



PROCEDURE MANUAL FOR RECRUITMENT OF EDUCATORS

DEPARTMENT OF EDUCATION (EC)

June 2019



FOREWORD

- 1.1 Eastern Cape Department of Education is committed to ensure a fair and transparent process.
- 1.2 This procedure manual sets out detailed duties and responsibilities to all stakeholders involved in the recruitment and selection process for the Department of Education (EC).
- 1.3 It is trusted that you will benefit from reading this procedure manual and that it will provide you with a deeper insight into the Department's approach to the implementation, monitoring and evaluation of the recruitment process in Department of Education.

Regards



**HEAD OF DEPARTMENT
EDUCATION
MR T.J KOJANA**

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PROCEDURE MANUAL – INSTITUTION-BASED EDUCATORS

1. WHEN POST BECOMES VACANT

a) PRINCIPALS

- Principal of school is responsible to arrange/convene a meeting within 2 days of becoming aware of a post to be vacated due to resignation/retirement/death/transfer/promotion. Principal must ensure that the following documentation is submitted to circuit manager within 24 hours after SMT and SGB meeting:
- Minutes of the meeting
- post provisioning form/profile within 24 hours

b) CIRCUIT MANAGER

Is accountable for the coordination of post provisioning forms submitted to District Office within 2 days after receiving post provisioning/profiles.

c) DISTRICT OFFICE (HR)

- ✓ Is accountable to capture all post provisioning forms submitted to a database within 24 hours of receipt.
- ✓ District office HRP to verify with the current PPN if the school grading and the availability of the post does exist.
- ✓ District Office to submit database to HO for advertisement within the stipulated timeframes as per calendar.

d) HEAD OFFICE

HRA Recruitment combine all inputs from districts and send database to HRP for verification as per stipulated times frames in the calendar. As per calendar time frames the database is forwarded to district for final verification. The bulletin is issues as per calendar

***The issuing of bulletins as per calendar is subject to change depending on organisation circumstances**

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2. ADVERTISING

DISTRICT OFFICE

a. RECEIPT OF APPLICATIONS

- Applications for posts are routed directly to the respective Districts for processing.
- HR must daily liaise with respective units responsible for post office mail to ensure that all applications is received within timeframes.
- HR must daily (walk-in and mailed), open the envelopes, record the “postage date” on the CV, and place a date stamp on all the applications.
- HRA will sort the applications according to post details (Reference number).
- HR must start capturing application form onto the masterlist upon receipt as this will eliminate time taken to capture masterlist. HR will capture all applications in the prescribed long-list format (Annexure 4) within 5 working days (depending on the number of applications received) from the post’s closing date. The Recruitment Specialist must check the date of (receipt of) the application against the closing date of the advert, to ensure that applications are received prior to the closing date. Where no date is reflected (by the candidate), this matter must immediately be investigated and corrected in order to mitigate against risks / grievances related to the date of receipt of applications / submission of applications.
- Applications received through the post office will still be accepted for three (3) working days after the closing date of the advert. No late applications will be considered for shortlisting thereafter. All allegations / requests regarding late applications must be referred to the Deputy Director: HRA&P for investigation and a final decision.
- HRA must ensure that: -
 - applications are stored in a safe place and are not accessed by any other unauthorized staff member (at all stages of the selection process); and
 - all master-list templates are filed in the Recruitment Central Repository (as they may be subject to audit at any stage).

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- Ensure that circuit manager is informed upon finalization of masterlists for the respective schools to collect applications and masterlist of posts.
- HR Sifting emanates from verifying the instructions given to candidates when applying for positions. Also ensuring that auditor-general compliance is done. HR sifting must be done concurrently with masterlisting as disqualified applications has to be included in the masterlist. The following criteria for screening should apply:
 - EDP01 signed and dated
 - Applications will be sorted according to reference numbers.
 - Candidates should fully complete section 29 of the application form
 - Applications should be date stamped
 - Ensure that certified copies of qualifications, ID and driver's license together with CV are submitted.
- HR must provide organized labour with a copy of the disqualified applicants according to sifting.

Note only applications with full requirements will be considered.

3. LATE APPLICATIONS

- No applications may be received / considered after the closing date.
- Applications not received via the normal receipt process (with a HR date stamp), will not be allowed.

a. Circuit Managers

- Circuit manager are responsible for the training of all components with exception of the learners on recruitment processes of bulletins issued. The training should take place as from date of issue of bulletin and be finalized before the closing date thereof. Are accountable for ensuring all compulsory recruitment documentation are provided to SGB during training.
- Are responsible to draw up an implementation plan for the recruitment process within their circuits
- Are accountable to ensure that resource person is always available for the selection process.
- Are accountable for the administration process within the recruitment cycle

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- Responsible for collecting and delivering all applications with masterlist from HR to relevant schools within 5 days after the process of masterlisting has been completed.
- Probity checks of each shortlisted candidate's credentials (authenticity of the CV, qualifications, and all other documents) must be done by the Resource Person two days before the interviews
- It is incumbent on the SGB to contact references as supplied by candidates before recommendations for appointment are made. This needs to be done before recommendations for appointment are sent to the district office for approval

4. PRELIMINARY PREPARATIONS FOR SHORTLISTING PROCESS

- + SGB are responsible for ensuring that Union invitations is sent 5 workings days before the commencing of shortlisting.
- + The selected Interview Committee must ensure that shortlisting and interviews are conducted within two weeks from the closing date.
- + Interviews will be arranged immediately upon finalization of shortlisting not later than 5 working days after shortlisting.
- + Vacancy Lists for Principal posts are "OPEN " lists of vacant posts and any applicant who meets the requirements and provisions in terms of the specific bulletin, are invited to apply. The nature of the vacancy lists for other post levels should be consulted upon in the PELRC depending on the need to accommodate any educators displaced due to operational requirements who meet the minimum requirements for appointment and may apply and be considered during the process of appointment, Preferential treatment of Additional educators who are on the same post level as that of the vacant post, is a guiding principle throughout the process of filling of any vacancies on condition that the educator can be concomitantly accommodated in that vacancy. However, for vacant principal posts a special request is made to school governing bodies to as a priority consider educators at the same level as the post advertised.
- + All educators who have officially been declared in Addition to the Post Establishment of their respective schools, must be short-listed and considered for the vacant post, on condition that they apply for such vacant concomitant

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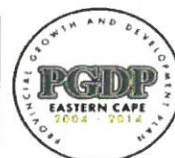
post on the same post level as the current level on which they have been declared in addition.

- ✚ NB: Recommendations for the appointment of non- additional educators in cases where one or more additional educator did apply for a specific concomitant vacant post, may only be submitted to the Circuit Manager at the District Office once the relevant District Official has approved of the nonmotivation by the SGB of that additional educators concerned, in writing.
- ✚ In a case where no additional educator applied for a concomitant vacant post, the short-listing committee should shortlist the most suitable candidates from the qualifying list, up to a maximum of five.
- ✚ All eligible applicants who meet the minimum requirements for the post have been sifted by the Department and are listed in alphabetical order.

5. PRELIMINARY PREPARATIONS FOR INTERVIEW PROCESS

1. SGB must arrange within one (1) day after sending members invitations confirming the following:
 - a) Book a date with panel members (telephonically and via e-mail),
 - b) Confirm logistical arrangements
 - c) Confirm the date and venue to panel members in writing or e-mail,
 - d) Confirm the date, time, venue and other arrangements to the candidate via telephone, in writing or e-mail.
 - e) Invite shortlisted candidates as follows:
 - Phone and introduce yourself to the candidate, explain where you are calling from and what the purpose of your call is.
 - Inform the candidate of the particulars of the post that s/he will be interviewed for.
 - Ask the candidate if s/he is still interested in the position and if s/he will attend the interview.
 - Inform the candidate of the exact date and time of the interview, as well as the venue where the interview will take place.
 - Remind the candidate of the compulsory personnel suitability checks
 - Ensure that the candidate knows the name and contact details of the person who contacted her/him.

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- f) Interviews can only be rescheduled as stated in the Recruitment and Selection policy of the Department.
- g) Interviews should (where possible) only be rescheduled once.

6. INTERVIEW QUESTIONS

- ✓ The chairperson will facilitate the development of interview questions with the nominated panel members on the morning of the interview.
- ✓ Time management is essential since the interview questions are developed on the morning of the interview in the presence of the panel, as candidates should not be kept waiting for the questions to be developed. Note only panel members should contribute to the development of and the asking of questions.
- ✓ The relevant panel members will make use of the advert, when developing the interview questions and performance indicators. The emphasis will be on employee's alignment / ability to satisfy Department values (Organisational fit) and the technical aspects of the job (job fit). For posts where a competency assessment will not be undertaken, questions furthermore must measure the employee's ability to satisfy the generic aspects attached to the job / role in the Organisation, as derived from PMDS (GAF's).
- ✓ The panel will reproduce the interview questions on the scoresheet, print and provide the interview questions to the interview panel before the commencement of the interview of the first candidate. The panel will reach consensus on who will ask which questions.

7. DAY OF INTERVIEW

- The secretary must provide Security / Reception with a copy of the schedule and inform them of the venue to which they should refer candidates.
- Security to escort candidates to the venue.
- The secretary ensures that there are chairs available outside the venue, should candidates need to wait.
- The secretary must ensure that refreshments are arranged for panel members.
- Secretary must ensure easy access for candidates to and from bathrooms
- Ensure that venue is clean, and the responsible Unit has arranged water and glasses available for interview panel members as well as candidates.
- Place a "interviews in process" note on the door to avoid any disruptions.

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- Ensure proper time keeping throughout the interview process.
- Ensure that PSC clearance form is completed by shortlisted candidates before coming for interview.

8. INTERVIEW PROCESS

1. Interview Secretary:

- ✚ will form part of the interview process and advisory services for all posts.
- ✚ will take detailed minutes of what has transpired during the interview process.
- ✚ Facilitates the process of signing the “declaration of confidentiality” (Annexure 6) and checks the forms before commencement of the interview. In cases where the relationship between a panel member and a candidate is of such a nature that it lends itself to unfair favoritism and prejudice, the secretary will notify the Chairperson who will facilitate the process of recusing the panel member when the candidate is being interviewed. (In such a case, the rest of the panel will score the candidate’s performance and the panel member who was excused, will allocate the average points of the rest of the panel, as a score).
- ✚ The secretary must remind the panel of the confidentiality of the interview process as well as recommendation of the suitability of the candidate(s), since the selection process has not been concluded. Any panel member contravening the confidentiality of the selection process (prior to its conclusion), will face disciplinary action that could lead to dismissal. Should HRA become aware of such allegations / claims, such must immediately be escalated to Labour Relations for investigation.

2. The secretary escorts the candidate into the interview room, thereafter the Chairperson:

- Welcomes the candidate;
- Requests her/him to take a seat and be at ease;
- Confirms the post for which s/he is being interviewed;
- Introduces her/himself (name and capacity);
- Requests the rest of the panel to introduce themselves;
- Notifies the candidate of how many questions will be asked along with topics;
- Informs the candidate of the opportunity to ask questions at the end of the process and commences with the interview (ask questions).

3. Upon concluding the interview, the Chairperson must ask the candidate if s/he has any questions/comments.

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4. Telephonic interviews may be undertaken only in exceptional circumstances. Interviews of this nature must be undertaken in strict compliance with Policy requirements. (Chairperson must make the decision and Resource person will have to monitor principles of fairness in such cases).
5. The panel must use a consensus-based scoring approach, which secretary will facilitate. The panel needs to reach a consensus on scores per candidate.
6. As soon as the last candidate has been interviewed, the panel discusses the candidate(s), compares scores and decides on the most suitable candidate(s) in a preferential sequence. The panel must (as far as possible) take a decision on the preference of candidates and not abdicate their responsibility to Executing Authority/Delegated Authority, without good cause.
7. The secretary must inform the panel of:
 - a. Roles of panel members i.e. all members are equal and equally responsible for Policy compliance.
 - b. Compliance issues and verbalize, note and minute non-compliance areas and discussions.
 - c. Must include in the appointment submission all issues of concern discussed. The submission must be routed via the chairperson to the delegated authority.
 - d. The interview panel must interrogate the matter of Probation and if the suitable candidate(s) should serve a probationary period. Interview panels should make a recommendation to the relevant authority for approval (in terms of the Delegations). This decision should be communicated to the candidate on the Letter of Offer.
 - e. Where the panel cannot distinguish between two or more candidates after the interview, the matter must be referred to the approving authority for a decision. In this instance, HRA Districts must ensure that a **fully motivated submission** is presented to the approving authority.
 - f. Where interview panel concludes (after the interview process), that none of the candidates are suitable, the secretary must state such in a fully motivated submission to the approving authority, indicating such and requesting that the post be re-advertised / re-shortlisted.
 - g. The panel must consider all factors towards a recommendation. Panel should take cognizance that a negative security competence (PSC outcome) may disqualify recommended candidate(s) for appointment.
 - h. Cognizance should be taken that no preferential treatment is given to any educator who acted in a higher post level and therefore such applicants should be treated in the same way as any other applicant.

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9. SCHOOL GOVERNING BODY RECOMMENDATION AS PER SOUTH AFRICAN SCHOOLS ACT, NO 84 OF 1996 (as Amended by Act 15 of 2011)

- The panel must submit their recommendation to the School Governing Body within one day after the completion of interviews.
- This outcome and recommendation together with the motivation from the SGB must be submitted to circuit managers within three days.
- The circuit managers must submit within one day to HR District office for verification.

10. PSC VERIFICATION OF NOMINATED CANDIDATE(S)

- a. Upon receipt of recommendation from the panel, HR District Office are responsible for:
- submitting fingerprint together with copies of ID's to SAPS office
 - Obtaining confirmation from Department of Justice (SACE) for pre-employment screening in terms of criminal record.
 - Submit template with copies of ID's to Home Affairs for citizenship verification.
 - Ensure that reference checking of three referees as per CV are attached.
 - complete SAQA template and submit together with copies of qualifications to Head Office for verification. Copies of the SAQA template should accompany the appointment submission. Only the highest qualification should be submitted for verification.

11. APPROVAL FOR THE APPOINTMENT OF NOMINATED CANDIDATE(S)

1. The secretary will develop and submit a motivation (Annexure 12) in full compliance with the format required for the appointment of the nominated candidate(s) three working days after the final nomination has been made by the selection panel. All attachments must be included.
2. Approval for the appointment of the nominated candidate(s) must be undertaken in accordance with the HRA delegations. Submissions should be routed first to

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the Resource Person, for quality assurance thereafter to District HR. Where Policy non-compliance is noted, the submission will be routed via chairperson.

3. HRA must ensure that the approval submission (Annexure 12) captures any amendment / deviation from the approved interview panel (e.g., the substitution of panel members, etc.), as well as all discussions (including disagreements on the original / alternatively shortlisted candidates' performance, variances in candidate's performance, etc.), made by panel members, at any stage, during the selection process.
4. Detailed discussions on the suitability of each candidate interviewed for the post in order of preference, measured against the inherent job requirement, must be included in the motivation; as well as the outcome of the personnel suitability checks and competency assessment.
5. No appointment can be finalised by the District Office unless all documents have been duly completed and signed by all delegated parties.
6. The successful applicant should accept the appointment within five (5) working days by completing and signing the form accepting the offer of appointment by the District Director.
7. A person may not accept more than one offer of appointment. In the case of two or more offers of appointment being made to a candidate, arising out of multiple recommendations made, only the offer bearing the latest date within the original 5 working days will be valid. Candidates have the right to wait 5 working days before accepting / rejecting this offer of appointment in writing. Candidates should be allowed to exercise this right without any intimidation. Having accepted an appointment, the successful applicant must however reject all other appointment offers. This understanding should be made known to the recommended candidate by the circuit manager and SGB. [e.g. Candidates may have been recommended for a pl 3, as well as a pl 4 principal post and therefore need to weigh up such choice/s]
8. The SGB must within 2 days submit recommendation of candidate within all completed and compulsory recruitment documentation to circuit manager.
9. In cases where no recommendations are made from suitable candidates within the time frame stipulated within the relevant management plan, the District Director will be obliged to proceed and to make appointments into these vacant posts after 60 days. SBG's are required to adhere to the attached Management Plan. In the event of there been a non- existent / non-functional SBG, the District Director will

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exercise this role on behalf of the school by overseeing a fair process to appoint a principal within stipulated timeframes.

12. NOTIFICATION OF SUCCESSFUL CANDIDATE(S)

1. As soon as approval has been granted for the appointment, the candidate must be informed telephonically and a letter of offer must be issued, with all the appointment documentation attached to the letter (within 24 hours after approval has been received by delegated authority). The offer letter of an internal candidate should be handed to her / his current Line Manager, for handover and facilitation of the acceptance of the offer.
2. For external candidates, the offer letter will be directed to the candidate and copy to line Manager. For the internal candidates, the offer letter will be handed over to the new line manager.
3. The successful candidate must fax/email the "acceptance of offer" letter to HRA within five working days from the date that the letter was issued. Should HRA be unable to contact the candidate, proof of every attempt made should be recorded. If the offer is presented to the candidate and no response is received from the successful candidate, HRA should follow up within 24 hours of the expiry of the five working days period. A second letter should immediately be issued to the successful candidate stating that failure to respond within a further 24-hour period, "will render the offer withdrawn".
4. Should the nominated candidate decline the offer, written proof must be obtained by HRA (no verbal instruction will be accepted). Should the candidate not respond in writing, HRA must issue a letter to the candidate, where the verbal statement is indicated, and the matter finalized. HRA should immediately thereafter inform the relevant Line Manager and issue an offer letter to the second-choice candidate (if one has been nominated). Should the second-choice candidate also decline, HRA should inquire from the relevant Line Manager of the way forward (i.e., whether to re-shortlist / headhunt or re-advertise the post). Should re-shortlisting / headhunting be an option, this process should be undertaken in line with the Recruitment and Selection policy and legislation.
5. HRA must notify the relevant Line Manager in writing of the date of assumption of duty one working day after the acceptance of offer has been received.

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6. HRA should be mindful of cases of relocation and immediately, inform / sensitize the new staff member as well as Human Resource Management in order to facilitate a smooth and timeous relocation (in cases where this benefit is applicable).
7. HRA prepares the “onboarding” pack of documentation that should be handed to the staff member on the day that s/he assumes duty, which amongst others, includes the:
 - Appointment documents.
 - Bank form.
 - Beneficiary nomination form

13. NOTIFICATION OF UNSUCCESSFUL CANDIDATES

1. Interviewed internal / external candidates must be informed in writing once the successful candidate has accepted the offer (one working day after letter of acceptance of offer has been received), through the completion and postage of Annexure 14 by HRA.
2. The Chairperson in partnership with HRA, of the interview panel must provide personal / constructive feedback to all internal candidates that had been interviewed and were not nominated. Development areas must be highlighted during these feedback sessions.

14. ASSUMPTION OF DUTY

- I. On the date of assumption of duty, the line manager receives and welcomes the new staff member.
- II. The line manager facilitates the completion of the “on boarding” pack.

15. DOCUMENT MANAGEMENT

- a. HRA must ensure that proof of all communication / all efforts made to communicate with the candidate, are filed (with all other documentation) in the recruitment central filing repository, in order to be able to address inquires, should they arise.
- b. Return all applications / relevant documentation to HRA Registry for filing and in addition, ensure that a copy of all

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- documentation (application, approvals, PSC, etc.), are filed on the recruitment central repository file. Refer to paragraph g below for more detail.
- c. HRA immediately opens a temporary personnel file and files all the relevant appointment documentation in terms of the recruitment checklist.
 - d. HRA immediately updates all relevant databases e.g. appointments, including the Recruitment Database and hands the personnel file to Human Resource Administration for appointment on the system.
 - e. The following documents must be filed on the Personnel file:
 - a. Post Provisioning form/Profile
 - b. A clear copy of the Advert.
 - f. Copies of declaration in terms of shortlist and interview process (Annexure 6).
 - Panel approval
 - Shortlisting minutes
 - Original Application of the staff member.
 - ID.
 - Minimum required qualification.
 - PSC results (Citizenship status, criminal record, qualification verification, reference checks, financial record).
 - Competency assessment if applicable.
 - Approved filling submission (Annexure 12).
 - Score sheet for appointed candidate
 - Offer letter to nominated candidate OR to the second-choice candidate, should the nominated candidate decline the offer.
 - Acceptance of offer.
 - Declining of offer by nominated candidate (in the case of the first-choice candidate declining the offer).
 - Appointment documents (Bank form, etc.).
 - E-mail informing all parties of the date of assumption of duty.
 - Recruitment checklist, signed and verified
 - g. Copies of all relevant documentation must be filed in the recruitment central filing repository. The repository will be subject to audit by HRA (HO). A recruitment file must be opened for the specific post / reference number and the following documentation should be filed:
 - Post Provisioning form/Profile
 - Complete copy of the advert.

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- Complete long-list (annexure 4) – where there is an indication of the reason for not being shortlisted.
 - Declaration in terms of shortlist and interview process.
 - Nomination for shortlisting.
 - Approved shortlist submission.
 - Applications of all interviewed candidates.
 - Interview questionnaires and score sheets
 - Panel discussion documentation as captured by Secretary
 - The PSC outcomes of all nominated candidates (as well as verifications, competency assessments, etc.).
 - Approved filling submission.
 - Offer letter for the nominated candidate OR to the second-choice candidate, should the nominated candidate decline the offer.
 - Acceptance of the offer.
 - Declining of the offer by nominated candidate (in the case of the first-choice candidate declining the offer).
 - Regret letters
- h. A copy of the advert, masterlist (Annexure 4) and all CV's received for the post, must be submitted to HR Registry, for filing.

*** Important**

All stakeholders must note that any allegations (complaints/grievances) must be lodged before the commencement of the next process in recruitment.

The Deputy Director: HR will investigate all allegations before the next process commence in terms of the recruitment process, to determine the extent of the case and decide in this regard. The decision as well as reasons, will be recorded in writing.

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