



RECRUITMENT AND SELECTION POLICY AND PROCEDURE FOR SUPPORT STAFF POSTS

1. POLICY PARTICULARS

DATE OF APPROVAL BY RELEVANT COMMITTEE: Support Staffing Committee on 17 November 2009

DATE OF APPROVAL BY SENATE: Not applicable.

DATE OF APPROVAL BY COUNCIL/ADMINISTRATIVE SUB-COMMITTEE OF COUNCIL: 20 November 2009

COMMENCEMENT DATE: 1 January 2010

REVISION HISTORY: This policy was first established in October 2004 and has undergone minor revisions since then.

REVIEW DATE: At least every three years, next review is December 2012

POLICY LEVEL: All support staff and their HoDs/managers

RESPONSIBILITY :

- IMPLEMENTATION & MONITORING: Human Resources Division together with Chairpersons of Selection Committees
- REVIEW AND REVISION: Human Resources Division in consultation with the Unions and HoDs/managers

REPORTING STRUCTURE: Recruitment and Selection Manager → Director of Human Resources → Vice Principal → Vice Chancellor → Council

2. POLICY STATEMENT

2.1 POLICY DECLARATION:

In its vision and mission statement, Rhodes University makes a commitment to attract and retain staff of the highest calibre. The University also undertakes to acknowledge and be sensitive to the problems created by the legacy of apartheid, to reject all forms of unfair discrimination and to ensure that appropriate corrective measures are employed to redress past imbalances.

Accordingly, the University pays significant attention to the recruitment and selection of staff in order to ensure the fair treatment of all applicants and to secure the appointment of persons who will be able to contribute towards the long-term success of the University. The institution believes that its success will be realised and its reputation secured through its commitment to both equity and quality.

2.2 POLICY OBJECTIVES:

The objectives of this policy are to ensure:

- fair labour practices consistent with the requirements of the Employment Equity Act;
- values and practices consistent with the Constitution of South Africa and those of Rhodes University;
- clarity as regards the implementation of employment equity/affirmative action measures;
- the efficient and effective recruitment and selection of staff to meet the staffing needs of the University, using sound human resource practices; and
- consistency between this policy and any other relevant institutional policies in particular the University's Equity Policy.

2.3 POLICY APPLICABILITY:

This policy is applicable to the filling of permanent or long-term contract vacant SUPPORT STAFF posts, from grades 1 to 24 (old grades 1 to 17)¹.

This policy is not applicable to the selection of:

- The Vice-Chancellor or Deputy Vice-Chancellor posts (processes determined by Institutional Forum, Senate and Council)
- Wardening or sub-wardening posts (separate policies for this)
- Graduate or teaching assistants
- Student vacation employment posts
- Internship posts (there is a separate protocol for these posts)
- Any temporary contract posts of one year or less (separate policy for this)
- Persons employed on an ad hoc, casual basis (separate policy for this).

This policy also applies to the above staff in outside funded posts in the institutes or affiliated units or institutes².

2.4 DEFINITIONS:

Casual staff	A casual staff member is an individual who is employed on an ad hoc basis for less than one month in any one post and whose rate of pay is determined on a daily basis. The casual staff member may be continuously employed for longer than one month in a number of different posts.
Competencies	These are the requirements for the job in terms of the knowledge, skills and attributes needed to do the job.
Contract staff	These are staff who are employed on a contract basis for one year or more. Such staff are not usually appointed against a current vacancy but rather for a specific project or where outside funds have been raised to pay for posts.

¹ The grading system for support staff was changed from July 2009.

² In such instances, the University is jointly accountable in the event of an allegation of unfair discrimination, and would be jointly liable in any subsequent findings of unfair discrimination.

Fair labour practice	According to the Employment Equity Act, a fair labour practice is one which does not directly or indirectly unfairly discriminate against an applicant or a particular group of applicants. An example of direct unfair discrimination would be to eliminate an applicant on an arbitrary basis such as marital status, sexual orientation, religious affiliation etc. An example of indirect unfair discrimination would be a selection practice (e.g. interview questions, selection criteria, use of selection technique) which creates adverse impact for an applicant or group of applicants.
Job requirements	This refers to the competencies required for the post. See competencies above.
Partner	This refers to one person with whom the staff member has a committed relationship of at least 2 years in duration, a relationship akin to a marriage based on objective criteria of mutual dependency and a shared and common household, irrespective of the gender of either party.
Prior knowledge	This information about an applicant which is not gained through the formal selection process e.g. rumour about a person, information gained through informal networks etc.
Recruitment	The process concerned with ensuring a pool of applicants from which the preferred candidate can be identified. Recruitment strategies include the use of media, search committees, word of mouth.
Selection	This is the process of choosing the right candidate from amongst the pool of applicants.
Support Staff	All staff who are not involved in directing the teaching and learning and research activities of the University. This term refers to all staff on grades 1 and above. The term service staff or junior staff to denote staff on grades 1 to 5 is no longer used and neither is the term senior staff to refer to staff on grades 6 and above.
Temporary staff	This is any staff member who is employed for at least one month but less than one year ³ and who is paid on a monthly basis. Such an individual is usually employed on a temporary basis against a current vacancy.

3. POLICY IMPLEMENTATION

3.1 THE ACTIONS AND PROCESSES BY WHICH THE OBJECTIVES OF THE POLICY WILL BE ACHIEVED:

3.1.1 Principles which govern the effective and efficient recruitment and selection of staff

The following principles govern this process:

- a. *Strategic importance:* The employment and retention of staff is critical. Employing a staff member should be approached with the commitment, time and energy needed to make an effective decision.

³ This limitation is that after one year, staff on contract are provided with benefits such as employer pension/provident contributions.

- b. *Dual focus of quality and equity:* The University's Vision is to be "an outstanding internationally-recognised academic institution which proudly affirms its African identity". In its Equity Policy, Rhodes University argues that:
1. Equity must be recognised as an integral component of the future of the University. Diversity will make Rhodes University a more dynamic, stronger and more effective institution; and
 2. The goals of quality and equity are not mutually exclusive and that diversity will strengthen the quality of Rhodes.

The benefits of a diverse support staff include:

- Different perspectives to inform operational and management practices;
- Diversity of language with a greater facility to talk to staff in their home language;
- The ability to create a supportive environment for all students and staff, irrespective of their background with staff who understand their particular cultural, socio-economic and political backgrounds;
- Providing role-models for the diversity of students at Rhodes University;
- The need to balance the composition of staff in terms of educational qualifications and background, experience, seniority, race, gender, age, and disability; and
- An active demonstration of the institution's commitment to transformation and to better reflect the demographics of the country.

The University believes that the goals of quality and equity are not mutually exclusive and that diversity strengthens the quality of the institution. Tokenism, window dressing and lowering of standards are regarded as inappropriate affirmative action and equity strategies in the Higher Education context and are further rejected on the basis that they undermine human dignity and respect. The selection of staff will be consistent with the requirements of the Employment Equity Act. Specific practices used to promote diversity and employment equity are included in Appendix 1.

- c. *Ethical and legal approach:* The University is an employer committed to ethical and legal practices and will not knowingly engage in practices which undermine an individual's dignity and respect and unfairly limit their access to employment opportunities.

According to the Employment Equity Act, 55 of 1998, (Summary)

Affirmative action measures are "measures intended to ensure that *suitably qualified* employees from designated groups ... are *equitably represented in all occupational categories and levels of the workforce*".

Such measures must include: "*identification and elimination of barriers* with an adverse impact on designated groups;

- measures which promote *diversity*;
- making reasonable accommodation for people from designated groups;
- retention, development and training of designated groups (including skills development); and
- *preferential treatment* and *numerical goals* to ensure *equitable representation*. This excludes quotas."

According to the Act, suitably qualified could be a combination of formal qualifications, prior learning, relevant experience or the potential within a reasonable time to acquire the ability to do the job. Any combination of the above factors could be considered. Experience on its own should not be used to not appoint a member of designated group.

The concept of “suitably qualified” means that there must be clear competencies/criteria (e.g. formal qualifications, prior learning, abilities needed) for the selection of staff from designated groups. Fair discrimination requires that these standards are linked to the post and are not overstated. For example, if a post requires a matric, then only candidates with a matric would be considered. If certain competencies are required for the post e.g. ability to deal with students, then only candidates with this ability should be considered. If the person can acquire the matric in a reasonable period of time, then this should not be a barrier to employment. The qualification itself should be linked to specific job requirements e.g. particular knowledge requirements and skills.

The identification of elimination of barriers with an adverse impact on designated groups could include barriers such as the post not being advertised in a manner that is accessible to those from designated, having Selection Committees that are not diverse so as to create an alienating environment for those from designated groups, not creating multiple opportunities for individuals to demonstrate their merit, not being flexible in considering alternative evidence in the demonstration of a competency. These barriers must be eliminated.

The Employment Equity Act also requires that preferential treatment be given to those from designated groups. This means that where those from designated groups are suitably qualified, they should be given preference in appointments. For example in the short-listing process, the criteria for short-listing should be explicit and all candidates measured against those criteria. Those from designated groups which meet these criteria must be given preference for being short-listed. In the case of the selection decision, the full criteria for selection must be clear and all short-listed candidates measured against those. Those from designated groups which meet these criteria must be given preference for appointment.

Appendix 2 outlines current practices which are consistent with an ethical and legal approach.

- d. *Policy adherence with flexibility:* This policy represents the University’s commitment to how the majority of recruitment and selection practices for support staff posts will function. However, the University reserves the right to deviate from this policy in certain circumstances, provided that no unfair labour practice is committed, that this is the decision of the relevant Selection Committee and that the HR Director endorses this decision
- e. *Shared responsibility:*
Heads and Managers need to pay careful attention to their staffing requirements and communicate these effectively to the Human Resources Division in the required documentation as per the Job Evaluation Policy. Such documentation is to be provided timeously.

Staff on Selection Committees must behave with integrity, seeking to balance the interests of the University with those of applicants. Appendix 3 outlines their responsibilities in the recruitment and selection process.

The Human Resources Division is responsible for providing advice and guidance as to the most efficient and effective way of recruiting and selecting staff. It is also responsible for continuously

improving the process based on feedback from applicants, from Heads and Managers, from Selection Committees and from benchmarking with other institutions and organisations.

The Chairpersons of Selection Committees are responsible for ensuring that a fair, ethical and legal process takes place. The responsibilities of the Chairperson for each stage of the process are outlined in Appendix 4.

- f. *Broad-based consultation:* Broad-based consultation on how to fill a post takes place with the relevant stakeholders in the process. This is based on the premise that this will lead to a sound decision which balances the interests of the University with those of external applicants and staff (internal applicants). The constitution of Selection Committees can be found in Appendix 5.
- g. *Stability, opportunities for staff and new perspectives:* Within this process, there is a tension between the need for stability, wanting to provide a promotional opportunity for a current staff member and the need to bring in new staff with new perspectives and ideas. With each vacant post, a decision has to be taken as to what will best serve the University and its staff at that particular time given the needs of the particular department, Division or Faculty and the University.
- h. *Cost effective:* Recruitment and selection is a costly activity not only in terms of money for advertising and bringing applicants to the University for interviews but also in terms of the time devoted to such exercises by the Selection Committees, Heads and Managers. The investment of resources in this process needs to be balanced with the importance of hiring the right staff who can best make a contribution to the institution.

3.1.2 The Commencement of the Recruitment and Selection Process

The HR Division, having received the necessary paperwork (approval to fill a vacancy form, job profile and the grading of the job⁴) from the relevant section of the HR Division, will convene the Selection Committee as soon as possible. The Selection Committee will at this stage agree on the recruitment and selection strategy for this post and ensure that the relevant equity requirements are met. This process is detailed below.

It is not the mandate of the Selection Committee to alter the job profile as the profile should have received the necessary consideration by the Head or Manager as per the process outlined in the Job Evaluation Policy. Where the Selection Committee has grave concerns with the job profile presented e.g. job requirements/competencies do not correspond with the key responsibility areas, the profile may not be changed without authorisation from the relevant authority in the HR Division as the job may require re-grading. In this event, the selection process will be stopped and the Selection Committee reconvened only at such time as the job profile has been changed and regraded. Minor typographical changes may be made to the job profile.

⁴ For more detail on this process, please consult the Job Evaluation Policy.

3.1.3 The Recruitment Process

a. *Deciding on a Recruitment Strategy*

The Selection Committee is required to provide a sound, defensible rationale for the recruitment strategy pursued.

There are multiple options available in recruiting for a vacant post. In all cases, employment equity requirements must be met (see Appendix 1). This includes the use of Search Committees to ensure that members of designated groups are identified and encouraged to apply.

(i) *En-masse recruitment processes*

In the interests of efficiency, the University also reserves the right to conduct en-masse recruitment and selection processes for certain posts that occur regularly e.g. kitchen attendant, garden attendant, cleaner, circulation assistant.

This means that:

1. When a selection process is undertaken for a particular post, a number of successful⁵ candidates will be ranked in terms of employment equity requirements or where this is not a consideration, in order of competence relative to the job requirements;
2. As and when there is another vacancy for the same post, the list of these successful candidates will be accessed, and an individual selected. This will be done on the basis of employment equity considerations or where this is not a consideration, the highest ranked candidate who is available to take up the appointment;
3. Those individuals unable to take up the appointment will be retained on the list unless they are no longer interested in the post;
4. Should an individual be the last on the list, still interested but still unavailable to take up employment, they will be removed from the list and required to apply for a further vacant post;
5. When the list of successful candidates is depleted, a further selection process for the post will be undertaken;
6. As with other selection processes, a record will be kept of activity in this regard.

(i) *Advertise internally only*

In determining the recruitment strategy for a particular post, cognisance must be taken of whether there are likely to be suitable staff within the department and/or institution who meet the competencies associated with the post.

Where relevant, the Head or Manager of the department where there is a vacancy, is expected to engage with staff in the department as regards their interest in and suitability for the vacant post. In addition, the HR Division is expected to provide input on the likelihood of there being suitable staff in other areas of the University for the vacant post.

Should such suitable staff exist, the post will usually be advertised internally only.

⁵ In the context of this process, this refers to candidates who are seen to be suitable for appointment in that they have demonstrated their ability within a selection process to meet the minimum criteria for the post.

Eligible staff would include:

- permanent and contract staff (including part-time staff);
- interns who have successfully completed their internship programme⁶;
- temporary staff who have worked for at least three continuous months or close thereto, immediately prior to the closing date for the post, albeit in different posts; and
- candidates for development posts as per point iv below.

Please refer to point (b) for staff who are not eligible to apply.

Internal applicants will usually be given one week in which to submit their applications.

Consistent with the Policy for the Employment of Casual staff, where the University is unable to identify suitable candidates for internally advertised posts, the Selection Committee may decide to advertise a post to casual employees (listed on the University's database of casual staff) prior to the post being advertised in the local press.

(ii) Screen a current staff member

There are four likely scenarios for screening a staff member:

1. That person is from a designated group and the employment of this individual is key to achievement of employment equity targets in that particularly occupational category
2. That person is the only suitable candidate for the post within the institution usually because of a unique set of skills required for the post;
3. Transfer of a staff member due to for example, restructuring or ill-health(see Appendix 6); and
4. Operational reasons. Such operational requirements would include the current staffing situation in the department, current work schedules and pressing priorities and/or considerable time and energy already invested in training the person. In this instance, the Head or manager would write a motivation to the Selection Committee outlining why such a recruitment strategy is proposed. It is the task of the Selection Committee to make a decision that balances the needs of the department and University with that of fairness to staff.

In all instances, a motivation is made to the Selection Committee for the screening of the individual. The decision to screen is that of the Selection Committee where issues of fairness to the individual, to others and to the institution need to be balanced.

In the case of screening, a complete selection process must take place. Screening does not provide any guarantees of employment as the individual needs to demonstrate competence against the job requirements.

In the case of scenarios 1 and 2 above, an appropriate selection process will take place which at a bare minimum must include:

- the completion of an application form
- the completion of any addendum to the application form or the provision of a motivation from the candidate as to their suitability for the post;
- the provision of an updated curriculum vitae; and
- the selection interview.

⁶ Staff who have successfully completed the internship programme are given a further 6 months to apply for Rhodes University posts which are only advertised internally.

In the case of a temporary employee, and if relevant to the selection process for the vacant post, it may not be necessary to undergo work sample or psychometric tests⁷ if the individual has undertaken such a test in at least the previous six months.

Staff eligible for screening would include:

- permanent and contract staff (including part-time staff);
- interns who have successfully completed their internship programme (see footnote 6);
- for grades 6 and above: temporary staff who have been working for at least six⁸ continuous months or close thereto, in the particular post being considered; and
- candidates for development posts as per point iv below.

(iii) Development opportunity

In some instances, the Head/Manager in the department where there is a vacant post may request the HR Division to position a vacant post as a development opportunity for current staff in the University who have engaged in development programmes or for whom a development programme would make promotion to a higher post viable.

Such a development opportunity would mean that, while staff may not meet the exact job requirements of the vacant post, there is a likelihood of a “close enough match” with current staff in that:

- the successful applicant would be able to assume all the key responsibility areas for the job in a reasonable⁹ time period; and
- the weaknesses identified in the applicant are areas of development which can be addressed in this reasonable time period.

Where such a development opportunity is proposed and accepted, it is with the following provisos:

- that the successful job incumbent’s Head/manager will be responsible for ensuring that a realistic development plan is put in place and that such a development plan is approved by the HR Division;
- that the individual is given the necessary support to address the development areas identified in the plan;
- that the individual’s performance is monitored against this development plan;
- that such monitoring and performance reports are written at intervals agreed with by the HR Division and which are appropriate to the level of job; and
- that the individual is not necessarily placed at the grade of the vacant post from the outset but rather at a grade appropriate to the current level of operation. The development plan should clearly indicate that corresponding grade or salary increases will occur when certain developmental milestones are achieved. This needs to be with the approval of the Director of Human Resources.

Where a post is positioned as a development post, the Selection Committee could choose to advertise internally or screen a particular individual as outlined in points (ii) and (iii) above.

⁷ Work sample test results remain valid for six months and psychometric test results for one year so as to avoid the test-retest phenomenon where the applicant becomes familiar with the tests. This provides them with an advantage over other applicants who are seeing the test for the first time and therefore makes a valid/fair comparison difficult.

⁸ It is argued that for a manager/Head to propose the screening of the individual and therefore deem that the person is likely to be suitable, requires an in-depth understanding of the person’s performance. In the case of staff on grades 6 and above, it is argued that six months is required to acquire this understanding and in the case of staff on grades 5 and below, three months is required.

⁹ In this regard, the HR Division would need to be consulted as regards what a reasonable period is and as regards a feasible development plan.

(iv) Advertise internally and externally

Where there are no suitable identifiable internal candidates, the post will be advertised internally and externally simultaneously.

Depending on the level and nature of the post, advertising can take place locally (applicants are usually given two weeks to apply), regionally and nationally (applicants are usually given three weeks to apply).

(v) Access previous recruitment and selection candidates

The HR Division and the relevant Head/Manager reserve the right to recommend for appointment a successful¹⁰ candidate from a previous selection process where the preferred candidate has been offered the appointment, takes up the job and resigns within a period of up to 6 months from the date of decision-making of the previous selection process.

In order to facilitate this process, all candidates interviewed within any particular selection process will be evaluated as either suitable or not suitable for appointment. Those identified as suitable for appointment will be ranked by the Selection Committee in order of competence relative to the job requirements.

(vi) Screening of spouse or partner

Due to the geographic location of the University and the difficulty of employment for spouses and partners (please refer to definition of this under section 2.4) in Grahamstown, the University will consider the employment of a partner or spouse of a prospective or current employee given the following conditions:

1. That the spouse or partner would ordinarily be eligible for any vacant academic and support staff posts usually at the level grade 11 (old grade 10a) and above. Please note that this option is not viable for foreign nationals unless the individual has a residence permit;
2. That the spouse or partner would be screened against the full requirements of the vacant post and if deemed not suitable for appointment, would not be offered the post;
3. That if deemed suitable, the individual would be appointed on a three year contract with full benefits. After this 3 year period, the HOD could motivate for the screening of the post or the post would be advertised internally and externally as per point b or d respectively of this section of the policy.

In making a decision to support this decision, the Selection Committee would need to consider:

4. This opportunity for the individuals concerned against the need to achieve equity imperatives and provide opportunities for current staff;
5. Particular circumstances of the individuals concerned;
6. What other employment opportunities may exist in the future;
7. The particular diversity profile of the department where the vacancy exists for which the spouse is being considered.

¹⁰ In the context of this process, this refers to candidates who are seen to be suitable for appointment in that they have demonstrated their ability within a selection process to meet the minimum criteria for the post.

b. Implementing the Recruitment Strategy

On confirmation of the recruitment and selection strategy by the Selection Committee, the HR Division will place the advert.

Within budgetary limitations, an appropriate range of media, recommended by the HR representative on the Committee, will be used to advertise posts.

The following media are typically considered:

Grade	Media
1 to 5	Local, RU notice-board, Rhodes casual data base
6 to 9 (old 6 to 8)	Local and regional, RU notice board and RU website
10 and above (old 9 and above)	National, RU notice-board, RU website, and if relevant, job specific websites and HERS SA website

The HR Division handles all queries relating to vacant posts and sends out the relevant documentation to each candidate. Alternatively, this is available on the University job website.

(i) Individuals who are not considered eligible to apply for posts in the University

Certain individuals and/or applicants for employment will not be considered for posts by Rhodes University, as follows:

1. Any member of staff who has not been in their current permanent job for at least six months may not apply for posts on the same grade level. This is to ensure a measure of stability in terms of staff movement within the institution particularly for areas where a high staff turnover is experienced;
2. Any member of staff whose most recent probation report identified performance problems (including work behaviours) which need to be addressed. Such staff members need to demonstrate competence and appropriate work behaviours in their current job before being considered for similar posts in the institution. This ensures that performance problems are dealt with timeously and appropriately by the relevant managers/HoDs. Where performance problems are due to incapacity, such members of staff may apply for posts which do not have similar job requirements to their current post;
3. Any member of staff who is facing an incapacity hearing will not be considered for employment for similar posts. Similarly, those who have been dismissed for incapacity will not be considered for similar posts unless evidence of having addressed the reasons for incapacity can be provided. Such members of staff may, however, apply for posts which do not have similar job requirements to their current post. Where such a staff member applies for a post similar to that from which they were dismissed for reasons of incapacity, the applicant will be asked to provide information concerning how such incapacity has been addressed;
4. Any past employee dismissed for misconduct;
5. Any member of staff who has resigned in order to avoid disciplinary action which could have resulted in dismissal.

In the case of the above exclusions, the HR representative serving on the Selection Committee will ensure that such applications are screened out before short-listing and that the Committee Chair will be informed of these applicants to ensure confidentiality.

Where external applicants are recommended for appointment, a final reference check will be conducted with previous employers and/or current employer addressing the above issues, namely, any current performance problems, past resignation to avoid disciplinary action or currently facing possible dismissal and/or past dismissal for misconduct. This reference check will be conducted by the member of the HR Division unless otherwise agreed by the Selection Committee.

c. Other considerations

Due to legal and administrative considerations, the University does not accept any unsolicited curricula vitae (CVs). In these instances, the CV are destroyed. Staff elsewhere in the University are asked not to accept CVs and, if they arrive unsolicited, to destroy them. Where curriculum vitae are submitted for a particular post without an accompanying application form and associated materials, the CV will not be put forward for consideration for the post.

3.1.4 The Selection Process

a. Determining the Selection Strategy

In determining the selection strategy, consideration must be given to:

1. The employment equity target associated with the particular post and how employment equity will impact the selection process;
2. How the job competencies will be measured within the selection process, i.e. the selection techniques which will be used in order to assess whether job applicants have the necessary knowledge, skills and personal characteristics. Where feasible, alternative methods of selection (e.g. typing tests, giving a presentation) which allow for the demonstration of the skills needed for employment, should be used. A standardised process will be followed for similar types of posts but allowing for the specific needs of a department;
3. The initial screening that will take place. This will be conducted by the HR Division and will ensure the removal of applications of candidates who do not meet the minimum requirements (educational qualifications and experience) for the post (e.g. if post indicates that the job incumbent needs a matric, all applicants without a matric will be removed from the process);
4. Whether or not psychometrics will be used. See the Protocol on the Use of Psychometrics;
5. Test results (e.g. from in-baskets, psychometrics) are valid for up to 6 months such that:
 - 5.1 an applicant whose test results indicate a lack of competence in key job requirements will not be short-listed for posts with the same job requirements and therefore, standardised selection processes (see point 1 above); and
 - 5.2 an applicant whose test results indicate competence in key job requirements will have these test results used in their applications for posts with the same job requirements and therefore, standardised selection processes (see point 1 above);
6. Whether a medical report will be needed due to the demands of the job and when such testing will take place;
7. Whether referee's reports will be sought and the time needed to access these reports;
8. Confirm what the employment checks will take place. See Appendix 7 for further detail;
9. The actual procedure of selection process i.e. when different selection techniques will be used in the selection process and how the data collected will contribute to the final selection decision; and
10. What the candidate will be told about the selection process interalia:
 - 10.1 Techniques of selection to be used and the process of selection;
 - 10.2 Dates of the selection process i.e. short-listing, access to referee reports (if relevant), interview dates;
 - 10.3 Employment checks to take place;
 - 10.4 Composition of the Committee.

Candidates at the time of application are advised of the dates for the selection process and sign the addendum indicating that they are or are not available on the date/s indicated. If a candidate indicates non-availability on the date/s of the selection process, the Selection Committee will then have to make a decision as to whether alternative arrangements can be made bearing in mind that the selection process

must not be compromised. Should a candidate indicate availability in the addendum but on being invited to attend an interview, indicate non-availability on the prescribed date, the candidate will be advised that the selection process will continue as scheduled. However, should no suitable person be selected, the Selection Committee may elect to invite such a candidate to attend the selection process at another time.

Where a candidate is unable to attend a selection process due to a death or family emergency, the Selection Committee, where feasible, will reasonably accommodate a postponement of the interview date.

b. Implementing the Selection Strategy

Fairness and equity must be strived for throughout the selection process. The specifics of this are detailed in Appendices 1 and 2.

Where an applicant has undergone a work sample test for a similar post in the previous six months or a psychometric test within the previous twelve months, these results will be used for the current application. Where the work sample test results are more than six months old, the individual will be given the choice of whether or not to do a test again. Should the person elect not to do it, the results of the previous test will be used to assess the applicant's competence against the relevant job requirements. Such individuals will however, participate in other elements of the selection procedure.

c. Prior knowledge

1. Prior knowledge about an applicant must be handled very sensitively with due concern for:
2. The person concerned. If the information is negative, the individual must have an opportunity to contest such rumour or allegations;
3. The other applicants that they are not treated unfairly as a result of this for example, if the prior knowledge about another candidate is positive; and
4. The University and its staff such that a prospective employee who should have been screened out of the selection process is selected.

d. The Selection Decision

The selection decision usually takes place immediately after all the interviews have been conducted. Alternatively, another meeting can be called for this purpose.

The decision on whom to appoint involves:

1. Looking at and discussing all the evidence collected (from all selection techniques) for each candidate and determining who is suitable for the post;
2. Recording in writing the reasons why any persons interviewed were not suitable for appointment;
3. Choosing the member of a designated group who is suitable for appointment and who meets the employment equity target for this post;
4. Recommending a second choice.

If no suitable applications are received for a post, the Selection Committee should give serious consideration to postponing its recommendation until the Search Committee (see Appendix 1) has had a further opportunity to scan the field for suitable candidates. Alternatively, the decision to re-advertise at a later stage may be taken.

A recommendation for appointment shall be supported by a simple majority of the members of the Selection Committee present.

If the Selection Committee is deadlocked by an equal number of votes:

1. The Selection Committee will reconvene in 24 hours to reconsider all the evidence for the relevant candidates;
2. Serious consideration should be given to the view of the Head or manager or relevant staff who can reflect meaningfully on the technical competencies required for the post.

Should the Committee still not be able to reach a decision, the Director of Human Resources or his/her designate will be asked to consider the evidence and make a recommendation to the Committee, usually at a subsequent meeting.

Should the Committee still remain dead-locked:

1. In the case of posts at the Director level and above, the Chair shall have the final say;
2. In the case of other posts, the Head or manager should have the final say in the appointment. This is seen as important given that the Head or manager will have a keener insight and understanding of the technical requirements of the post and the needs of the department.

e. Concerns Regarding the Fairness of the Process

Approval of the recommendation will be subject to the members of the Selection Committee and the member of the HR Division agreeing that the selection process followed for the filling of the post was fair and that legislative and University policy requirements were met.

Certain members of the Selection Committee will be required to sign the Minute recording the recruitment and selection process followed and the opinion of the Committee on the fairness of the process.

Should there be any concerns about the process followed, these concerns should be documented in the minute. Any member of the Committee has the right to ask that concerns are documented in the minute.

Should there be any concerns raised by the committee or any person on the committee regarding the fairness of the process at any stage of the process, the process will be stopped and the matter immediately referred to the Director: Human Resources or a representative. The Director or representative will then confer with the Chair of the Selection Committee as regards the concern. Where necessary, the Director will need to meet with the entire Selection Committee. The process will be kept on hold until the matter has been resolved. After consultation with the Vice-Chancellor, the Director: Human Resources has the authority to require a Selection Committee to address the relevant concerns.

The HR Division will continually evaluate adherence to relevant policy requirements.

3.1.5. Approval

The Selection Committee's recommendations are approved by the following authorities:

1. Support Staff 1 – 15 (old grade 1 to 12): Director of Human Resources or his/her representative
2. Grade 16 (old grade 13) and above: Vice-Chancellor
3. Head of Divisions and above: Executive Committee of Council

3.1.6 Movement of staff

Where a vacancy has been filled with a current staff member and the individual has indicated that they wish to take up the post, the future Head/Manager is required to contact the current Head/Manager to discuss the following as regards the transfer of the staff member:

1. When the individual will be able to take up the new post, bearing in mind that the current Head/Manager can insist that the individual serve out the full notice period in the current post. The current Head/Manager is encouraged to be as flexible as possible taking into account the length of

time taken to fill the post, interim arrangements that can be made, the timing of the vacancy as regards work taking place in the department etc. Flexible work arrangements can also be explored e.g. working in the morning in one area and the afternoon in the other for a fixed period of time. Such arrangements must be discussed with the Director of Human Resources. Appropriate remuneration will be determined;

2. Any interim arrangements in order to smooth the transfer of the staff member; and
3. The possibility of the current job incumbent being available to train the new job incumbent.

3.1.7 Record Keeping

Consistent with its commitment to transparency and the right of the applicant to written feedback, the University will document the criteria used within each selection process and the decisions taken about each candidate relative to these criteria. Furthermore, the University will be open about how equity considerations impact on decisions in the recruitment and selection process.

The following records will be kept:

1. Recruitment procedure: advert and media used and target group (external and/or internal);
2. Statistics of the number of applications received for each race and gender group as well as from applicants with disabilities;
3. Selection procedure: criteria, process including interview questions used, the evaluations of individual candidates and the decisions taken including why applicants were not successful;
4. The view of the Selection Committee as to the fairness of the process; and
5. Any other relevant equity statistics.

These records shall be kept for at least twelve months.

A bi-annual report on these statistics will be provided to the Employment Equity Committee.

3.1.8 Feedback

All candidates are to be advised of the outcome of their applications as soon as possible after the interviews. The Chairperson, in consultation with the HR Division, will be required to give feedback, in writing, to candidates who contest the process and decision taken.

3.2 REVIEW PROCEDURE:

Informal monitoring of the policy and procedures takes place by the staff of the Human Resources Division during the course of servicing of the committees. Formal review of this policy will take place every three years.

Appendix 1: The implications for recruitment and selection purposes.

Within the selection process, to ensure fairness and accountability, and to promote employment equity and diversity, the following take place:

- The **competencies/criteria for the post** are identified at the outset of the process with input from the department and discussion with the Selection Committee, all of this take place prior to advertising of the process. In this way, objective criteria for selection are identified independent of who the applicants might be. Such competencies ensure that whoever is appointed is suitably qualified as required by the Employment Equity Act;
- The **competencies/criteria for the post** must not be over-stated relative to the requirements for the post. The possibility of individuals acquiring the necessary competencies within a reasonable period of time should also be explored;
- The **competencies/criteria for the post** are used consistently throughout the recruitment and selection process i.e., the competencies are not altered during the selection process. Where they are altered, the recruitment process needs to be repeated with the new competencies indicated;
- In considering the **recruitment strategies** for a vacant post, the media used must bring the job opportunity to the attention of all demographic groups. It is the responsibility of the HR Division to check the readership patterns of media used on at least an annual basis. Where the Selection Committee is concerned that there may not be quality applicants from all demographic groups using the available media, a **Search Committee** may be used to identify such applicants. The Chair of the Selection Committee is tasked with ensuring that the pool of applicants includes applicants from all demographic groups and where this is not the case, that sufficient effort has been taken to recruit such applicants. Such effort may include the constitution of a Search Committee to identify and encourage members of designated groups to apply. The Search Committee operates independently of the Selection Committee but may include members of the Selection Committee. Should insufficient effort be taken to ensure that there are quality applicants from designated groups, the Director Human Resources or his/her designate has the right to stop the Selection Committee from proceeding and requiring the recruitment of further applicants for the post. The Search Committee shall never be the sole recruitment strategy pursued.
- At each stage of the selection process, all **applicants must be assessed using the same techniques** (e.g. if applicants are to give a presentation/seminar, all applicants must do so).
- Care is taken to ensure that the techniques used are **not culturally or gender biased**;
- Care should be taken to ensure diversity of Selection Committees;
- In the short-listing of applicants, **foreign nationals** will usually not be short-listed unless there are no or few unsuitable South African applicants. This is in order to comply with the requirements of the Department of Home Affairs that the institution would need to demonstrate that there were no suitable South Africans for the post;
- The committee must be able to **substantiate/provide reasons** why a candidate was unsuccessful relative to the identified requirements for the post. The Chairperson is responsible for ensuring that this is done;

- Selection Committees must select a person consistent with the **requirements of the Employment Equity Act** which includes:
 - That a suitably qualified (i.e. meets the requirements for the post) applicant from a designated group is appointed;
 - That such a suitably qualified applicant is given preference above those from other designated groups who may have more experience;
 - Where applicants from designated groups are not suitably qualified, reasons for this must be clearly stated. In this instance, a white male may be considered for appointment.

- Where a member of designated group is not yet suitably qualified, **consideration is given to the potential** of the applicant to meet the job requirements in a reasonable period of time i.e. where this does not create unjustified hardship for the department or institution. However, the department in which the individual is placed must have the ability to support such an individual who is going to need mentoring and coaching. In order to **recognise the potential of applicants from designated groups**, the trajectory of an applicant’s merit should be considered. For example, potential would be considered when an applicant does not have as strong a research record as other candidates but has demonstrated the ability to do quality research given what has been achieved to date. In this instance that the person may bring different insights and experiences into the department, provide a role-model for students, add to the diversity of the department in terms of gender/and or race that would offset any potential disadvantage as a result of not choosing the candidate with the strongest research record;

- Where it is **difficult to differentiate between candidates** from designated groups and both are South Africans, the demographic profile of that department or that of the occupational category of staff will be considered in making a decision (e.g. in the case of clerical staff which are predominately women, preference could be given to a male). Where a person with a disability has applied, consideration must be given to how the environment and/or job can be adapted without the institution experiencing undue hardship (refer to the Staff Disability Policy for further details);

- **Feedback**, if sought, is willingly provided to applicants in the spirit of trying to help them develop and better prepare themselves for other advertised posts in the future. In the case of staff and where feasible, such individuals will be encouraged to discuss their development needs HR Development Office;

- Chairpersons of Selection Committees are required to undergo **training on this policy** and be able to identify what constitutes fair and unfair labour practices. Other staff who regularly serve on Selection Committees are also encouraged to attend;

- Members of a Selection Committee must ensure that they have read the Recruitment and Selection **Policy for Support Staff Posts** and are **familiar with the requirements** thereof;

- **Statistics** are kept of each the recruitment and selection process for each post. For each demographic group, these statistics are: how many people applied, how many were short-listed for the interview, who was selected and whether the offer was accepted. These statistics are analysed to identify any potential adverse impact and to see whether equity targets are being achieved. In addition, statistics related to whether posts were advertised internally or externally and whether current staff or outside applicants were successful are also kept.

Appendix 2: Ethical and legal practices

Rhodes University is committed to executing the recruitment and selection process in an ethical and legal manner.

Therefore:

1. It is the responsibility of a person on the Selection Committee to indicate, to the Chairperson, any form of relationship that may exist with any applicant or prospective applicant which may benefit or prejudice such an applicant. Siblings, parents, children, partners or in-laws of applicants are discouraged from sitting on Selection Committees and should certainly never chair such a Selection Committee;
2. The Chairperson of each Selection Committee will at the outset of the short-listing process remind members of the Selection Committee of the above and clarify that no such relationship exists;
3. In the event of a relationship, the Selection Committee will discuss how to manage any potential benefit or prejudice to applicants. If feasible, this may involve the exclusion of the individual from the recruitment and selection process;
4. No prior knowledge about applicants will be introduced into the process before the short-listing of applicants as this process is based purely on the documentation presented by the applicants. Once short-listing has taken place, the Chairperson will ask if any members of the Committee have any prior knowledge about any of the candidates. Should this be the case, the Committee will then discuss how to manage this knowledge in order to be fair to the particular applicant, to other applicants and to the institution. A minimum requirement is that an applicant should be informed about prejudicial information in the interview and be given an opportunity to contest that information

Appendix 3: Roles and responsibilities of the members of the selection committee

The recruitment and selection of staff is one of the most important human resource activities of the University. Anyone participating in this process, is expected to execute their responsibilities in this regard with due care.

This means:

- Ensuring familiarity with the Recruitment and Selection policy for Support Staff posts and adhering to its requirements. In this regard, individuals are provided with the appendices of this policy in their Selection files and are requested to read this. Those unsure of requirements are invited to either ask the Chair for clarity or contact the HR representative on the Selection Committee;
- Having some level of expertise or insight in the discipline/field of the post being filled;
- Being properly prepared for each meeting of the Selection Committee;
- Taking responsibility for ensuring that a fair, legal and sound selection process takes place¹¹;
- Being accountable for the decision taken;
- Not responding to requests for feedback by candidates. Such feedback must be channelled through the Chairperson of the Committee unless otherwise decided by the Selection Committee;
- Respecting and ensuring the confidentiality of applicants; and
- Ensuring that a balance is achieved between meeting the needs of the department, University (what is fair to the employer) and the needs of staff.

In addition, anyone serving on the selection committee must remember that they are representing the University and that their conduct will reflect negatively or positively on the good reputation of the institution. Accordingly, each member of the selection committees is requested to:

- Arrive on time;
- Be appropriately attired for the interview;
- Be prepared for the interview, having read each candidate's papers;
- Understand the questions that will be addressed to the candidates and what is regarded as an appropriate response;
- Not engage in behaviours that bring to the University into disrepute.

¹¹ In this regard, members of the Union are not representing the union's perspective on the specifics of candidates and who should be appointed but rather the union's interests that a fair, legal and defensible process was followed.

Appendix 4: Responsibilities of Chairperson

1. At the first meeting of the Selection Committee

1.1 Confirmation of reading of Policy document:

- Confirm that members of the Selection Committee have read the appendices of R&S Policy for Support Staff posts
- Clarity whether the policy has been understood or whether any points need clarification
- Remind the Committee of their responsibilities

1.2 Job Profile:

- Check that the job profile and that the selection committee is satisfied with the detail of this profile
- Please remember that the Selection Committee has no authority to change the job profile (except for minor typographical changes)
- If the key responsibility areas or the job requirements need alteration, the profile must be returned to the relevant section of the HR Division as such a change may impact the grading and therefore, salary of the job.
- Ensure that the members of the selection committee understand the nature and demands of the job

1.3 Criteria Specification Form:

- Allow the HR representative to present the competency grid which recommend how the competencies will be measured in the selection process
- Guide discussion and together with the selection committee, confirm the competency grid.

1.4 Employment Equity Considerations

- Look at the demographic profile for the department where the post is situated
- Look at the demographic profile for the occupational category of staff
- Discuss the employment equity target for this particular post
- Discuss how employment equity will impact on the recruitment and selection process

1.5 Recruitment Strategy:

- Consider the proposals of the HR representative and/or Manager/Head as regards the recruitment strategy for this post
- In the case of a proposal for advertising internally only, screening or positioning the post as a development opportunity, and if relevant, clarify what the Manager/Head has done as regards alerting current staff to the opportunity. HR to provide some input on “feeder” posts i.e. posts for which the vacant post provides an opportunity for advancement
- Pay close attention to what may need to be done to search for members of designated groups including whether a Search Committee is required
- Confirm the recruitment strategy to be pursued including time frames for the placing of the advert and closing date for applications.

1.6 Advert & Selection Strategy:

- Consider and confirm the advert to be placed by the HR Division
- Consider the proposals of the HR representative as regards the selection process to be followed inter, alia discussing whether multiple screenings will take place and who will do this, who on the selection committee will be involved in what stages of the selection process
- Remember to consider the use of alternative methods of selection
- Confirm the selection strategy, bearing in mind that for certain jobs, a standardised process is required.

1.7 Further Particulars:

- If relevant, check if further particulars will be provided. If so, confirm who will do this and by when HR needs the information
- Such particulars may include: the job profile, information about the University, department/division/section/unit, information about Grahamstown if applicants are likely to be from outside of Grahamstown, information about service conditions attached to that post, and any unusual elements of the selection process.

1.8 Dates of meetings

- Confirm with the members of the selection committee as to the dates for further meetings of the Committee. These dates are provided to applicants for the post.

1.9 Confirm details that applicants will receive

- Confirm that candidates will get the dates of the selection process, details of the selection process, the job profile and further particulars about the department and Rhodes University

1.10 Reminders:

Inform members of the selection committee of their responsibilities namely that:

- If they are aware of any relatives, friends, business associates applying for this post, they should indicate this to the committee so that the committee can decide if the person should recuse themselves from the process
- The individual applications are to be kept confidential i.e., no member of the committee may discuss with someone outside of this committee the names of those who has applied or the details of such applications.
- Members of the selection committee are expected to participate meaningfully in this process by ensuring that they have read the necessary documentation, that they are aware of the requirements of the job, that they are familiar with the requirements of the policy for Support Staff and adhere to these requirements, and that they attend relevant meetings as determined by the selection committee

2. At the short-listing meeting of the Selection Committee

2.1 Declare any relationship to applicants:

- Ask whether there is anyone on the Committee who has a personal or social relationship with an applicant or is related to one of the applicants.
- If someone on the Committee indicates this, the Committee should decide how best to proceed to ensure fairness to all applicants.
- Should it come to the attention of the HR representative on this Committee that the Chair has a personal relationship or is related to one of the applicants, then alternative arrangements for a Chair should be made.

2.2 Policy Checks:

Check that members of the selection committees have short-listed as follows:

- The competencies identified for short-listing have been used
- The suitability (i.e. whether they are worthy of appointment) of each candidate has been assessed relative to the competencies identified
- Employment equity considerations have been taken into account.
- The reasons for ratings can be provided.

2.3 Restrict Prior Knowledge:

Remind the members of the selection committee that any prior knowledge of the candidates may not be introduced until after the short-listing process for interviews has taken place.

2.4 Consideration of Demographics of Applicants:

- Consider the equity profile of the applications received
- Discuss with the committee whether they are satisfied with this demographic profile and if relevant, with the search process undertaken
- If the selection committee is of the opinion that a further search is needed, this must be undertaken.

2.5 Making the Short-Listing Decision:

- Remind the committee of those who have been excluded on the basis of ineligibility or to have had poor test results for similar jobs in the last 6 months
- Together with the selection committee and contingent on the selection process, decide on who will go through to the next round of the selection process
- Remember that the committee must give preference to members of designated groups who meet the requirements for the post
- If the next stage of the selection process is an interview, remember that the committee is encouraged to short-list no more than three people.
- If there are applicants who are foreign nationals, a decision needs to be taken as to how quickly the post needs to be filled and whether having a vacant post pending the approval of a work permit for a foreign national is viable given the work and demands of the department. Unless there is only one suitable South African, foreign national candidates should not be short-listed in the first round of applications. Furthermore, if the post has not been advertised at the national level, foreign nationals cannot be considered for these posts as this is a requirement of the Department of Home Affairs. Consideration must be given as to whether the Selection Committee, on behalf of the institution, can in good faith argue to the Department of Home Affairs that there were no suitable applicants who are South Africans.

2.6 Introduction of Prior Knowledge:

- Once short-listing for the interview has taken place, ask the committee members whether anyone has any information about any of the candidates which needs to be brought to the attention of the rest of the committee.
- Remind the committee that only RELEVANT information should be introduced and that this means: information about the potential work habits and behaviours of an individual, comments about the person's competence to do the job, any information that would make the employment of individual a high risk for the institution. Emphasise that information relating to moral judgements (e.g. someone is having an affair with someone) should not be raised unless these impact directly on the work environment.
- Emphasise that should a candidate challenge a selection decision, that the onus would be on the Selection Committee to provide evidence of why the person was not chosen.
- Should any information be introduced, guide discussion on how to deal with this information to ensure (i) fairness to other applicants and (ii) fairness to the individual concerned, i.e. will similar information be accessed from other applicants and if so how, and how will the issue be raised with the individual? and (iii) fairness to the institution.

2.7 Confirm Next Stage of Process:

Confirm what will happen next in the selection process e.g. collection of referee's reports, conducting of reference checks, conducting of practical test, interview and who will be responsible for the different processes.

2.8 Confirmation of Interview Questions:

Where an interview is the next step in the selection process, consider the questions prepared and confirm what questions will be asked and who on the selection committee will ask what questions. Ensure that all members of the committee understand the questions.

2.9 Disability Issues

In addition, where the University is aware of an applicant's impairment as stated on the application form, it must be noted that the University's Disability Policy for Staff indicates that :

- (i) Reasonable accommodation will be made within the appointment process
- (ii) The impact of the impairment will be explored with the candidate to ascertain his/her specific needs. This will in no way impact the final selection decision but may impact whether or not an offer is made to the individual;
- (iii) The University may request that a further medical or functional testing take place to determine the applicant's actual or potential ability to perform the essential functions of a specific job. Such tests will only take place after the suitability of the person for the job has been determined.

3. At the Selection Interview

3.2 Policy Checks:

Check that members of the selection committees have:

- Read any relevant documentation e.g. where referee's reports or reference checks have been conducted
- Prepared their interview questions and fully understand what needs to be asked and what appropriate answers will be.

3.3 Reminders:

Remind the members of the selection committee that:

- Questions asked must be related to the relevant job competencies
- The same KEY questions must be asked of each candidate. Even where a member of the selection committee feels that his/her question has been addressed, the question must still be asked e.g. " I think you have answered this question but you may like to add something so I am going to ask it anyway. {pose question}."
- Probing is possible and necessary if an incomplete answer is provided. Remember that the committee needs to be able to assess the candidates on the competencies identified and thus needs sufficient information to do so.
- As Chair, you have the right to veto any questions that are unfair (i.e. blatantly discriminatory, irrelevant, or which represent an invasion of privacy which is not permissible in terms of the job requirements)
- Check whether any information arising from the candidate's CV, referee's reports/reference checks needs to be pursued with a candidate and discuss how to deal with this information to ensure (i) fairness to other applicants and (ii) fairness to the individual concerned.
- The interview is also an opportunity for the candidates to select the University as an employer. It is therefore, important that each member of the selection committee conduct him/herself appropriately to enhance the image of the University.
- That the Selection Committee may not make any commitments to the applicants as regards Conditions of Service. Candidates should be requested to reserve these questions for the HR staff should they be offered the appointment.

3.4 Ensure the sufficient information is available:

- It is your responsibility as Chair to ensure that sufficient information is available in order for the selection committee to make an informed decision.
- Therefore, if a question is asked and not sufficiently explored by one of the members of the

selection committee, it is your responsibility to probe further. Also, before making the final selection decision, confirm with the committee that it has sufficient information about each candidate in order to make an informed decision.

3.5 Feedback:

- Remember that as Chair, you will be required to give feedback to (i) internal candidates should they request such feedback and (ii) to external candidates should they contest the process and decision taken.
- Remember that internal candidates will be informed as soon as possible of the recommendation of the committee (both successful and unsuccessful candidates) and the committee should confirm who will do that. The Chair is responsible for doing this, unless otherwise decided by the Selection Committee.

3.6 Making the Selection Decision:

- All the evidence collected for each candidate – be careful of making a decision only based on the interview data, other data from other selection techniques should be presented
- Discuss each candidate along each criteria using the information gathered.
- Ensure that accurate records of this discussion are kept so that accurate feedback can be given to candidates.
- The decision should focus on whether or not candidates are suitable for appointment given the competencies for the post.
- Of those that are suitable, preference must be given to the member of a designate group in line with the employment equity target for the post.
- In the case of a strong contender for appointment who is a foreign national, remember that the University will have to report to the Department of Home Affairs in good faith that no suitable nationals applied and were suitable for this post.
- Remember that any applicants with a disability must be treated in terms of the University's Disability Policy for Staff.

3.7 Development Issues:

- Guide the committee in identifying, from the list of applicants, members of staff from a designated group who are not worthy of appointment but who have potential.
- The committee shall then task the relevant individual in the HR Division with looking at ways to enhance such individuals' employability.

3.8 In the case of current staff moving to a new job:

Where a vacancy has been filled with a current staff member and the individual has indicated that they wish to take up the post, remind the future Head/Manager to contact the current Head/Manager to discuss the transfer of the staff member. Refer the person to the policy in this regard.

3.9 Fairness Check and Minute of the Selection Committee:

Once the final selection decision has been taken, the Chair must check that the Committee is satisfied that the process was fair and the minute should be completed and signed by the relevant parties. Any concerns with the process must be documented.

Appendix 5: Constitution of Selection Committees

To ensure fairness and accountability as regards the composition and activities of Selection Committees, the following is required:

- Those individuals who serve on Selection Committees (including union representatives) should have some level of knowledge/expertise in the discipline/field of the post being filled;
- Those individuals who serve on Selection Committees (including union representatives) must be aware of their selection responsibilities including the desirability to be present at every stage of the recruitment and selection process. This requires knowledge of the policy document and practices as provided by the HR Division to members of Selection Committees;
- Chairpersons of Selection Committees at all levels must have the necessary expertise to conduct fair and equitable selection processes and they must be aware of their responsibilities as far as this policy is concerned. Chairpersons are required to undergo the necessary training. In addition, they are encouraged to use the guides provided;
- There is legitimate representation of a diverse range of people who have appropriate expertise and experience. In addition, diversity in terms of race and gender of Selection Committee members should be sought in order to avoid the interview being an alienating experience for some individuals. Where diversity cannot be achieved with the composition of Committees as outlined below, the Committee must be expanded accordingly but in terms of the principles outlined herein without resorting to tokenism;
- Consideration should be given to the size of the Committee and the impact that this is likely to have on the applicants;
- All members of Selection Committees are responsible for ensuring that a fair, legal and sound selection process takes place and that the confidentiality of applicants is respected and ensured;
- The current job incumbent may not participate in the selection process except where such a person is now the manager/supervisor of the vacant post;
- All members of the selection committee have a vote;
- An attempt should be made to have an unequal number of people on a committee to avoid a deadlock situation.

The following are guidelines for how Selection Committees will be constituted:

1. Selection Committee for posts at Registrar level (Registrar: Finance and Operations as well as the Registrar)

<i>Registrar: Finance and Operations</i>	<i>Registrar</i>
Chair: Chair of Council	
Vice-Chancellor	
Deputy Vice-Chancellor: Research and Development	Deputy Vice-Chancellor: Academic and Student Affairs
Director: Human Resources	
Three members of Council, usually the Chairs of: 1. Finance and General Purposes 2. Audit Committee And/or an external advisor	One member of Council And/or an external advisor
Two Senate Representatives, normally the Deans	
One student representative	
Maximum of three (3) members of staff from the Division, elected by the Division	
One NTESU representative	

2. Selection Committee for posts at Director level including Dean of Students:
 - Chair: Vice-Chancellor
 - At least one of the Deputy Vice-Chancellors or the Registrar: Finance and Operations, usually the person to whom the post reports
 - Director of Human Resources
 - At least one Council representative and/or an External Advisor but more may be involved contingent on the post being filled
 - Two Senate Representatives, normally, the Deans
 - One Student representative (where the work of the Division directly involves students)
 - Maximum of three (3) members of staff from the Division, elected by the Division
 - One NTESU representative
 - One NEHAWU representative.

3. Selection Committee for posts on grades 16 to 18 (old grades 13 to 15a):
 - Chair: Head or Deputy Head of a different Division to that of post or Registrar: Finance & Operations
 - Director of Human Resources or representative
 - Head of the relevant Department/Division
 - Section Manager or senior member of staff or supervisor from the relevant Department/Division
 - A member of staff from a related Department/Division (someone with whom the incumbent is likely to work or someone who has insight into the job) nominated by the Chairperson of the Committee
 - One NTESU representative
 - One NEHAWU representative if work of Division/Section impacts the grade 1 to 5 constituency

4. Selection Committee for posts grades 10 to 15 (old grades 9 – 12)
 - Chair: Neutral person to be approved by the HR Division
 - Representative: Recruitment & Selection Section
 - Head of the relevant Department/Division
 - Section Manager or senior member of staff or supervisor from the relevant Department/Division
 - One NTESU representative
 - One NEHAWU representative if the post has supervision responsibility for grade 1 to 5 staff or if the staff member interacts significantly with grades 1 to 5

5. Selection Committee for posts grades 6 to 9 (old grades 6 to 8):
 - Chairperson : Head of the relevant Department/Division or his/her representative
 - Section Manager or senior member of staff or supervisor from the relevant Department/Division
 - Representative: Recruitment & Selection Section
 - One NTESU representative
 - One NEHAWU representative if the post has supervision responsibilities or if the staff member interacts significantly with grades 1 to 5
 - Where both members of the union are not going to be present at the committee, a further individual from a cognate area should be identified.

6. Selection Committee for posts from grade 1 to 5:
 - Chairperson: The Head of Department/Division or Section Manager or his/her representative from the same department or division
 - Assistant Manager or senior member of staff from the Department/Division, nominated by the Head of Department/Division
 - Representative: Recruitment and Selection Section
 - One NEHAWU representative
 - Where both members of the union are not going to be present at the committee, a further individual from a cognate area should be identified.

Appendix 6: Transfer of Staff

1. Circumstances where a transfer may need to be considered

The transfer of staff could occur under a number of circumstances:

- 1.1 As a result of a grievance. As noted in the grievance procedure section 3.3.12: "After the resolution of the grievance, the ER Manager shall follow up to ensure that any agreements reached have been adhered to and, in addition, shall ensure that the working relationship has not deteriorated further and that no victimisation of the aggrieved party has taken place. Where deterioration of the relationship has occurred, the ER Manager will explore alternative work arrangements. Should there be a feasible alternative, the relevant parties will be approached with this option."
- 1.2 Poor fit between staff member and current job i.e. staff member is unhappy given the nature of work or there is a lack of appropriate capacity for the particular job (e.g. job needs particular financial skills which the individual does not have);
- 1.3 Problematic supervisory-employee relationship where continued attempts at mediation have not been successful;
- 1.4 Changing job requirements due to restructuring or regarding of jobs: the job has changed and the individual does not have the necessary skills to cope with this change. Training has been attempted or is not viable;
- 1.5 Restructuring i.e. the post no longer exists: here there is an employer obligation to transfer individuals;
- 1.6 Unhappy staff member within the particular department given the culture of the department/section etc where continued attempts to address this have failed;
- 1.7 Ill-health: individual is not able to cope with all the demands (usually physical) of the job and accommodation within the current job is not feasible, nor is medical boarding viable;

Please note that transfer of staff is not the same as staff rotation e.g. caterers working in different kitchens or cleaning staff working in different areas. In transferring staff, this should not be seen as a way to not deal with problematic relationships, incapacity/performance problems and unproductive cultures. For this reason there will need to be evidence of continued attempts to resolve the issues.

2. Procedures for transferring staff

In the transfer of staff, the following would need to apply:

- 2.1 Where relevant, the issues need to have been tackled and material attempts made to address them;
- 2.2 There would need to be a vacancy for the individual to be transferred into
- 2.3 Except in the case of retrenchment and ill-health, the Selection Committee would be asked to consider the screening of the individual for a transfer. This decision would need to be balanced with the need for:
 - (i) Equity or diversity in that area;

- (ii) The opportunity for the individual to move elsewhere in the institution (i.e. would other opportunities come available e.g. if the person would be transferring to an administrative post, there are a number of these posts in the institution);
- (iii) Whether or not this has the support of the Head of Department/Division/Section;

2.4 In the case of retrenchment, there would be an institutional obligation to screen that individual for the vacant post. Where the skills sets are exactly the same, screening would not be necessary. In these circumstances, the Head of Department/Division/Section would be required to support this move. If the new job requires a different skills set, then screening would have to take place;

2.5 In the case of ill-health, if the new job requires the same skills set, transfer would take place without screening. If the new job requires a different critical skills set, then screening would have to take place. In these circumstances, the Head of Department/Division/Section would be required to support this move.

Appendix 7: Employment checks for prospective staff

1. Reason for conducting checks

In its most simplistic form, the employment relationship is one where employees provide a contractual commitment to offer their labour and services in return for payment thereof. The employment relationship must be characterised by trust, trust that each both party will contribute to the relationship in good faith.

In the appointment process, the employer wants to take reasonable measures to ensure that employees are in a position to offer such labour and services and that they can be trusted. It is therefore imperative that the employer takes reasonable precautions to ensure that prospective employees are who they say they are, that they have acquired the experience that they claim and that they have a positive work record at previous employers.

Failure to do the necessary checks can pose the following risks to the institution:

- (i) Reputational risk;
- (ii) Risk of the employee committing fraud or theft;
- (iii) Risk of failing to hire staff of the highest calibre impacting negatively on performance of the individual, department/division and institution;
- (iv) Considerable time and effort needed to manage poor performance.

1. Nature of checks

At Rhodes, the employment check may consist of:

- 2.1 Check the identity number or passport number of the staff member;
- 2.2 Verifying that the individual has completed the qualification/s as indicated in the application;
- 2.3 Basic employer check which includes checking that what the prospective employee claims is true namely:
 - 2.3.1 Previous employers
 - 2.3.2 Dates of employment
 - 2.3.3 Jobs occupied
- 2.4 Detailed employer check which includes the above as well as the following of the prospective employer
 - 2.4.1 Reason for leaving
 - 2.4.2 Performance

2.4.3 Work behaviours e.g. time-keeping, absenteeism, sick leave record

2.4.4 Disciplinary offences

2.4.5 In the case of relevant posts, a ITC (information the credit rating of an individual) will be conducted

The table below indicates what employment checks will usually be conducted:

	Identity document	Qualification if required for post	Basic employer reference check	Detailed employer reference check	ITC
Grades 1 to 5	Yes	No	No	No	Unlikely
Grades 6 to 9 (old 6 to 8)	Yes	No	Yes	Yes	Only where a job has access to finances and has responsibility for financial control
Grades 11+ (old 10a)	Yes	Yes	Yes	Yes	
Time-frames linked to checks	Usually 2-3 days	Usually 2-days if RSA qualification, could be up to 2 weeks if foreign qualification	Usually 2-3 days	Up to 2 weeks	

2. Procedures

- 2.1 All applicants for a post will be advised of what employment checks will be conducted and when this will happen in the employment process;
- 2.2 Employment checks will usually only be done on candidates recommended for appointment by the Selection Committee. Appointment by HR will be subject to a clean employment check;
- 2.3 Where relevant, a basic employment check will be conducted before an offer is made;
- 2.4 Where relevant, the offer will be subject to a detailed employer reference check.