

**the doj & cd**Department:  
Justice and Constitutional Development  
REPUBLIC OF SOUTH AFRICA

<b>BRANCH:</b>	<b>HUMAN RESOURCES</b>
<b>CHIEF DIRECTORATE:</b>	<b>CUSTOMER MANAGEMENT CENTRE</b>
<b>DIRECTORATE:</b>	<b>SPECIALIST HUB</b>

### THE RECRUITMENT STRATEGY

#### Preface

The Department of Justice and Constitutional Development is faced by a continuing challenge of under spending. It has been identified that vacancies constitute the largest portion of this under spending. This is based on the notion that people are responsible for delivering the service that the Department offers and thus spending is a function of people required to deliver on the Justice mandate. This is on the backdrop of an environment which has limited capacity of information management system as most HR systems are manually managed.

The departmental establishment reflects vacancies without necessarily indicating which of the vacancies are active, funded and still relevant to deliver a Justice Service. Previous attempts to identify and confirm vacancies were without success as this information is spread among different sources which are not aligned to each other.

A further challenge is the method applied in conducting recruitment within the Department. There are essentially two ways in which recruitment can be conducted within an organisation. The traditional recruitment and selection (R&S), where the focus is on people without necessarily evaluating the overall value system driven by the strategy. The second approach is Strategic Recruitment and Selection (SR&S) which has as its primary features

- strategic integration
- long term focus or Human Resources Planning
- translation of strategic demands to appropriate R&S specifications.

The Public Service Regulations of 2001, the Public Service Commission Toolkit on R & S and other guidelines issued by the Department of Public Service and Administration postulates or drives the second approach to R&S in the Public Service. However, a legalistic environment the department operates in makes it difficult to find proper application of SR&S thus the back fall to traditional R&S. This is further exacerbated by the lack of a clearly defined and approved Human Resource Planning (HRP) with clearly defined scarce and critical skills for current and future skills needs which should inform the HRP.

The SR&S approach will need a defined organisational competency model informed by the values that drives the departmental strategy. The organisational competency model will inform the individual competencies for each position and thus dealing with the first feature of strategic integration. This information will then flow into the HRP detailing the current and future needs of the Department and ensuring the third feature is adhered to as this will then be translated into the features of the Recruitment strategy.

The Recruitment and Selection strategy outlined hereunder is defined against the backdrop above

#### **Resource requirements**

In order for the Directorate: Specialist Hub to deliver on this strategy outlined below, there are a number of dependencies that will determine the success of the plan. Among these dependencies is availability of credible information from both the establishment and Persal. Secondly it will also depend on the response anticipated from line management and regional offices as well as the rate at which the Business Process Improvement (BPI) is able to respond to requests for verification. The third dependency is also related to line management is that the speed at which short listings and interviews are conducted after the closing date of positions is depended on their availability for these processes. Lastly and key to the implementation is availability of resources. Currently the Recruitment unit is resourced as follows:-

POSITION	AREA OF RESPONSIBILITY	STATUS OF THE POST
Dir: Specialist Hub	i.e. Recruitment & Selection	Filled
Dep. Dir: Recruitment	Recruitment & Selection	Vacant (awaiting JE approval)
Ass Dir: Talent Sourcing	Recruitment and Selection	Filled
Ass Dir: Response Handling	Advertisement and Response Handling	Vacant (advertised)
H R Practitioner	Court Services; Office of the DG & office of the COO; Office of the Chief Justice; LCD	Filled
-do-	PEC; Justice College; SLA	Vacant to be advertised
-do-	Office of the CLO; CFO	Filled
-do-	Masters	Filled
-do-	Internal Audit; HR	Filled
-do-	ISM; NFAR	Filled

POSITION	AREA OF RESPONSIBILITY	STATUS OF THE POST
-do-	Grievances and PAIA requests	Filled
-do-	Talent Sourcing	Vacant (unfunded)
Chief Personnel Officer	Recruitment Administration	Post borrowed from Performance Rewards
3 x Personnel Officers	Recruitment Administration	1 post borrowed from Performance Rewards
Snr Personnel Officer	Payments	Post borrowed from Performance Rewards
Personnel Officer	Recruitment Administration	Vacant (unfunded)

To effectively deliver on the strategy below further resource requirements in addition to the above are an additional 4 x HR Practitioners and 3 x Personnel officers. It is clear from the allocations above that some practitioners are overloaded due to the level of recruitment activities taking place within relevant branches. There is a need to separate the office of the CFO and the CLO such that the CFO has a dedicated resource and the CLO is allocated an additional resource. The same will apply to Masters particularly because the two offices have a national spread and it has become impossible for one person to travel to all the offices for the recruitment activities. The fourth Practitioner will be used to assist with the grouping with court services.

With regard to Personnel Officers, currently three personnel officers are responsible for developing adverts for approval, record all the applications received for each advertised post, develop candidates' profile for all senior positions in preparation for short listing as well as ushering candidates for interview through the security system. On average four interviews are conducted each day thus making the personnel officers to spend most of their time on ushering that preparing profiles. Additional resources will be currently required and will be required even more when the plan below is executed.

The annual projected cost for the additional resources is as follows:-

4 x Personnel Practitioners @ R128 590.80 each	= R514 363.20
3 Personnel Officers @ R70 488.60 each	= R211 465.80
<b>TOTAL</b>	<b>= R725 829.00</b>

ACTIVITY (PRIORITY)	DESCRIPTION (STRATEGY)	KEY OUTPTS (DELIVERABLES)	KEY MILESTONES (TIMEFRAMES)	KEY PERFORMANCE INDICATOR
Review vacancies as per the establishment	<ol style="list-style-type: none"> <li>1. Obtain a vacancy list based on the establishment</li> <li>2. Distribute vacancy list to branches for confirmation</li> <li>3. Confirmed vacancy list send to BPI to confirm Job Evaluation (JE) results</li> <li>4. Confirm vacancy list send to Finance (Budget Coaches to confirm funding)</li> </ol>	<ul style="list-style-type: none"> <li>• Vacancy list as per establishment</li> <li>• Agreed vacancy list as per establishment and line</li> <li>• Positions that are JE's and ready to be filled identified</li> <li>• Funded posts identified</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment vacancy list verified by <b>06 April 2007</b></li> <li>• Line management vacancy verified by <b>27 April 2007</b></li> <li>• JE verified by <b>18 May 2007</b></li> <li>• Funding on vacancies confirmed by the <b>25 May 2007</b></li> </ul>	Vacancies within the DOJ clearly identified – <ul style="list-style-type: none"> <li>• establishment;</li> <li>• Job Evaluated and</li> <li>• funded</li> </ul>
Review contract appointment	<ol style="list-style-type: none"> <li>1. Obtain list of non-permanent appointment as per Persal</li> <li>2. Verify contracts appointments against approved and JE's posts</li> <li>3. Based on the contracts expiry dates identify posts that can advertised</li> </ol>	<ul style="list-style-type: none"> <li>• Non – permanent appointment identified with reasons for nature of appointment</li> <li>• Vacancies filled by non-permanent appointment identified</li> <li>• Contracts expiry dates verified</li> </ul>	<ul style="list-style-type: none"> <li>• Report on non-permanent appointment obtained by <b>06 April 2007</b></li> <li>• Vacancies filled by non-permanent appointment identified by <b>27 April 2007</b></li> <li>• Contracts expiry dates verified by <b>27 April 2007</b></li> </ul>	Vacancies filled by non-permanent appointment identified for advertising and filling
Placement of vacancy adverts	<ol style="list-style-type: none"> <li>1. Prioritise vacancies to be advertised and craft adverts</li> <li>2. Identify relevant media for placement of adverts</li> <li>3. Identify budget for recruitment</li> <li>4. Administer response handling</li> </ol>	<ul style="list-style-type: none"> <li>• System developed in placing vacancy adverts</li> <li>• Placement done in various media</li> <li>• Commitment of funds for placement of adverts and assessments obtained</li> <li>• Lists and candidates profiles developed for advertised posts</li> </ul>	<ul style="list-style-type: none"> <li>• System developed and agreed to by <b>11 May 2007</b></li> <li>• Adverts developed and approved by <b>25 May 2007</b></li> <li>• Vacancy adverts placed form <b>03 - 17 June 2007</b></li> <li>• Candidates list and profiles developed and submitted from <b>29 June – 11 August 2007</b></li> </ul>	All vacancies advertised by and list and candidates profiles completed

ACTIVITY (PRIORITY)	DESCRIPTION (STRATEGY)	KEY OUTPUTS (DELIVERABLES)	KEY MILESTONES (TIMEFRAMES)	KEY PERFORMANCE INDICATOR
Selection	<ol style="list-style-type: none"> <li>1. Appoint members to serve on selection panels</li> <li>2. Arrange selection committee sittings for short listing and interviews</li> </ol>	<ul style="list-style-type: none"> <li>• Selection committee appointed for each advertised post</li> <li>• Short listings and interviews conducted</li> <li>• Submissions for appointment prepared and approved</li> </ul>	<ul style="list-style-type: none"> <li>• Short listing committee appointed by the closing date of the post</li> <li>• Short listing conducted within <b>three weeks</b> after the closing date</li> <li>• Interviews conducted within <b>two weeks</b> of short listing</li> <li>• Submissions for appointment approved within <b>two weeks</b> of interviews</li> </ul>	Interviews for all advertised vacancies completed and candidates assuming duty
Maintenance	<ol style="list-style-type: none"> <li>1. Monitor terminations and fill vacancies at point of occurrence</li> </ol>	<ul style="list-style-type: none"> <li>• A maintained and updated vacancy report</li> </ul>	Vacancy report updated and maintained on an <b>on-going basis</b>	Credible vacancy report