

## ISLAMIC EDUCATIONAL CENTRE

### **POLICY ON THE RECRUITMENT, SELECTION AND PLACEMENT OF PERSONNEL AT THE SCHOOL**

The following legislation will provide the framework for the policy:

- Labour Relations Act, 85 of 1996
- Basic Conditions of Employment of Act, 1997
- Employment of Educators Act, 1998
- Employment Equity Act, 1998
- Skills Development Act, 1998

#### **1. PURPOSE**

The purpose of this policy is to:

Provide a process, which will lead to effective, efficient, transparent employment practices and professional recruitment and selection practices.

1.1 To ensure that the promotion, recruitment and selection practices are fair and equitable, meet the requirements of the Constitution, Employment Equity and all Labour Legislation.

1.2 To ensure that the appropriate calibre of staff is recruited, placed and promoted in the institution.

1.3 To allow all prospective and current employees a fair and equal opportunity for applying and progressing through the selection process.

1.4 To provide meaningful guidelines to all stake holders to ensure an effective and efficient approach to recruitment and selection and to ensure that the employment process is fully transparent and inclusive.

#### **2. PROMOTION**

2.1 Vacancies for promotion posts must be determined by the Principal in consultation with Management and submitted to the Board of Governors (Shura) for adoption.

2.2 The Board of Governors must define the inherent requirements of the job, the job description and the job specification:

- “ Inherent job requirement “ – the true job requirements that are genuinely necessary for the competent performance of the job including competencies in terms of any legal requirement.
- “ Job description “ – a job description detailing the expected duties and responsibilities of a job, indicating minimum experience, expertise and skills required of the incumbent used to grade the job.
- “ Job specification “ – a document, used in recruitment and selection, which profiles the requirements for a job, such as qualifications, skills, experience, physical and mental requirements and behaviours. It also sets out personality/behavioural dimensions required for successful fulfilment of job requirements, i.e. flexibility, ability to work under pressure, initiative and integrity.

2.3 The Board of Governors will also set out the Selection criteria – the job requirements on which basis a candidate will be selected, as indicated in the job specification.

2.4 The following principles shall apply when considering to fill a promotion vacancy:

- EDUCATIONAL QUALIFICATIONS which are generally a prerequisite for a particular job. In fact, particular qualifications are essential for leadership and educational functions. Meritorious personnel should therefore be offered opportunity to acquire the necessary qualifications for the higher positions.
- CHARACTER which implies that personality and attitude of an employee or candidate should be assessed. This is referred within the Public Service as responsibility and human relations.
- ABILITY TO DO THE WORK which is regarded as a significant criterion for promotion. This is nevertheless a difficult matter to assess. Normally work achievement in the present position is assessed, although this only supplies an indication of possible achievement in a higher position. Issues like organisation and productivity and latent potential needs to be assessed which can be used to assess whether an employee has the ability and capacity to do the job.
- MERIT which is rather the end result of all the preceding criteria than a characteristic in itself. 'Merit' refers in fact to the candidate who will give the best performance in a higher position.

### **3. VACANT TEACHING AND ADMINISTRATIVE POSTS**

1. Should there be a vacant or new position, the Principal must motivate to the Board of Governors (Shura) the need for the post, at which phase level and the inherent requirements of the post.
2. The Principal must obtain the permission of the Board of Governors to advertise the post and thereafter compile an advertisement in consultation with Management detailing the job specification.
3. A copy of the advertisement maybe placed on the website of the Association of Muslim Schools and the local press.
4. The advertisement must clearly state the specific selection criteria, time limits and procedures for application.
5. After the closing date for applications, the particulars of all applicants must be entered onto a schedule and made available to the Board of Governors to shortlist eligible candidates.
6. The Board of Governors shall arrange for a committee consisting of members of the Executive Committee to discuss whether policy and procedure had been adhered to and whether the process was in line with all applicable legislative requirements and policy.
7. Exco will arrange for the interview of all candidates or only those candidates who satisfy the inherent requirements of the job.

### **4. EMPLOYMENT STATUS**

Staff may be recruited on the following basis:

#### **Permanent**

Posts that have been designated to be filled by employees on a permanent basis for an undefined period.

#### **Contract**

Posts that have been designated by the Board of Governors to be filled on a fixed term contract for a specified period.

## **5. PROCEDURE FOR PLACEMENT**

Exco and Principal will process applicants to be placed on the short-list in terms of the criteria laid down by the school. The shortlist schedule be signed by all parties.

A profile of each candidate on the shortlist must be compiled, and the summary sheets of all relevant facts must be checked by the Principal before each interview to ensure that information is correct.

All qualifications listed by individuals on the shortlist must be contained in the summary compiled, and not only those directly required by the job, as all qualifications are considered as having value.

The Principal shall be responsible to verify each qualification reported on all short listed candidates' applications. Any applicant who has reported to be in possession of an unverifiable qualification shall be excluded from any further process whatsoever.

The Principal will submit the list of short listed candidates / applicants to the Interview Panel on the day of the interview.

No further additions of names of candidates are allowed after the short listing process.

## **6. INTERVIEW PROCESS**

An interview panel be established comprising of members of the Board of Governors (Shura) and the Principal.

Before the interview, the Principal must submit a list of at least ten (10) competency based interview questions to the the Board of Governors, and they will then select five (5) questions to be used during the interview. These questions must be kept confidential.

During the interview, the interview panel is responsible for ensuring that all applicants are given an opportunity to ask questions in respect of the job requirements, the conditions of employment associated with the job, and career prospects that may stem from employment with the school.

All members of the interview panel are required to abide by the principles of fairness and justice, and each member of the interview panel shall undertake their duties with integrity and confidentiality.

Any member of the interview panel is required to recuse themselves from the interview panel should they have a personal interest or bias in regard to any of the applicants.

If a dispute arises in this regard, the decision made by the Ameer will be final.

The interview panel is responsible for ensuring that the interview is structured by use of consistent questioning techniques across interviews, with questions related to the requirements and dimensions of the job. While questions should be consistent across

interviews, this shall not prevent interviewers from probing applicants with supplementary questions.

The interview panel is responsible for creating an atmosphere to conduct the interviews in a professional manner.

An appropriate record must be kept of all interviews to confirm that the interview panel have complied with the requirements listed above

The Interview Panel must make the final decision based on an overall assessment taking into account:-

- The competencies required and assessment of an applicant in meeting the requirements.;
- The requirement of that particular department and phase to meet the need of matching their employee component with that of the labour force in the school.
- The recommendations of the panellists

The Interview Panel's decision must be conveyed in writing duly endorsed by the panel to the Board of Governors who have the capacity to confirm appointments.

Should the Interview Panel decide not to make an appointment due to the lack of a suitable applicant, the Ameer must be informed and the Interview Panel must motivate their decision.

That subject to any dispute resolution being concluded, the post be re-advertised.

#### **7. APPOINTMENT OF STAFF ACTING IN POSITIONS**

- That staff may only be appointed in acting positions in accordance with the Human Resource Policy of the school.
- That acting appointments not exceed three (3) months.
- That acting appointments be made in consultation with the Board of Governors (Shura).
- That letters of acting appointments be sent under the signature of the Principal, stating that such appointments do not create expectations to be appointed in the post upon advertisement of such post.

#### **8. CONCLUSION**

The Board of Governors (Shura) shall exercise their powers within the parameters of legislation, and shall ensure that no applicant is unfairly treated in their recruitment, selection and placement process.