RECRUITMENT ACTION PLAN

Late last year I expressed the excitement and gratitude for introducing our People Strategy towards 2016, which demonstrates the value we place on our people and our divulgence that people are the creators and shapers of our destiny - being a Premier University of African Scholarship.

People Strategy further communicates our Employment Value Proposition (EVP), which is the value our people and our University will receive for being “United in Excellence”.

- EVP attributes are the things our employees and prospective talent value or obtains through being employed at this University and the value our University receives through this employment experience.

- To this end our commitment to talent is:
  - We recognise and reward excellence.
  - We are an innovative, high performing research-led university.
  - We are positioned for engaging, agile, achievement oriented and committed talent.
  - We offer a stimulating and empowering environment conducive to career development and advancement for all employees.
  - We demonstrate respectful and competent leadership within all situations.

- This Recruitment Action Plan provides step by step activities to be performed by Talent Sourcing Colleagues in collaboration with all process partners, to bring talent to our University, as well as to move us a step closer to living our EVP.

The recruitment and selection process is of importance in order to enable the University to attract talent with the necessary competencies, willingness and passion to fulfill its strategic goal – being an Employer of Choice. So, is the effectiveness of many other HR activities, i.e. selection and performance which largely depends on the quality of new employees attracted through the recruitment process.

Dr Mojaki Mosia
Executive Director
Division of Human Resources
Our Challenges Towards 2016

When reflecting back in previous years with specific emphasis to 2010, we have been advertising bi-weekly, except during a long weekend; which has proven to be a wasted effort in attracting talent. Statistics shows that fifty percent (50%) of our total number of positions advertised has to be re-advertised.

Our challenge is both the quality and quantity of CVs that we continue to receive, which results in a very low hit/appointment rate. Our expenditure for 2010 financial year was R4.8m of which R2.6m is for relocation and R2.29m for advertising. Even though these figures reflect a significant saving relative to the year 2009 expenditure, we are of a view that this is still inefficient given the total number of re-advertisements.

We have developed a strategy to curb our expenditure whilst remaining committed to providing the best recruitment tools to source talent. To this extent we propose the following:

Objective: To improve our talent attraction while curbing our recruitment expenditure.

Actions:

- Advertise once a month in the Sunday Times (Academic posts, grade 6 and above posts only). Advertise on Bestjobs and Facebook.
- Use recruitment agencies for Senior Specialist positions (when required).
- Search for candidates (Grade 7 and below) regionally via Bestjobs and Facebook which will reduce our relocation expenditure. Estimate total cost saving - R1.2 million.

Objective: To create and build brand awareness to attract talent.

Actions:

- Retain advertising our logo in colour for year 2011 to increase brand presence.
- In collaboration with Corporate Relations continue to increase brand awareness and identity.

Objective: To create a pool/data base of suitably qualified candidates.

Actions:

- Create and build our own Talent Database via applications from bestjobs for all positions with specific priority being on grade 7 and below.
- Create discipline specific data base for all positions classified as critical and scarce, though selective identification process.
TALENT SOURCING

Recruiting and retaining employees in higher education institutions has long been a problem of escalating proportions. This is particularly true for people with high levels of scarce skills and knowledge. UKZN has recognized that developing a powerful EVP will operate as a compelling advertisement for UKZN, but on its own, it is simply not enough of an attraction.

The Human Resources Division is constantly searching for compelling initiatives to provide “value added” services to the University community and to ultimately support the overall institutional strategy. Talent Sourcing was identified as a much needed recruitment strategy in attracting talented candidates and no doubt a “value add” to UKZN. The key goals of the process are to:

- Create a database of skilled candidates.
- Improve on our recruitment cost saving efforts for 2011.
- Place job adverts in the Sunday Times and liaise with the advertising agents.
- Leverage our Employee Value Proposition (EVP) in our recruitment process.
- Liaise with recruitment agencies as a sourcing strategy (as and when required).
- Recruit in advance of need and having a pool of readily available talent when possible.
- Ensure that the recruitment is as per the Universities expectations. (e.g. time, skills, etc).
- Utilise the approved innovative Talent Sourcing Methods (i.e. Creative advertising strategies, Facebook and Bestjobs, Sunday Times, professional journals, use of agencies, word of mouth and head hunting.
- Provide a service to the HR Strategic Partnering Group so that they could meet the needs of their clients.
Advertising will occur **once a month** in the Sunday Times only (last Sunday of the month).

All abridged adverts **must** be emailed to HR Consultants at least **15 working days** prior to the date of publication.

HR Officers to send abridged adverts to Talent Sourcing Consultant **7 working days** (Thursday) prior to date of publication. HR Officers **must ensure** that the **detailed job advert (word document)** is also attached negotiable.

These timeframes are **NOT NEGOTIABLE** as these are the deadlines presented to us by Sunday Times.

## Sunday Times Versus Mail & Guardian

**An independent Annual Survey done by Magnet Communication**

- Suggests that academic professionals when asked to choose their preferred print media, **46%** read the Sunday Times to learn about potential employment opportunities.

- Suggests that academic professionals when asked to choose their preferred print media, **14%** read the Mail & Guardian to learn about potential employment opportunities.

- The national footprint of Sunday Times will support our Brand Identity Campaign.
Best jobs.com

- The advert will also go onto Best Jobs.com

Why CareerJunction?

An independent Annual Survey done by Magnet Communication

- Ideal for Brand exposure.
- Suggests that 57% of academic professionals preferred external career websites.
- Exposure to 1.3 Million registered users and 400,000+ unique visitors per month.

Why Best Jobs.com?

- Career Search Engine for Support and Academic candidates, 85914 searchable candidates
- The Talent Sourcing Consultant will search on bestjobs simultaneously.
UKZN Vacancy Page

• HR Consultants will advertise on the UKZN vacancy page.

Why UKZN Web Page?

An independent Annual Survey done by Magnet Communication

- Suggests that 46% of academic professionals preferred internal career websites.
- Promotes university brand and increase talent lock-in and keep talent interested in an institution.
• To advertise on Facebook directing candidates to apply on our company webpage/careerjunction or bestjobs.com.

Why Facebook?

An independent Annual Survey done by Magnet Communication

- Suggests that 76% of academic professionals preferred Social Network websites.
- Using Facebook for recruitment can give your search a much wider geographic reach, giving you a bigger pool of qualified candidates to choose from.
- Facebook should be seen as forming a Talent Pool or Live Database, it is there as part of a longer term Recruitment Strategy. It is about engaging with candidates.
INTERNATIONAL JOB BOARD

• Active users 500 million
• The portal will enable universities worldwide to reach an audience of some 200,000 top academic applicants, attracting more and better international recruits to key
### Sunday Times Advertising Dates and Deadlines for 2012

**NOT NEGOTIABLE**

<table>
<thead>
<tr>
<th>Month - 2012</th>
<th>Who - Action</th>
<th>When - Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Line Manager</td>
<td>11 January 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>19 January 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>29 January 2012</td>
</tr>
<tr>
<td>February</td>
<td>Line Manager</td>
<td>08 February 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>15 February 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>26 February 2012</td>
</tr>
<tr>
<td>March</td>
<td>Line Manager</td>
<td>07 March 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>15 March 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>25 March 2012</td>
</tr>
<tr>
<td>April</td>
<td>Line Manager</td>
<td>11 March 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>19 April 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>29 April 2012</td>
</tr>
<tr>
<td>May</td>
<td>Line Manager</td>
<td>09 May 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>17 May 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>27 May 2012</td>
</tr>
<tr>
<td>June</td>
<td>Line Manager</td>
<td>06 June 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>14 June 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>24 June 2012</td>
</tr>
<tr>
<td>July</td>
<td>Line Manager</td>
<td>11 July 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>19 July 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>29 July 2012</td>
</tr>
<tr>
<td>August</td>
<td>Line Manager</td>
<td>08 August 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>16 August 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>26 August 2012</td>
</tr>
<tr>
<td>September</td>
<td>Line Manager</td>
<td>05 September 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>13 September 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>30 September 2012</td>
</tr>
<tr>
<td>October</td>
<td>Line Manager</td>
<td>10 October 2012</td>
</tr>
<tr>
<td></td>
<td>HR Consultant</td>
<td>18 October 2012</td>
</tr>
<tr>
<td></td>
<td>Media Publication</td>
<td>28 October 2012</td>
</tr>
</tbody>
</table>