedures. This results in lesser or no disputes and litigation on the procedural aspects of recruitment and selection. Thus the risks and costs are reduced of possible litigation and disputes.

A significant aspect emerging from the research findings is that there exists no structure such as an Employee Advisory Committee (EAC) in the North West province. Although their functioning and existence may be in question, such in provinces such as Kwazulu-Natal, Mpumalanga, Limpopo, Northern Cape, Western Cape, Eastern Cape, Free State and Gauteng . The responsibility of the EAC is to implement, monitor and evaluate progress in human resource programmes. These programmes include training and development, organisational structure, employment equity, recruitment and selection, as well as health and wellness of employees. This means that a uniform management structure does not exist in the DOJ&CD to deal consistently and uniformly with processes, procedures and practices that relate to recruitment and selection.

A further significant finding related to the problem statement of this study is that each region (province) of the DOJ&CD has its own process-map on recruitment and selection. This point was accentuated further by the numerous workshops and meetings which focused on the concern that the lack of uniform and consistent processes and procedures in recruitment and selection may have serious consequences for the DOJ&CD. Section 5.2 (see sub section 5.2.2 and tables 5.1 and 5.2) of this chapter reflected on six different processes pointed out by employees who are responsible for recruitment and selection. Although it seems that the criteria for the composition are clear of panel members to conduct a job interview, each region seems to apply these criteria differently. This amplifies the need for a uniform and comprehensive recruitment and selection model within the DOJ&CD.

A positive aspect is respondents agreeing that the Department (DOJ&CD) has adequate job descriptions for each class of occupations and that job descriptions contribute and inform job advertisements. The DOJ&CD thus complies with the provisions of the regulatory framework as outlined in table 4.3 (chapter 4), according to which recruitment and selection processes should be informed by the job analysis (job descriptions and job specifications) and the job evaluation. However, as reflected in section 4.8, the DOJ&CD was inundated by disputes from labour movements such as PSA and NEHAWU. These disputes focused on job analysis and job evaluation that are not implemented as a prerequisite to recruitment and selection. This tendency thus contradicts the responses of participants. Follow-up research on this issue is required to gain clarity on this state of affairs.

Respondents strongly agreed that competency assessments should be part of the recruitment and selection process within the DOJ&CD. It seems that

candidates, who applied for positions at post levels 11 and higher, are subjected to competency assessments. However, during the interviews some managers expressed the need for competency assessments to be extended to post levels 6-10 as well.

Respondents generally agreed that induction and orientation programmes are conducted within the DOJ&CD, but 45,8% was of the opinion that these programmes are not conducted immediately after the appointment of candidates. It seems that orientation and induction are currently not an integral part of the DOJ&CD's recruitment and selection process. This has the further implication that recruitment and selection are not aligned adequately with its strategic objectives (refer to Tables 2.1, 2.3, 4.3 and central theoretical stamen 1.5 (c and d)). This means that strategic plans, operational plans, human resource plans, and systems and programmes are not properly aligned. Therefore these mechanisms do not inform the DOJ&CD's recruitment and selection strategies adequately.

It seems that the process of informing unsuccessful candidates is not provided for in the policy or procedure manual of the DOJ&CD. This does not reflect positively on the professionalism of the Department, nor show adherence to the principles of responsible governance and administration as prescribed in terms of chapter III of the Public Service Regulations (2001). A comprehensive recruitment and selection model for the DOJ&CD should thus make provision for this aspect.

Furthermore, the Employment Equity Manager is not involved regularly in the recruitment and selection processes. This leads to a situation where the appointment of employees do not always reflect the employment equity plan and the employment targets, as provided for in the Employment Equity Act. The recruitment and selection process of the DOJ&CD therefore does not help to reach the targets of the Act. Sound administrative practices, processes and procedures should facilitate the objectivity, consistency, equity and fair labour practices as prescribed by the Labour Relations Act (discussed in chapter 4). Poor recruitment and selection decisions do not only give rise to costly grievances, complaints and disputes (see chapter 4). It may also lead to litigation and discontentment from employees and applicants. This may place strain on the effective functioning of the entire administration support function in the Department. Cognisance must therefore be taken of the provisions of the Promotion of Administrative Justice Act (PAJA) of 2000. From the findings of the

present study it seems that the DOJ&CD may not adhere to these principles sufficiently and that its administrative systems thus may be compromised.

The findings further revealed that union representatives are not always invited to partake in the recruitment and selection process. This confirms the need for increasing and optimum union involvement in the recruitment and selection process within the DOJ&CD. The absence of union representatives could lead to increased disputes and even to labour unrest in the Department (refer to section 4.8 and 5.2, (in particular, 5.2 and 5.2.1)).

Respondents confirmed that pre-employment tests (as indicated in Table 5.8, Item 2.4.22) do not make up an adequate part of the selection process. The DOJ&CD should comply with the provisions of the regulatory and statutory framework (as discussed in chapter 4), as well as common practice within the SAPS. Pre-employment testing should be part of the recruitment and selection process.

Furthermore, only half of the respondents confirmed that reference and background checking are part of the selection process. The negative correlation coefficient ($r = -0,555$ - see 2.4.24 in Table 5.8)) implies that more experienced employees tend to disagree with this statement. Also, although most of the respondents agreed that vetting, criminal-record checking and security clearance are conducted as part of the selection process, it seems not to be done in a particular order. Furthermore, it is not clear who has the responsibility to perform these checks. This further indicates of the need for a comprehensive model. The typical steps and processes associated with recruitment and selection are done in a haphazard fashion and are amended or changed on an *ad-hoc* basis according to circumstances.

A huge number of respondents (70,8%) confirmed that realistic job previews are conducted as part of the selection process. However, the findings show that diagnostic interviews are not conducted prior to the short-listing process. Such tests and preliminary interviews should be incorporated into the process and the procedures of recruitment and selection. Through the incorporation of these test and interviews the risk of litigation will be reduced and the probability of fraud could be minimised.

This concludes a brief summary of the key findings from the empirical investigation. In the following chapter a model will be designed to address these and other challenges that were highlighted.

5.7 CONCLUSION

This chapter provided the interpretation and analysis of data gathered from the empirical findings. The empirical findings are based on the opinions and perceptions of respondents about the processes, procedures, methods and steps associated with recruitment and selection. Two interview schedules (questionnaires) were designed: one for line managers, and one for managers whose core function concern recruitment and selection within the DOJ&CD. The questionnaires contained semi-structured questions with mainly two sections: the bibliographical information and sections on substantive information. The questions were subjected to a pilot study and could stand the test of validity, reliability, and representativeness.

The present study tested the lack of synergy and alignment of efforts in current practices, processes and procedures of recruitment and selection within the DOJ&CD. This included the various HRM procedures followed:

- when appointing panel members;
- involving union representation in the interviews;
- the role of the recruitment and selection policy and the procedure manual during the process;
- procedures to inform candidates of the short-listing and the outcome/results of the interview;
- evaluation of the recruitment and selection effort;
- the choice and decision on which recruitment methods to use, and meeting of relevant managers prior to advertising the job.

Of the more critical issues included the following procedures:

- pre-employment tests, checking references and background;
- vetting conducted and criminal-record check;
- security clearance;
- realistic preview of the job; and
- graphology and diagnostic interview.

The main finding of this study is that the DOJ&CD does not have a uniform and standardised model in place. Six different process-maps exist. This results in the

haphazard adherence to best practice in recruitment and selection. The absence of common processes and procedures lead, for example, to a situation in which key steps are not followed and key instruments are not utilised (i.e. checking and verification of information, security clearance, criminal-record check, etc.). It was highlighted that managers regard recruitment and selection as strategic HRM activities, but currently do not provide the Department enough assistance to achieve certain strategic goals, such as employment equity, implementation of the human resources plan, and a process of induction and orientation for new appointees.

The following chapter provides detailed recommendations in the form of a comprehensive recruitment and selection model which the DOJ&CD could utilise to address the challenges that were highlighted in the research. The model will attempt to provide a uniform, common and standard recruitment and selection process-map. This map should be utilised by all managers responsible for recruitment and selection in both the National Office and regional offices of the DOJ&CD.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS: A COMPREHENSIVE HUMAN RESOURCE RECRUITMENT AND SELECTION MODEL FOR THE DOJ&CD

6.1 INTRODUCTION

The previous chapter gave an analysis and interpretation of data gathered from the empirical findings. These empirical findings are derived from the theory in chapters 2, 3 and 4. The findings are based on scientific methods to collect, analyse and present data, by means of interviews and documentation analysis.

The intention and purpose of this study was to develop a comprehensive human resource recruitment and selection model for the DOJ&CD. The model will address the five critical areas within this study. These areas are related to the research questions, research objectives, as well as the central theoretical statements and hypotheses. The model aim to accomplish the following:

1. Provide and propose inclusive methods, steps, processes and procedures as set out in research objective 1.4.1 and chapter 3.
2. Explicate HRM as a discipline that is responsible for recruitment and selection as highlighted in section 1.4.2.
3. Demonstrate the perspectives of recruitment and selection processes as discussed in chapter 3, and present a process-map and checklist for managers.
4. Show the significance of the statutory and regulatory framework in recruitment and selection as highlighted by the research objective 1.4.2 (c) and the discussion in chapter 4.
5. Address the challenges that were pointed out and provide strategic, tactical and operational processes and phases.

The primary objective of this study is to develop a comprehensive model for human resource recruitment and selection. The researcher will highlight and expound on the mental and theoretical map for the model design. The aim of such a model will be to incorporate the various methods, processes, practices, steps, process map and checklists the design of macro-, intermediate and micro-models. It will be explained how the model was conceptualised by applying a model building theory.

1. The macro-model depicts issues at high (strategic) levels for implementing policy and strategy;
2. The intermediate model unpacks the tactical processes and phases (middle-management echelons) of recruitment and selection;
3. The micro-model provides the operational (level of junior management and administrative support staff) and procedural steps, which include checklists to facilitate implementation.

To contextualise the comprehensive model, the following section will provide a brief synopsis of the content and key findings of each chapter.

6.2 SUMMARY AND FINDINGS PER CHAPTER

Chapter 1 presented the context and orientation of the research problem. The research objectives and questions implied by the problem statement were explained. In addition, the methodology was expounded that will be used to operationalise the research objectives. As such, the chapter provided the researcher with a roadmap and research strategy for the “what” and “how” questions of research.

Chapter 2 provided a broad insight into the paradigmatic development of human resource management (HRM), with specific reference to the changes in thinking of how people should be treated in the world of work. The development of available models for recruitment and selection were then examined. The literature survey revealed that institutions in diverse organisational settings utilise different approaches and models. Contemporary schools of thought were explored that are relevant for the South African Public Service (SAPS), especially on the role and place of HRM in general and recruitment and selection in particular. The chapter illustrated the importance of close integration and linkages of HRM systems, procedures and practices to organisational strategy. It was also pointed out that recruitment and selection should help organisations achieve their strategic objectives and goals.

Chapter 3 operationalised the key constructs of this research, namely recruitment and selection. It provided the theoretical underpinnings to investigate best practice associated with recruitment and selection processes, practices and steps. The chapter postulated a generic, “best practice” framework, which could provide criteria against which current practices in the DOJ&CD may be measured.

In **chapter 4** the statutory and regulatory requirements for human resource recruitment and selection were discussed. This perspective was necessary to propose criteria with which to measure the extent to which the DOJ&CD complies with the requirements and provisions of the statutory and regulatory requirements. The criteria drawn from chapter 2, 3 and 4 thus provided the researcher with an instrument to perform a gap-analysis. The gap analysis was further tested with a sample in the case study (the DOJ&CD) to verify the significance of gaps. A scholarly discourse was undertaken – which included a brief examination of the international perspective – on the statutory and regulatory framework. The main objective was to identify common practices.

Chapter 5 addressed the key issues and variables that should be included in a comprehensive model for human resource recruitment and selection. The research on these issues was undertaken by means of interviews. The findings that emerged from the empirical verification of gaps between current practices and theoretical underpinnings and statutory prescripts, largely confirmed the secondary hypotheses of this study. It is evident that various gaps do exist in the DOJ&CD’s policy and practices regarding a uniform and standardised model for recruitment and selection.

The primary objective of this study, as encapsulated in **chapter 6**, is to develop a comprehensive model for human resource recruitment and selection, which could assist the DOJ&CD in addressing and overcoming the identified gaps. This chapter proposes the inclusive methods, steps, processes and procedures in recruitment and selection. In chapter 6 the problem statement is addressed, the research questions answered and the primary research objectives operationalised and confirmed. The central theoretical statement and hypotheses are also revisited. Finally the research methods and research design are used to develop a comprehensive human resource recruitment and selection model for the DOJ&CD.

Table 6.1 below, indicates how the research questions and research objectives are linked to the chapters in the study.

Table 6.1 Research questions linked to research objectives per chapter

Research question	Research objective	Chapter reference
RQ1.3(a): What are the paradigmatic developments, similarities and differences	<u>RO 1.4.2 (a)</u> : To determine and explain the paradigmatic and	Chapter 2

<p>in personnel management and HRM, and to what extent is human resource recruitment and selection influenced by these variables?</p>	<p>evolutionary development of HRM, explaining differences and similarities between personnel management and HRM, differences and similarities among HRM models and explain how human resource recruitment and selection is influenced by such</p>	
<p>RQ1.3(b): What are the theoretical perspectives on recruitment and selection processes, practices and steps, and how can they be utilised in developing recruitment and selection model?</p>	<p>RO 1.4.2 (b): To explore and explain the theoretical perspectives on recruitment and selection processes, practices, methods and steps, and to discuss the international perspectives on selection methods</p>	<p>Chapter 3 Chapter 5</p>
<p>RQ1.3(c): What are the statutory and regulatory requirements as far as human resource recruitment and selection are concerned, and to what extent does the DOJ&CD comply with them?</p>	<p>RO 1.4.2 (c):To describe and explain South African and international statutory and regulatory frameworks outlining perspectives on human resource recruitment and selection processes, practices, methods and steps, and to analyse to what extent the DOJ&CD complies with them; also to explore the historical and evolutionary framework for HRM, in particular for recruitment and selection</p>	<p>Chapter 2 Chapter 4 Chapter 5</p>
<p>RQ1.3(d): Does the DOJ&CD have and utilise a recruitment and selection model?</p>	<p>RO1.4.2 (d): To identify and explain key variables and issues that should be included in the human resource recruitment and</p>	<p>Chapter 3 Chapter 5</p>

	<p>selection model by providing empirical findings from the case study conducted within the DOJ&CD, and to use identified variables and issues to develop a comprehensive human resource recruitment and selection model</p>	
<p><u>RQ1.3(e)</u>: What are the key issues and variables that should be included in a comprehensive human resource recruitment and selection model to be utilised by the DOJ&CD?</p>	<p><u>RO1.4.1(a)</u>:To develop a comprehensive human resource recruitment and selection model intended to suggest and propose all inclusive methods, processes, practices, steps, process map and checklist. Conducting empirical study to focus on theory and practice in developing a comprehensive recruitment and selection model for the DOJ&CD.</p>	<p>Chapter 2 Chapter 3 Chapter 4 Chapter 5 Chapter 6</p>

For easy referencing, the chapters in which the theoretical central statements and hypotheses as indicated in 1.5 of chapter 1 are provided in the following table.

Table 6.2 Theoretical central statements and hypotheses operationalised in chapters

Theoretical central statements and hypotheses	Chapter Reference
<p><u>TCS&H 1.5 (a)</u>: Recruitment and selection processes, practices, methods and steps to the DOJ&CD is not a model and its steps do not have checklist and process map, and the steps do not address all variables and issues within HRM functions.</p>	<p>Chapter 2 Chapter 3 Chapter 4 Chapter 5</p>
<p><u>TCS&H 1.5 (b)</u>: HRM is a discipline containing various functionalities not limited to performance management, labour relations, training and development, employees' compensation, health and safety, recruitment and selection, etc. and are regulated by certain prescripts and policies.</p>	<p>Chapter 2</p>
<p><u>TCS&H 1.5 (c)</u>: Recruitment and selection processes include human resource planning, job analysis, advertising, screening, short listing, selection interview, recruitment and selection policies, reference checks, aptitude and competency tests, placement, probationary period, induction and orientation, training and development, job evaluation, performance appraisal and remuneration.</p>	<p>Chapter 3 Chapter 4</p>
<p><u>TCS&H 1.5 (d)</u>: "No organisation can hope to perform the activities required for successful strategy execution without attracting and retaining talented managers and employees with suitable skills and intellectual capital." Recruitment planning should flow directly from strategic business planning and HR planning. The staffing of the organisation with the right kinds of people will add value to the value-chain activities and are always essential ingredients of successful strategy execution.</p>	<p>Chapter 5 Chapter 6</p>

6.3 MIND-MAP FOR MODEL DESIGN

The proposed comprehensive recruitment and selection model for the DOJ&CD consists of three components. These components should be seen as layers of the model. The first layer, or macro-model, focuses on the broad processes associated with strategic decision and policy-making. The second layer, or tactical meso-model, comprises a process-map for recruitment and selection within DOJ&CD. The meso-components highlight the various phases associated with the process-map. The third and last layer consists of micro-components associated with the operational activities that need to be performed to facilitate recruitment and selection. The operational model proposes a checklist for operational managers and administrative staff to ensure that all activities and tasks are performed in a standardised fashion.

The following graphical representation (Figure 6.1) gives a mind-map that was followed for the model design. The mind-map illustrates the components of the model adhering to the theoretical underpinnings of the study.

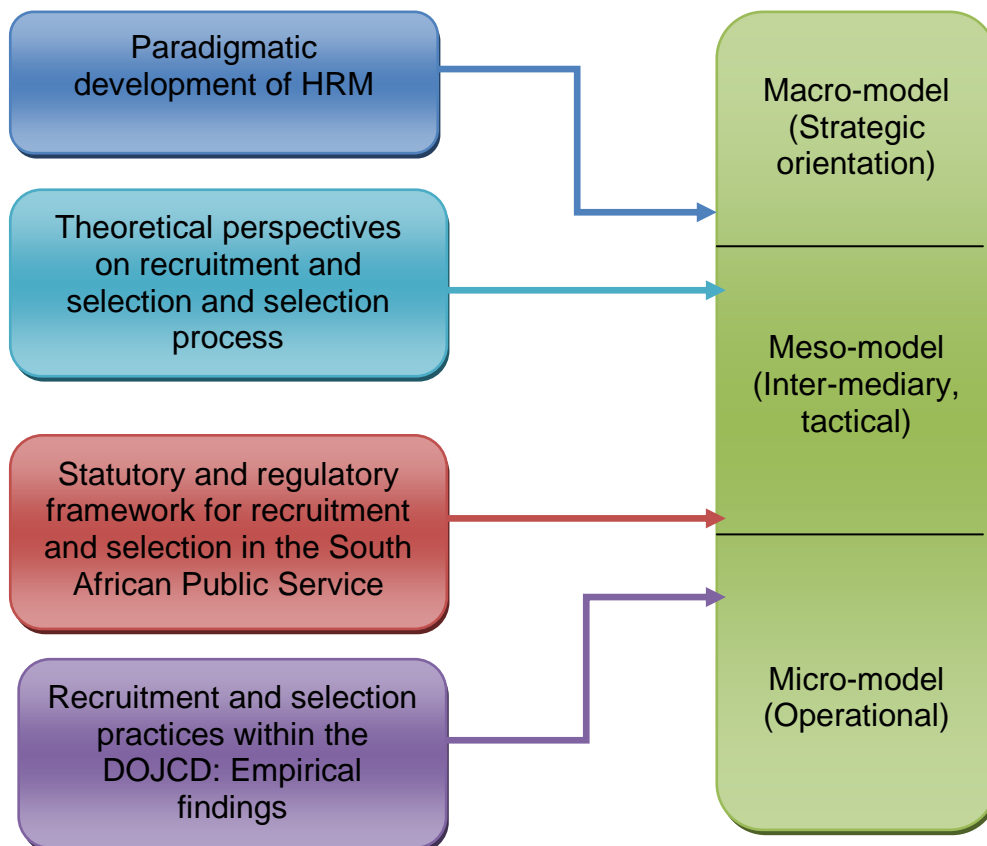


Figure 6.1 Mind-map for model design

The following section explains the theoretical underpinnings utilised to build the model.

6.4 MODEL-BUILDING THEORY

The purpose of this section is to gain clarification about the concept “model” and secondly, to identify principles for the construction of a model. Various scholars attempted to explain the characteristics of theoretical models in the social sciences. Such scholars include Harrison (1981:495), Steinmuller (1993, in Makhalemele, 2008:183), Dunn (1994:152), Stachowi (1997:375), and Graziano and Raulin (2004:37). According to 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.

Models are closely related to theory building in the social sciences and are usually representations of the essential components and characteristics of a certain phenomenon (Quade, 1989:137,144). A model further illustrates the relationships between these components (Bowling, 2002: 141; Brand 2008: 211). Dye (1995) in Brand (2008:211) suggests that a model is generally utilised to portray the relationships between different elements of a certain subject which is researched. Such a model could be presented as a process-map to illustrate the causal, chronological or sequential relationships among the elements or components. A model furthermore is an attempt to simplify complex objects, situations or behavioural patterns, in order to facilitate clarification and analysis (Brand, 2008:212).

Brand (2008:212) indicates that a clear purpose or problem should exist before a model can be developed. By analysing the purpose and problem intensively, choices can be made on the inclusion and exclusion of certain elements in the model. A model should be comprehensive enough to improve process and behaviour (problem) within an institution, but not be so complex that it hampers the analysis. For the purpose of this study, “comprehensive”, in the design of the model, refers to the inclusion of all key processes and procedures related to recruitment and selection.

Dye (1995:40) has identified certain criteria for the successful development of a model, which among others include the following:

- A model should be explicit, so that it can be easily understood, evaluated and compared to other models.
- A model should be congruent with reality.
- A model should lead to the observation, measurement and verification of theory and research.
- A model should be composed logically and be subjected to validity tests to ensure that it can be used as a method of communication.

Scholars such as Huysamen (1993), Welman, Kruger and Mitchell (2008), De Vos, Strydom, Fouche and Delport (2002) as well as Babbie and Mouton (2001), provided comprehensive definitions of various types of models. However, they do not explain the scientific processes that are associated with constructing a model. While designing a model in this study the principles associated with the building of a model were utilised.

The comprehensive human resource recruitment and selection model for the DOJ&CD is depicted as a macro-, meso- and micro-models.

- The **macro-model** reflects the strategic elements and illustrates how human resource recruitment and selection processes and procedures should guide the DOJ&CD to achieve its strategic objectives and goals as discussed in sections 1.5, 2.5.5, 2.6.3, and 2.6.5 to 2.6.7.
- The **meso-model** depicts the intermediary steps of recruitment and selection. These steps should incorporate all aspects to ensure that it complies with best practice and that the steps are standardised. The construction of the meso-model was based on the variables and issues discussed in sections 1.2, 1.3, 1.4.1, 1.4.2, 1.5 and 5.3.1 to 5.3.5. The meso-model is depicted in tabular form in section 6.4.3 to follow.
- The **micro-model** comprises the operational steps, including a checklist and procedural guidelines. The micro- or operational layer addresses the primary objective 1.4.1(a), as well as the central theoretical statements and aims to operationalise the macro- and meso-models.

6.4.2 Macro-model (selection process-map)

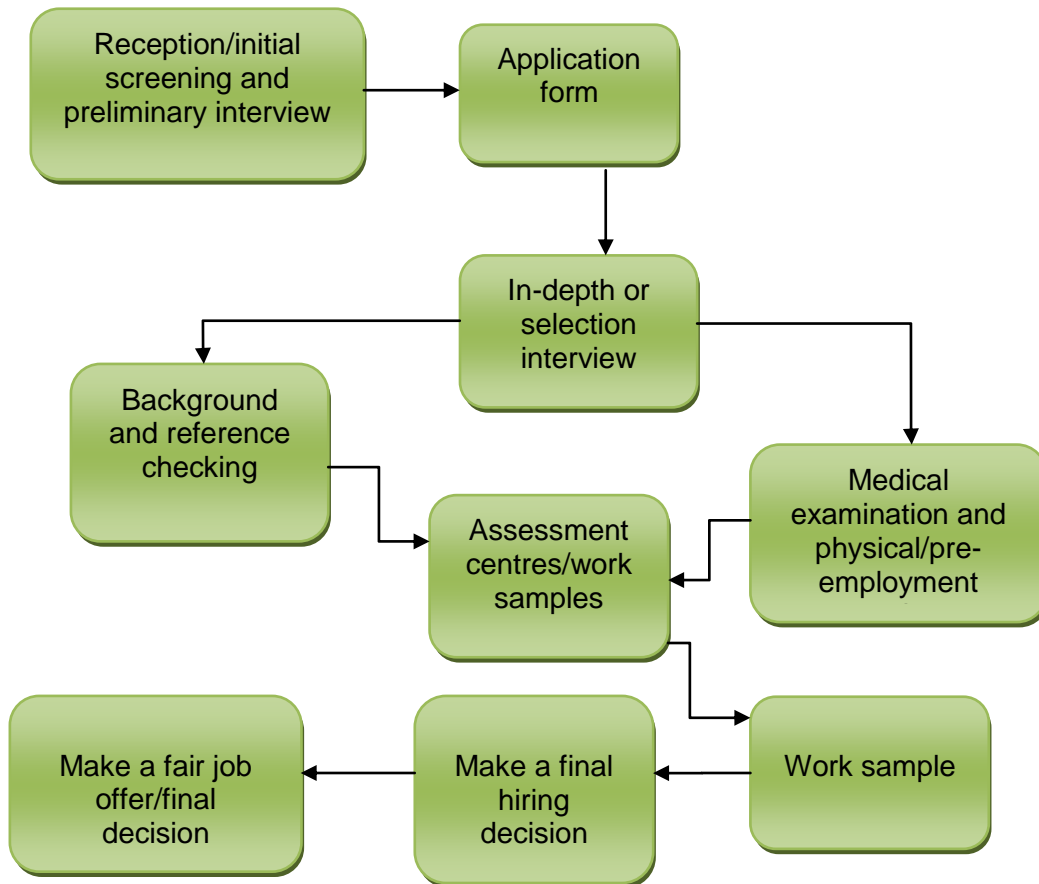


Figure 6.3 Macro-model (selection process-map)

Source: Researcher's own construction

The following sections will present the comprehensive model for recruitment and selection at macro-level (process-map), meso- (intermediate) level and micro-level (checklist). The macro-level will demonstrate how various human resource functions contribute to the comprehensiveness of the recruitment and selection model; the process-map includes various approaches or steps followed in recruitment and selection processes. The checklist and procedure guidelines will illustrate the items that need to be verified to ensure quality in the recruitment and selection process-map.

6.4.3 Meso-model (intermediate): Recruitment phases

The meso- or intermediate model consists of the recruitment and selection phases, and are alignment with the contents of the literature in chapters 2, 3 and 4. The recruitment phases were identified in chapters 3 and 4, comprising eleven steps. The phases start off with the following steps: identifying the need to recruit, updating the job description, the job specification and the job profile, determining the key performance areas of the job, as well as consulting and referring back to the recruitment and selection policy and the procedure manual. This also means considering the factors that influence and affect the recruitment program, and the sources of recruitment (searching), choosing the appropriate recruitment methods (searching), developing the recruitment advertisement (development of the recruitment strategy), and placing the advertisement in the most appropriate and suitable communication media. Then follows the screening of responses, as well as the evaluation and monitoring of the recruitment.

For the compilation of the comprehensive selection and recruitment model the following phases can be outlined:

***Phase I:* Identify the need to recruit**

- Work force planning process (identifies vacant post, create new post, and assess the budget).
- Define what the job entails or what the previous incumbent was doing.
- Are the posts necessary due to reorganisation or the expansion of the organisation?

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

- Verify the information on the job context (competency profile of the applicant and job requirements).
- Verify the information on the job content, the competency profile, as well as the duties and tasks.

***Phase III:* Determine the key performance areas of the job**

- Review the job requirements as with phase I above.

- Review the duties and tasks as with phase II above.
- Identify the expected output of the job.

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

- Check and confirm whether the DOJ&CD policy in all aspects conforms to the guidelines and provisions of the primary statutory and regulatory framework.
- The policy should outline whether to recruit internally or externally, and specify the method/s that will be used.
- A procedure manual should specify and detail the steps and processes.

Phase V: Consider the sources of recruitment (searching)

- Consider the advantages and disadvantages of internal and external sources of recruitment.
- Check and compare the historical data on the rate of success or failure of certain sources.
- Consider and establish procedures to handle the flow of application forms.

Phase VI: Choose the appropriate recruitment method (searching)

- Consider the advantages and disadvantages of internal and external methods of recruitment.
- Check and compare the historical data on the rate of success or failure of certain methods.
- Guard against recruitment methods that are discriminatory and do not conform to the statutory and regulatory framework.

Phase VII: Develop the recruitment advertisement

- Consider a potential third party to assist in designing the recruitment advertisement.
- The recruitment strategy should make provision for the following elements of the advertisement: size, position on the page of the source, layout and graphics, departmental logo and name, nature of the job and type of person needed (as set out in phases II and III above), as well as the conditions of service.

- Review the procedures for the job interview and consider expanding the career and job opportunities for the existing staff.
- Consider alternative work arrangements.

Phase VIII: Place the advertisement in the most appropriate and suitable communication media

- Implement phase VI and VII above.
- Consider a potential third party to assist in placing the recruitment advertisement or to develop the recruitment strategy in the media.

Phase IX: Ensure availability of application blanks/forms

- Allow sufficient time for responses from potential candidates.
- The application forms should source the information as set out in phases II and III above.

Phase X: Screen responses/screening

- Initial screening could be done telephonically to exclude unsuccessful candidate/s.
- It should incorporate phases II and III above.
- It should guard against prejudice and subjective opinion, which may lead to unfair discrimination.
- It should be done in line with inherent requirements of the job and the employment equity targets.
- Completed application forms and curriculum vitae (CVs) should be screened.
- Reference and background checks can also be used to sift job applicants by screening.

6.4.4 Meso-model (intermediary): Selection phases

The selection phases were identified in chapters 3 and 4, which outlined eight steps. The phases are the following: the reception, preliminary reception, initial screening interview, the application form, the in-depth or selection interview, the background and reference checking or investigations, the medical and physical examination, pre-employment tests, the final hiring decision, and eventually a fair job offer.

Phase I: Reception interview/initial screening interview

- HRM should provide job applicants with relevant information about the department and the current vacancies that are available.
- Job applicants are assisted in completing the application forms and are interviewed during the recruitment phase as expounded in phases II and III above.
- Candidates are interviewed telephonically or personally.

Phase II: Application blank/form

- The application form provides employment information as outlined by phases II and III during the recruitment phase above and to compare the information that is provided.
- It should provide the basis for the candidate's employment history, reference and background checks, criminal record, and screening to exclude unsuccessful applicants.
- It should provide the basis for interview questions and information on the candidate's job performance.
- It should be scrutinised for unfair discrimination; also for employment equity targets and affirmative action programmes.

Phase III: In-depth or selection interview

- The selection panel or committee should ask structured and/or unstructured questions based on the selection criteria and the job analysis.
- The interview determines to what extent the candidate is suitable for the post.
- The selection interview verifies the information provided in the curriculum vitae and application form/blank, as provided for in phase II of the selection phase above.
- This interview should cover areas such as nonverbal-verbal behaviour, personality characteristics and pre-interview impressions.

Phase IV: Background and reference checking

- Background and reference checks entail the verification of the following facts claimed by the job applicants in the application form: credentials, qualifications, behaviour, attitude, team-work abilities, behavioural

- patterns, employment history, previous criminal convictions, as well as experience and performance.
- This could be done telephonically, through friends, ex-colleagues and former supervisors.
 - Checks could be performed before or after the selection interview, in order to validate the information provided in the curriculum vitae, as well as the application form/blank.

Phase V: Medical and physical examination (pre-employment testing)

- Medical and physical testing should be conducted in line with the provisions of the statutory and regulatory framework as stipulated and discussed in chapter 4 (see 4.4.3, 4.5.1 and 4.5.3).
- Medical and physical examination must be realistic and justifiable in terms of the inherent requirements of the job and must not be discriminatory, as prohibited by the statutory and regulatory framework.

Phase VI: Assessment centre/work samples

- Assessment centres entail evaluative exercises and tests to determine and select suitable candidates.
- In some instances these centres' outcomes are complementary to the selection interviews and the recommendations of the selection committee.
- Work samples provide brief simulations of major job activities such as clerical and secretarial positions.
- Work sample outcomes are complementary to the selection interviews and the recommendations made by the selection committee.

Phase VII: Make a final hiring decision

- Consider all the phases explained above before making a final hiring decision.
- The final hiring decision is the determination that the candidate fits and adequately matches all the requirements, and duties and responsibilities (as required in phases II and III above) during the recruitment process.

Phase VIII: Make a fair job offer

- Making a final decision to employ or not should be based on objective assessments and be related to phases II and III used during the recruitment phase.

- Making a final decision to employ should be based on all phases.
- The selection decision should not be ambiguous and open to questioning.
- Making a final decision involves informing successful and unsuccessful candidates in writing about the outcome of the selection process.

6.4.5 Micro-model (checklist and procedural guidelines): Recruitment and selection’s operational steps

From the empirical findings and literature review, various comments and observations were made on the expected roles and responsibilities of Human Resources, line managers, senior management and the approving authority as delegated by the statutory and regulatory framework. The following sections explain the checklist to provide procedural guidelines for recruitment and selection. The checklists are divided into operational guidelines for recruitment and selection as explained in tables 6.3 and 6.4 respectively.

The phases of recruitment and selection are operationalised in several steps and the level of compliance (Likert scale 0-5) should be rated by the selection committee members and the HRM directorate. The operational steps can be rated by using a scale of between 0 and 5. This can be done to assess the extent of compliance to the perspectives and generic recruitment and selection processes and procedures, and therefore compliance with the statutory and regulatory framework.

The 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.

Table 6.3 Micro-model (checklist and procedural guidelines) Recruitment’s operational steps

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

job analysis	job 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 at all times						
	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 geographical area for local applicants						
	The media chosen to advertise consider reach and accessibility of people living with disability						
	The language used for advertising was considered						
	The closing date of the advertisement is reasonable for applicants to can send their application forms						
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 with numerical values						
	Screening process considers the job description and job specification						
	Screening process considers the job advertisement						
	Pre-determined criteria is developed in screening process for shortlisting						
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 verification for shortlisted	Qualification verification is conducted well in advance Qualification verifications are conducted throughout with the						

candidates	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 is 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 always attached to the memo for approval						
	Confidentiality forms are always attached to the memorandum for approval						
Declaration of relationship with the candidate/s is attached to the memorandum for approval							

Table 6.4 Micro-model (checklist and procedural guidelines): Selection’s operational steps

Again, the scale ratings score for implementation of the operational steps as follows, 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						
	Interviewing 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 aer 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 about the venue well in advance (two weeks before the interview) in writing						
	Candidate/s who could not make it to the interviews are requested to apply in writing						
	Security is informed about the date, time and given 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 DOJ&CD'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 employment equity requirements and targets							
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 unsuccessful candidates						
	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 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	All successful candidates are						

orientation	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								

6.5 SUGGESTIONS FOR THE APPLICATION OF THE MODEL

The researcher determined that each region or province has its own way of handling recruitment and selection without necessarily basing its practices on a model or on standard processes and procedure. The model developed in the present study provides a process map, outline of the recruitment and selection phases, as well as checklists and guidelines to operationalise the tactical and strategic plans of the Department (DOJ&CD). The 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 suggested as part of the checklist, further facilitates management interventions to monitor and evaluate the effectiveness 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 measures to refine and improve the checklists further.

In addition to the above suggestions, the following recommendations can be made from the empirical findings:

- The new posts that are created should be linked to the Human Resource Plan (HRP), seeing that 37.5% of the sample disagreed with the assumption that there is adequate alignment and interface. The HRP was developed in 2009 as a result of the recommendations of DPSA. Each region should develop their own HRP to contribute to the National Office's HRP, and this can be achieved through a standardised structure, which is dedicated to implement HRP issues related to recruitment and selection.
- Induction and orientation are not adequately incorporated and integrated into recruitment and selection practices, which means that the new appointee is not productive soon enough. The lack of guidance also results in inconsistent application and implementation of HRM activities and functions. Induction and orientation should be conducted immediately after appointment.
- Unions representatives should always be invited and be present during the process, to avoid situations of possible disputes and grievances, as mentioned previously (see section 4.8).
- Pre-employment tests should be part of recruitment and selection process. This includes cognitive, ability, aptitude, proficiency, personality, polygraph, performance, honesty and temperament, interest, medical and physical testing. The tests should be conducted with the necessary circumspection and sensitivity as discussed in chapter 4. The inherent requirements of the job should be considered, to avoid possible litigation, as well as criticisms from unions and stakeholders.
- Realistic job previews will balance the reality and expectations about the job and the organisation in which the applicants have shown interest. The manager in the directorate where the vacant position exists, should conduct the diagnostic interview.

- The DOJ&CD should consider the various sources and methods of recruitment. These entail skills inventory, referrals from current employees, managerial nominations, recommendations from supervisors, walk-ins, job hunting, head-hunting and recruiting for special events. In this manner it will increase the possibility and probability of recruiting a pool of employees from the labour market which is not normally tapped. The flexible usage of such sources and methods would help the DOJ&CD to be creative and innovative and to refrain from only using (often ineffective) traditional methods.
- The comprehensive human resource model developed in the present study should be used within the entire DOJ&CD. In this way the different models and processes that are currently utilised in the regions and National Office can thus be standardised.

The researcher is conscious of the fact that the implementation of the model may be hampered by various factors. These include resistance to change, lack of skills, poor commitment by management, cost implications, and insufficient coordination among regions. These challenges, however, could be addressed by continuously advocating and marketing the model to all stakeholders, including union representatives. This can be achieved through workshops to change management's approach and perceptions. This will help them to deal with attitudes, mind-sets and perceptions of all role-players and stakeholders – especially those of the line and senior management. Furthermore, a standing recruitment and selection committee should be established in the regions with clear terms of reference to recruitment and selection. Such a committee can further enhance the implementation of the model.

It is finally recommended that the model becomes the foundation for the development of policy, strategy, equity programmes and procedural manuals for the Department (DOJ&CD) to standardise its recruitment and selection practices and procedures.

6.6 SUGGESTIONS FOR FURTHER RESEARCH

The following recommendations can be followed up for future research:

- Induction and orientation are not integrated adequately and linked to human resource recruitment and selection. Research into the nature, role and application of standardised induction and orientation programmes can

be a valuable addition to the existing body of knowledge that guides induction and orientation. It could further supplement and support the implementation of the comprehensive recruitment and selection model proposed by the present study.

- A further issue that warrants investigation is the influence centralisation of human resource functions has within national departments such as the DOJ&CD. This research has indicated that the lack of standardised processes may lead to labour disputes and grievances by employees. On the other hand, a centralised approach may also hamper regions to adjust their processes based on local realities. Adequate delegated authority should be afforded to regional managers and flexibility should be built into the system.

Recruitment and selection planning should flow directly from the strategic business plan and Human Resource Plan (HRP). The present research, DPSA and PSC assessments have all shown that government departments do not conduct realistic job previews. In addition, a directorate where vacant posts exist does not conduct a diagnostic interview. A research on the impact of realistic job previews and diagnostic interviews in psychological context could be beneficial to organisations.

- There needs to be clearer role separation between administration and politics. This will help limit the interference of politicians in the administration and management of institutions. Due to such political interventions, the recruitment and selection processes are compromised. The statutory and regulatory framework such as PSA and PSR provides guidance and enforces processes to be followed in appointing employees, which include applicants for senior management services (SMS). Research on the political intervention and interference will help to place the recruitment and selection practice of government departments on a matrix next to the processes and statutory and regulatory framework.
- Recruitment and selection processes should be informed by a job analysis (job description and specification), as well as job design and job evaluation. The assessment of the SAPS on the status of HRM, conducted by PSC and DPSA, and the empirical findings in this research revealed a disregard for elementary processes and procedures. What needs to be researched is how elementary processes such as job analysis, job design and job evaluation compromise the quality of human

capital needed from the labour market. This variable would ultimately compromise the performance of the government departments.

- The structure of reporting, functions and establishment (number of personnel and classes of occupation) within HRM differ between departments, due to socio-economic factors. This challenge was highlighted during the “State of HRM in Public Service” investigation, which was conducted by the PSC. The present research also found it to be a problem for the DOJ&CD. In this research, four different processes of recruitment and selection were identified to be practiced by one region (North West) and two by National Office in Pretoria. The development of a comprehensive HRM structure model can assist with a standardised and uniform approach in HRM functions.
- Human Resource recruitment and selection mechanisms should be assessed thoroughly. These include the predictors, instruments, systems, techniques and tools for HRM practices. It is needed to gauge the validity, reliability and practicality of HR recruitment and selection. Such an assessment could help reduce and/or avoid possible litigation for alleged unfair labour practices and unfair discrimination. Further research is needed into the validity and reliability of selection predictors. These entail the following: pre-employment tests (cognitive, psychological, aptitude and proficiency, personality, polygraph, graphology and medical examination). Such research can be valuable to complement existing theories, policies, regulations and models for human resource recruitment and selection.

6.7 CONCLUSION

This chapter summarised the research and suggested a comprehensive model for recruitment and selection – as the main recommendation and contribution of the study. This model is based on the theoretical underpinnings of model-building. It proposes three layers to facilitate the implementation of such a model: macro – strategic; intermediate – tactical; micro – operational. The model is based on the triangulation of data sets, as well as the gap analysis which the researcher conducted within the DOJ&CD.

It is recommended that the model be used as an internal control and communication mechanism among all role-players and stakeholders. These should include unions, the Employment Equity Manager, Finance (Budget), the line managers, supervisors, Organisational Development and Design

Practitioners, HR Officers, as well as senior management. The model can also help reduce the number of complaints, grievances and disputes, which often are the result of inconsistent steps followed during recruitment and selection. Since the model will be transparent to all role-players, the central issues like integrity, good governance and professionalism will be restored. Thereby the process will remain valid and undisputable. The model could also be used as a monitoring tool to evaluate the effectiveness of the recruitment and selection process-map.

This comprehensive model for human resource recruitment and selection can contribute to building an organisation that displays adequate competencies, capabilities and resource strengths. Of these aspects human capital, talent management and career development, would be paramount. These gains will help governmental departments in South Africa to execute its strategies successfully and sustainably. Such a model or construct designed for the SAPS can also provide some suggestions for a corresponding model that could inform HRM recruitment and selection internationally.

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ANNEXURE A: QUESTIONNAIRE- LINE MANAGERS

General Information

I would like to thank you for devoting a part of your valuable time in responding to the questionnaire and participating in this research.

Your participation in this questionnaire and this research will take few minutes of your valuable time, and might find doing so an enjoyable experience

The purpose of this research is to assess the recruitment and selection model of the Department of Justice and Constitutional Development (DOJ&CD).

Your responses and contents of the discussions will be held confidential and anonymous. The ethical standards and rules of the North-West University in conducting research will be adhered to.

The findings will form part of the doctoral study which will benefit the Department of Justice and Constitutional Development.

1 BIOGRAPHICAL INFORMATION

Kindly answer the questions to provide your personal information as requested

What is your gender?

Male	1	Female	2	Both	3
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1.2 How do you perceive yourself (Ethnicity)?

1	Black	
2	Coloured	
3	Indian	
4	White	
5	African	
6	Other (specify)	

1.3 Please indicate your age in years

1	16- 25 Years	
2	26-36 Years	
3	37-46 Years	
4	47-57 Year	
5	58-67 Years	
6	68 years and over	

1.4 What is your level of academic qualification?

1	Standard 10/Matriculation	
2	National Diploma	
3	Degree	
4	Honours Degree	
5	Master's Degree	
6	Doctoral Degree (PhD)	

1.5 What is your current rank/position in DOJ&CD?

1	Senior Personnel Officer	
2	Senior Administrative Officer	
3	Administrative Officer	
4	Assistant Director	
5	Deputy Director	
6	Director	
7	Chief Director	
8	Deputy Director General	

1.6 How many years have you been in your current position/rank?

1	Less than 1 year	
2	1-5 Years	
3	6-10 Years	
4	11-20 Years	
5	21-30 Years	
6	31-40 Years	
7	41-50 Years	
8	51 years and over	

1.7 How many years have you been with the DOJ&CD?

1	Less than 1 year	
2	1-5 Years	
3	6-10 Years	
4	11-20 Years	
5	21-30 Years	
6	31-40 Years	
7	41-50 Years	
8	51 years and over	

2. SUBSTANTIVE QUESTIONS

Relationship and linkage of human resource recruitment and selection to strategy, structure, Human Resource Planning, and Job Analysis, Policies, and Procedure Manual

Kindly answer 5=strongly agree, 4=agree, 3=neither agree nor disagree 2=disagree, 1=strongly disagree.

	5=Strongly agree	4= Agree	3=Neither agree nor disagree	2=Disagree	1=Strongly disagree
2.1.1 Recruitment and selection process contribute to the DOJ&CD strategy?					
2.1.2 Recruitment and selection is linked to the DOJ&CD structure?					
2.1.3 Posts that are created are aligned to the HRP?					
2.1.4 Recruitment and selection process contribute to DOJ&CD HRP?					
2.1.5 Department (DOJ&CD) has job descriptions per occupational class?					
2.1.6 Short listing of candidates is informed by job descriptions and job advertisements?					
2.1.7 Understanding of the recruitment and selection policy by managers					
2.1.8 Understanding of the recruitment and selection procedure manual					

2.1.9 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to elaborate upon or contribute further? What are

your general experiences and perceptions about the process? Do you have any suggestions for improvement?

2.2 Linking Recruitment and selection to other Human Resource Management Functions

Kindly answer 5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree.

	5=Strongly Agree	4= Agree	3=Neither agree nor disagree	2= Disagree	1=Strongly disagree
2.2.1 Competency Assessment should be part of recruitment and selection process within DOJ&CD					
2.2.2 Induction and Orientation is sometimes conducted within DOJ&CD					
2.2.3 Induction and Orientation should be part of the recruitment and selection process					
2.2.4 Each Region/ Province has its own recruitment and selection process map					
2.2.5 The Department (DOJ&CD) has a uniform recruitment and selection process map					
2.2.6 Posts are job evaluated before recruitment and selection process is undertaken					

2.2.7 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to add?

2.3 Current practices, processes and procedures of recruitment and selection within DOJ&CD

Kindly answer 5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree.

	5=Strongly agree	4= Agree	3=Neither agree nor disagree	2= Disagree	1=Strongly disagree
2.3.1 Job evaluation is conducted prior to job advertisement					
2.3.2 Job Descriptions are compiled prior job advertisement					
2.3.3 Job descriptions informs job advertisement within DOJ&CD					
2.3.4 Job specifications inform job advertisement within DOJ&CD					
2.3.5 EE Manager, ODD Practitioner, Recruitment ad Selection Manager, Line Manager and Finance Manager meet prior to post being advertisement					
2.3.6 Applications forms are profiled immediately after closing date of job advertisement					
2.3.7 Panel members are appointed prior to short listing process					
2.3.8 Candidates who did not meet the short listing criteria are informed					
2.3.9 EE Manager is always involved in recruitment and selection processes					
2.3.10 Unions representation is					

sometimes invited to recruitment and selection process					
2.3.11 Unions representation should always be invited to recruitment and selection process					
2.3.12 Recruitment and selection process is in line with the available public service regulations					
2.3.13 Recruitment and selection process is informed by the DOJ&CD procedure manual					
2.3.14 Recruitment and selection processes is informed by the DOJ&CD policy					
2.3.15 Competency assessment should be conducted for levels 9-15					
2.3.16 Induction and Orientation is conducted immediately after appointment of candidates					
2.3.17 Budget coach is always contacted prior to advertising of the job					
2.3.18 Line managers are invited for inputs for job advertisements					
2.3.19 Successful candidates are informed about the outcome/interview results					
2.3.20 Success of recruitment and selection efforts and process are evaluated following appointment of candidate/s					
2.3.21 Choice and decision on recruitment methods is always					

successful					
2.3.22 Pre-employment tests (cognitive, ability, aptitude, proficiency, personality, polygraph, performance, honesty, physical, temperament, medical, physical, psychological, alcohol and drug) are part of the selection process					
2.3.23 Reference and background checking are part of the selection process					
2.3.24 Vetting is conducted as part of the selection process					
2.3.25 Criminal Record checking is conducted as part of the selection process					
2.3.26 Security Clearance is conducted as part of the selection process					
2.3.27 Realistic job preview is conducted as part of the selection process					
2.3.28 Graphology is part of the selection process					
2.3.29 Diagnostic interview is conducted prior to short listing process by managers and supervisors					

2.4 Kindly indicate in the applicable column the correct process

2.4.1 Reference and background checking is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.2 Security clearance is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.3 Vetting is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.4 Criminal record check is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.5 Pre-employment testing (cognitive, ability, aptitude, proficiency, personality, polygraph, performance, honesty, physical, temperament, medical, psychological, physical, alcohol and drugs) is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.6 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to elaborate upon further? What are your general experiences and perceptions about the process? Do you have any suggestions for improvement?

2.5. Recommendations and approvals in recruitment and selection process

2.5.1. Approval of the selection committee is done by –

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.2 Process of security clearance is done by –

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.3 Process of vetting is done by-

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.4 Process of reference checking is done by-

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.5 Process of criminal record checking is done by

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.6 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to elaborate upon further? What are your general experiences and perceptions about the process? Do you have any suggestions for improvement?

2.6 Do you consider/regard recruitment and selection process and procedure taken as one of the strategic activities within DOJ&CD? Please elaborate

2.6.1 Does recruitment and selection process contribute to the reduction on vacancy rate, how and its impact?

2.6.2 Does recruitment and selection process play role in the organisational structure, how and its impact

2.6.3 How does recruitment and selection process influence the DOJ&CD employment equity target, how and its impact?

2.7 What are the real challenges and difficulties experienced by DOJ&CD in the recruitment and selection process?

2.8 Kindly suggest practical solutions to the problems and challenges mentioned

above in 2.7

- 2.9 Would you consider an appropriate process map for recruitment and selection model?

Kindly answer with

1.	Absolutely yes	2.	Not really	3.	Absolutely no
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- 2.10. What could be the benefit of using a recruitment and selection model?
- 2.11 What could be the challenges of using a recruitment and selection model?
- 2.12 How can the challenges identified above be addressed, in your own understanding

Thank you for your participation

ANNEXURE B: QUESTIONNAIRE- RECRUITMENT AND SELECTION UNIT

General Information

I would like to thank you for devoting a part of your valuable time in responding to the questionnaire and participating in this research.

Your participation in this questionnaire and this research will take few minutes of your valuable time, and might find doing so an enjoyable experience.

The purpose of this research is to assess the recruitment and selection model of the Department of Justice and Constitutional Development (DOJ&CD).

Your responses and contents of the discussions will be held confidential and anonymous. Ethical standards and rules of the North-West University in conducting research will be adhered to.

The findings will form part of the doctoral study which will benefit the Department of Justice and Constitutional Development

1 BIOGRAPHICAL INFORMATION

Kindly answer the questions to provide your personal information as requested

What is your gender?

Male	1	Female	2	Both	3
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1.2 How do you perceive yourself (Ethnicity)?

1	Black	
2	Coloured	
3	Indian	
4	White	
5	African	
6	Other (specify)	

1.3 Please indicate your age in years

1	16- 25 Years	
2	26-36 Years	
3	37-46 Years	
4	47-57 Year	
5	58-67 Years	
6	68 years and over	

1.4 What is your level of academic qualification?

1	Standard 10/Matriculation	
2	National Diploma	
3	Degree	
4	Honours Degree	
5	Master's Degree	
6	Doctoral Degree (PhD)	

1.5 What is your current rank/position in DOJ&CD?

1	Senior Personnel Officer	
2	Senior Administrative Officer	
3	Administrative Officer	
4	Assistant Director	
5	Deputy Director	
6	Director	
7	Chief Director	
8	Deputy Director General	

1.6 How many years have you been in your current position/rank?

1	Less than 1 year	
2	1-5 Years	
3	6-10 Years	
4	11-20 Years	
5	21-30 Years	
6	31-40 Years	
7	41-50 Years	
8	51 years and over	

1.7 How many years have you been with the DOJ&CD?

1	Less than 1 year	
2	1-5 Years	
3	6-10 Years	
4	11-20 Years	
5	21-30 Years	
6	31-40 Years	
7	41-50 Years	
8	51 years and over	

2. SUBSTANTIVE QUESTIONS

2. 1Relationship and linkage of human resource recruitment and selection to strategy, structure, Human Resource Planning, and Job Analysis, Policies, and Procedure Manual

Kindly answer 5=strongly agree, 4=agree, 3=neither agree nor disagree 2=disagree, 1=strongly disagree.

	5=Strongly agree	4= Agree	3=Neither agree nor disagree	2=Disagree	1=Strongly disagree
2.1.1 Recruitment and selection process contribute to the DOJ&CD strategy?					
2.1.2 Recruitment and selection is linked to the DOJ&CD structure?					
2.1.3 Posts that are created are aligned to the HRP?					
2.1.4 Recruitment and selection process contribute to DOJ&CD HRP?					
2.1.5 Department (DOJ&CD) has job descriptions per occupational class?					
2.1.6 Short listing of candidates is informed by job descriptions and job advertisements?					
2.1.7 Understanding of the recruitment and selection policy by managers					
2.1.8 Understanding of the recruitment and selection procedure manual					

2.1.9 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to elaborate upon or contribute further? What are

your general experiences and perceptions about the process? Do you have any suggestions for improvement?

2.2 Linking Recruitment and selection to other Human Resource Management Functions

Kindly answer 5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree.

	5=Strongly Agree	4= Agree	3=Neither agree nor disagree	2= Disagree	1=Strongly disagree
2.2.1 Competency Assessment should be part of recruitment and selection process within DOJ&CD					
2.2.2 Induction and Orientation is sometimes conducted within DOJ&CD					
2.2.3 Induction and Orientation should be part of the recruitment and selection process					
2.2.4 Each Region/ Province has its own recruitment and selection process map					
2.2.5 The Department (DOJ&CD) has a uniform recruitment and selection process map					
2.2.6 Posts are job evaluated before recruitment and selection process is undertaken					

2.2.7 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to add?

2.3 Current practices, processes and procedures of recruitment and selection within DOJ&CD

Kindly answer 5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree.

	5=Strongly agree	4= Agree	3=Neither agree nor disagree	2= Disagree	1=Strongly disagree
2.3.1 Job evaluation is conducted prior to job advertisement					
2.3.2 Job Descriptions are compiled prior job advertisement					
2.3.3 Job descriptions informs job advertisement within DOJ&CD					
2.3.4 Job specifications inform job advertisement within DOJ&CD					
2.3.5 EE Manager, ODD Practitioner, Recruitment ad Selection Manager, Line Manager and Finance Manager meet prior to post being advertisement					
2.3.6 Applications forms are profiled immediately after closing date of job advertisement					
2.3.7 Panel members are appointed prior to short listing process					
2.3.8 Candidates who did not meet the short listing criteria are informed					
2.3.9 EE Manager is always involved in recruitment and selection processes					
2.3.10 Unions representation is					

sometimes invited to recruitment and selection process					
2.3.11 Unions representation should always be invited to recruitment and selection process					
2.3.12 Recruitment and selection process is in line with the available public service regulations					
2.3.13 Recruitment and selection process is informed by the DOJ&CD procedure manual					
2.3.14 Recruitment and selection processes is informed by the DOJ&CD policy					
2.3.15 Competency assessment should be conducted for levels 9-15					
2.3.16 Induction and Orientation is conducted immediately after appointment of candidates					
2.3.17 Budget coach is always contacted prior to advertising of the job					
2.3.18 Line managers are invited for inputs for job advertisements					
2.3.19 Successful candidates are informed about the outcome/interview results					
2.3.20 Success of recruitment and selection efforts and process are evaluated following appointment of candidate/s					
2.3.21 Choice and decision on recruitment methods is always					

successful					
2.3.22 Pre-employment tests (cognitive, ability, aptitude, proficiency, personality, polygraph, performance, honesty, physical, temperament, medical, physical, psychological, alcohol and drug) are part of the selection process					
2.3.23 Reference and background checking are part of the selection process					
2.3.24 Vetting is conducted as part of the selection process					
2.3.25 Criminal record checking is conducted as part of the selection process					
2.3.26 Security clearance is conducted as part of the selection process					
2.3.27 Realistic job preview is conducted as part of the selection process					
2.3.28 Graphology is part of the selection process					
2.3.29 Diagnostic interview is conducted prior to short listing process by managers and supervisors					

2.4 Kindly indicate in the applicable column the correct process

2.4.1 Reference and background checking is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.2 Security clearance is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.3 Vetting is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.4 Criminal record check is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.5 Pre-employment testing (cognitive, ability, aptitude, proficiency, personality, polygraph, performance, honesty, physical, temperament, medical, psychological, physical, alcohol and drugs) is conducted

1.	After short listing	
2.	After interviews	
3.	After appointment offer	
4.	Do not know	
5.	Not done at all	

2.4.6 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to elaborate upon further? What are your general experiences and perceptions about the process? Do you have any suggestions for improvement?

2.5. Recommendations and approvals in recruitment and selection process

2.5.1. Approval of the selection committee is done by –

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.2 Process of security clearance is done by –

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.3 Process of vetting is done by-

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.4 Process of reference checking is done by-

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.5 Process of criminal record checking is done by

1. Director Human Resource	2. Chief Director	3. Deputy Director General	4. Other (Please specify)	5. Not done at all	6. Do not know
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2.5.6 Based on the questions above and your experience with recruitment and selection practices in the Public Service in general and the DOJ&CD in particular, are there anything that you would like to elaborate upon further? What are your general experiences and perceptions about the process? Do you have any suggestions for improvement?

2.6 Do you consider/regard recruitment and selection process and procedure taken as one of the strategic activities within DOJ&CD? Please elaborate

2.6.1 Does recruitment and selection process contribute to the reduction on vacancy rate, how and its impact?

2.6.2 Does recruitment and selection process play role in the organisational structure, how and its impact

2.6.3 How does recruitment and selection process influence the DOJ&CD employment equity target, how and its impact?

2.7 What are the real challenges and difficulties experienced by DOJ&CD in the recruitment and selection process?

2.8 Kindly suggest practical solutions to the problems and challenges mentioned above in 2.7

2.9 Would you consider an appropriate process map for recruitment and selection model?

Kindly answer with

1.	Absolutely yes	2.	Not really	3.	Absolutely no
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2.10. What could be the benefit of using a recruitment and selection model?

2.11 What could be the challenges of using a recruitment and selection model?

2.12 How can the challenges identified above be addressed, in your own understanding

2.13 What are steps and process taken to fill in a funded vacant post within DOJ&CD?

Thank you for your participation