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RECRUITMENT, SELECTION AND PROMOTION POLICY

2022

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PROMOTION, RECRUITMENT AND SELECTION POLICY AND PROCEDURES

1. PURPOSE

The purpose of this policy is to:

- Provide a process, which will lead to **effective, efficient, transparent employment practices** and professional promotion, recruitment and selection practices.
- To ensure that the promotion, recruitment and selection practices are fair and equitable, meet the requirements of the Constitution, Employment Equity and **all** Labor Legislation.
- To ensure that the appropriate caliber of staff is recruited, placed and promoted.
- To accommodate **physically challenged people** as well as **gender equity** and **youth development** on the staff structure where possible.
- To allow all prospective and current employees a fair **and equal** opportunity for applying and progressing through the selection process.
- 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

PREAMBLE

Any progressive institution should make sufficient provision for the satisfactory promotion of personnel to higher positions. Opportunity for promotion to higher positions within an organization gives personnel an opportunity to fully utilize their abilities and therefore serves as a basis for motivation.

Promotion implies "an upward change of position normally involving greater responsibility and different duties from those of the present position." Promotion therefore means that transfer of personnel member to another position with higher grading, other title, more responsibility and higher salary. It must be stressed that promotion is not goal in itself, but a means of placing competent and suitable personnel in high positions. An important consideration when promoting personnel is whether the choice of candidates for promotion are restricted to personnel already in the employ (i.e. a 'closed' personnel system) and whether competent candidates from outside the organization should be considered (i.e. an open personnel system). A closed personnel system can promote the morale of the members but does not necessarily always ensure that the most effective services are rendered. A closed personnel system in fact implies that the relevant institution or organization should provide training and development programs to personnel so that they may prepare themselves for higher positions. In addition, promotion should take place according to certain criteria:

Criteria for promotion

Certain criteria for promotion are essential as "It has been consistent experience that people are understanding about these closed situations as long as they trust the fairness of the promotion system and the fairness and objectivity of their managers." The criteria for promotion should therefore be objective and serve to assist in ensuring the right person is promoted to the right position.

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Criteria that may serve as a basis for deciding on the promotability of personnel include:

- **SENIORITY** refers to age and experience. This is a relative concept unless it is specifically indicated how long an individual should hold a certain position before he/she may be promoted to a higher position.
- **EDUCATIONAL QUALIFICATIONS** which are generally a prerequisite for a particular job. In fact, particular qualifications are essential for certain municipal 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 organization 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.

Duty of Managers

The primary duty of a manager is to

- Identify, mentor and nurture those employees who exhibit a potential to work, show efficiency, display a sound work ethic and are productive in the workplace.
- Provide a program of in-service training and development by exposing the employees to a variety of work stimuli like mentorship, workshops, work orientation, proficiency training and exposure to additional challenges and work experience.
- Take note of the importance of the principle of recognition of Prior Learning (RPL), and expose employees to some form of assessment and benchmark accreditation.
- Encourage employees to study further through institutions of higher learning, techniques and universities and technical centers by accessing bursaries and study loans.
- Motivating entry level employees and aligning them to learner's program available through the various Seats.
- Informing every one of the contents of the policy document on promotion, and committing oneself in its implementation in a fair, transparent and just manner, noting all the criteria listed above.

Duty of Employees

Employees need to understand that individuals who render exceptional service will receive exceptionally high compensation for such services. Those with little or no specialized training will, on the other hand, have to work for lower compensation. There should be commitment to training and personnel development, and accessing the requisite benchmark qualifications for upward mobility. Employees need to be enthusiastic and determined to succeed, be productive and loyal

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to the work environment, and display the willingness to go the extra mile in the execution of work duties.

4. GUIDING PRINCIPLES FOR PROMOTION, RECRUITMENT AND SELECTION PROCEDURE

The guiding principles that underpin this policy are intended to assist all responsible parties involved in implementing promotion, recruitment and selection and include:

4.1 Effectiveness

The central guiding principle for promotion, recruitment and selection is to select candidates who best meet the inherent requirements of the job. A key principle of this policy is to develop **existing employees** to fulfill the future human resource requirements through identifying training needs, agreeing to career paths and **training in jobs relating to the company environment**. It is therefore acknowledged that the development and promotion from within is a key focus of the approach of the company to effective recruitment and selection.

4.2 Efficiency and professionalism

Persons involved in the selection process are obliged to maintain high levels of professionalism, integrity and confidentiality.

4.3 Compliance with legislation

Recruitment and selection practices must comply with requirements contained in all relevant legislation i.e. Ethiopian Labor codes.

4.4 Acts of direct unfair discrimination

Barring persons from being considered for employment on grounds of race, ethnicity, gender, language, religious conviction disability, sexual preference, criminal record or disadvantaged background, except where job requirements and/or legislation necessitate.

4.5 Acts of indirect unfair discrimination

Setting unrealistic job entry requirements, person profiles or qualification requirements Job entry requirements will be reassessed **in consultation with relevant stake holders** on an on-going basis to ensure that they are appropriate and clearly stipulate what are deemed to be essential requirements for the job. Vacant posts will be analyzed to determine realistic person and post requirements **in respect of all posts**.

5.1 PROMOTION PROCEDURE AND INTERNAL RECRUITMENT PROCEDURE

Should there be a vacant or new position the route of internal promotion must only be followed if the HR Department **in consultation with labor representatives** of the opinion that **qualifying candidate** or candidates are available for the position.

The following procedure must be followed when internal promotion is considered:

5.1.1 The Human Resources Department must obtain the permission of the Factory Manager to advertise the post and thereafter compile an advertisement **in consultation with labor representatives** detailing the job specification.

5.1.2 Copies of the advertisement must be placed on all departments' notice boards for a period of one (1) week.

5.1.3 The advertisement must clearly state the specific selection criteria, time limits and procedures for application.

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5.1.4 Supervisors or Heads of Departments must not approach individuals they have identified as suitable for a particular position prior to following this procedure.

5.1.5 After the closing date for applications, the particulars of all applicants must be entered onto a schedule unless it requires huge administrative intervention in which case practical alternative arrangements must be agreed upon by the selection panel.

5.1.6 The Factory Manager or his nominee shall arrange for a Committee consisting of the **HR Manager**, the relevant Head of Department and a maximum of two representatives from workers Union to discuss whether policy and procedure had been adhered to and whether the recommendation for promotion of an employee is fair in terms of all applicable legislative requirements and policy.

5.1.7 It will not be necessary to interview all or any of the internal applicants **provide all stakeholders are in agreement with that process**. If it is necessary to interview candidates, the same procedure for interviewing external applicants shall apply.

5.1.8 The schedule and the name of the most suitable candidate should be forwarded to the Factory Manager together with the motivation of the Head of Department after consultation with the Union in respect of a candidate's suitability for appointment. The Factory Manager will then consider the recommended promotion of the employee and if satisfied approve the promotion of the employee into the vacant position.

5.1.9 All the necessary documentation pertaining to the promotion of the employee must be completed by the HR Department and forwarded to the Factory Manager

5.1.10 An employee or union representative will have three (3) working days in which to lodge a dispute in the normal way through the grievance procedure. They must motivate the reason(s) for their dissatisfaction with the choice of applicant or with the failure of management to make any appointment.

The grievance will be heard by the compliances committee within seven (7) days unless reasonable circumstances exist to extend the time.

Should the employee or union representative still be dissatisfied, a dispute may be declared within three (3) working days and referred to MANAGING DIRECTOR.

If the dispute remains unresolved after being referred to MANAGING DIRECTOR, the Unions may refer the matter to the Board of directors.

6. EXTERNAL RECRUITMENT AND SELECTION PROCEDURES

6.1 EMPLOYMENT STATUS

Employees may be recruited into one of the following categories:

6.1.1 Permanent employment

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

6.1.2 Contract employment

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

6.1.3 Skills Development Candidates

Skills Development Candidates include Interns, and Learner ships.

6.2 RECRUITMENT AND SELECTION PROCEDURE

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External sourcing of candidates should only be considered once the internal process has been exhausted and no **qualifying candidate** found or based on a legal or operational requirement. **That under special circumstances where such expertise does not exist internally, the company may advertise externally.**

6.3. ADVERTISING VACANT POSITIONS

6.3.1 Permanent and Contract Employees

All advertisements shall clearly state all the relevant job requirements, application procedures, together with time limits and confirm that Desta Garments P.L.C. subscribes to an Equal Employment Practice and Affirmative Action Programmed, which is non-racist, non-sexist, non-discriminatory and based on merit. The format of the application form should be simple, based on job related information and the advertisement shall be placed in local language (Amharic).

7. SHORT-LISTING

7.1 Permanent or Contract Employees

The HR Department, will process those applicants to be placed on the short-list in terms of the criteria laid down by the factory manager. At no stage must it be allowed for any party to delay the process due to representatives being late or not present. The shortlist should 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 Personnel Services 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 HR Department 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.

8. INTERVIEWS

8.1 Permanent or Contract Employees

After short listing, HR department after consulting the Factory manager then arranges for a date for interviewing of candidates **within 14 to 21 days**. Before the interview, the relevant Factory manager must submit a list of at least ten (10) **competency based** interview questions HR department who 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 company.

All members of the interview panel are required to abide by the principles contained in this Agreement, 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 of the Factory Manager 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

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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 shall be kept of all interviews to confirm that the interview panel have complied with the requirements listed above.

9. RECOMMENDING AN APPLICANT FOR APPOINTMENT

9.1 Permanent or Contract Employees

The following should be used as guiding principles for recommendation of an applicant for appointment by the Factory Manager:

9.1.1 Preference will be given to applicants from designated groups in those categories where designated groups are not fairly represented.

9.1.2 Qualifications unrelated to the job and unnecessary high qualification requirements shall not be used to justify placement of persons from advantaged groups over those from disadvantaged groups nor may such placement be justified on the grounds of seniority of an advantaged person.

9.1.3 Unless formal qualifications are clearly justified as essential requirements for the job, relevant experience/performance training (internal or external) and potential for the prospective vacancy shall be important criteria.

9.1.4 The placement criteria shall be objective and related to the inherent requirements of the job and the realistic future needs of the Company. The aforementioned criteria shall be consistently applied to the placement of all the applicants.

9.1.5 The placement criteria should be a measurable and subjective judgement of an applicant's capability and potential should be kept to a minimum wherever practicable.

9.1.6. The Interview Panel must make the final decision based on

- The competencies required and assessment of an applicant in meeting the requirements.;
- The requirement of that particular department, division or section to meet the need of matching their employee component with that of the labor market in Desta garments P.L.C. are in order to achieve a more representative work force with respect to race and gender;
- The recommendations of the panelists **and union observers**;

9.1.8 The Interview Panel's decision must be **conveyed in writing duly endorsed by the panel** to the Factory Manager who is the only person allowed in terms of the Systems Act to confirm appointments.

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

9.1.10 Subject to the dispute resolution being concluded the post be re-advertised.

10. APPOINTMENT OF STAFF ACTING IN POSITIONS

10.1 That staff may only be appointed in acting positions in accordance with the Conditions of Service.

10.2 That acting appointments not exceed three (3) months.

10.3 That acting appointments be made in consultation with unions.

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10.4 That letters of acting appointments be sent under the signature of the Factory Manager, stating that such appointments should not create expectations to be appointed in the post upon advertisement of such post.

11. DISPUTE RESOLUTION

An employee or union representative will have three (3) working days in which to lodge a dispute in the normal way through the grievance procedure. They must motivate the reason(s) **in writing on a specific Performa** for their dissatisfaction with the choice of applicant or with the failure of management to make any appointment. The grievance will be heard by the Compliances Committee appointed by the MANAGING DIRECTOR within seven (7) days unless reasonable circumstances exist to extend the time.

Should the employee or union representative still be dissatisfied, a dispute may be declared within three (3) working days and referred to MANAGING DIRECTOR. If the dispute remains unresolved after being referred to MANAGING DIRECTOR, the Unions may refer the matter to the Board or directors.

Endorsed by

_____ Signature_____

Factory manager

_____ Signature_____

MANAGING DIRECTOR

Date _____

Revised on 2022

The policy will be reviewed yearly by the Sustainability Manager.