



RECRUITMENT AND SELECTION POLICY FOR HALL AND HOUSE WARDENS

1. POLICY PARTICULARS

DATE OF APPROVAL BY RELEVANT COMMITTEE STRUCTURE:

Board of Residences, 30th of April 2008 (assuming approval)

DATE OF APPROVAL BY SENATE: 30th of May 2008 (assuming approval)

DATE OF APPROVAL BY COUNCIL: 19th of June 2008 (assuming approval)

COMMENCEMENT DATE: 1 July 2008

REVISION HISTORY:

REVIEW DATE: Every three years, 1 July 2011

POLICY LEVEL: This policy is applicable to all individuals applying for vacant Hall and House Warden posts including the Gavin Reilly Postgraduate Village and the Oppidan Hall.

RESPONSIBILITY:

- IMPLEMENTATION & MONITORING: Recruitment and Selection Office
- REVIEW AND REVISION: Recruitment and Selection Office accessing feedback from the Hall and House Wardens

REPORTING STRUCTURE: Manager: Recruitment and Selection → Director: Human Resources → Registrar:
Finance and Operations → Vice-Chancellor → Senate → Council

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.
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.

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:

3.1.1.1 *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.

3.1.1.2 *Dual focus of quality and equity:* 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. See Appendix 1 for how equity considerations need to be factored into selection decisions. Specific practices used to promote diversity and employment equity are included in Appendix 2.

3.1.1.3 *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. Appendix 3 outlines current practices which are consistent with an ethical and legal approach.

3.1.1.4 *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.

3.1.1.5 *Shared responsibility:*

- 3.1.1.5.1 The Dean of Students and Hall Wardens need to pay careful attention to their staffing requirements and communicate these effectively to the Human Resources Division. A standard job profile is available for the relevant Hall and House Warden posts and if these do not accurately reflect the nature of the post, this should be brought to the attention of the HR Division;
 - 3.1.1.5.2 Staff on Selection Committees must behave with integrity, seeking to balance the interests of the University with those of applicants. Appendix 4 outlines their responsibilities in the recruitment and selection process;
 - 3.1.1.5.3 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 the Head of Division, Hall and House Wardens, from Selection Committees and from benchmarking with other institutions and organisations;
 - 3.1.1.5.4 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 5; and
 - 3.1.1.5.5 *Broad-based consultation:* The involvement of a range of individuals will lead to a sound decision which balances the interests of the University with those of external applicants and staff (internal applicants). Due to student participation in the selection of Hall and House Wardens, consideration must be given to students' academic commitments, specifically during swot weeks and examination periods, as well as their non-availability during vacations.
- 3.1.1.6 *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, staff of the University and students. 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 **Recruitment and Selection of Hall Wardens**

Given that in most instances the Hall Warden is also the House Warden, the filling of these posts will not be subject to point 3.1.3 below.

3.1.2.1 *Composition of the Hall Wardens Appointments Committee*

Those individuals who serve on the Hall Wardens Appointments Committee must have some level of insight into the posts of Hall and House Warden and there should be a legitimate representation of a diverse range of people. For the recruitment and selection of Hall Wardens, the Appointments Committee shall consist of:

1. the Deputy Vice-Chancellor: Academic and Student Affairs (Chair) or his/her representative;
2. the Dean of Students or Deputy Dean of Students;
3. two Senate representatives (i.e. members of the academic staff who understand the residence environment and the responsibilities of the Hall and/or House Warden in supporting the academic needs of the student. Senate may consider the nomination of Hall Fellows);

4. two Hall Warden representatives for the year, one male and one female. (Where a Hall Warden representative is the Warden of the Hall in which the vacancy needs to be filled or is the departing job incumbent, an additional Hall Warden may be invited to serve on the Committee, chosen at the Chairperson's discretion);
5. the Senior Student of the house where the vacancy is being filled;
6. one Sub-Warden of the house where the vacancy is being filled, nominated by the Sub-Wardens in that House;
7. the Hall Senior Student from the relevant Hall;
8. one House Warden from the relevant Hall, nominated by the House Wardens in that Hall;
9. one representative of Recruitment & Selection (who shall be a full member of this committee).

All members of the Committee must adhere to the requirements for participation as outlined in Appendix 4.

3.1.2.2 Recruitment

A vacancy for a post of Hall Warden will normally be advertised as soon as the vacancy is brought to the attention of Recruitment & Selection.

All posts of Hall Warden will be advertised in the local press, by campus circular, on the Recruitment & Selection notice board and on the Recruitment & Selection web page. Application forms will be available from Recruitment & Selection and on its web page, and interested parties will normally be given 10 working days in which to return completed applications to Recruitment & Selection.

3.1.2.3 Selection

The selection of the Hall Warden shall be against the job profile for this post as outlined in Appendix 6. [*Note: Job profiles for posts of Oppidan Hall Warden and Postgraduate Village Hall Warden are being finalized and will be included in due course*]. Those individuals who are not eligible for consideration for such posts are outlined in Appendix 7.

The selection process shall consist of a short-listing process, whereafter the selection techniques used shall be a personality profiling assessment (see Appendix 8 for this process), referees' reports (see Appendix 9 for this process) and the interview (see Appendix 10 for this process). All data shall be considered in making a selection decision. Prior knowledge of candidates must be handled appropriately as outlined in Appendix 11.

3.1.2.4 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;
2. recording in writing the reasons why any persons interviewed were not recommended for appointment; and
3. making the final decision on whom to recommend for appointment and, where appropriate, 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 2) 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, 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. Alternatively, the Selection Committee will reconvene within five working days to reconsider the matter. Should the Committee still remain deadlocked, the Chair shall have the casting vote.

3.1.2.5 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 Recruitment and Selection Section agreeing that the selection process followed for the filling of the post was fair and that legislative and University policy requirements were met.

All 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 a committee member that an unfair labour practice has taken place, the Committee shall discuss this concern and take a decision (a majority vote should be taken if necessary) as regards the accuracy of this allegation. If necessary, the Director of Human Resources or designate can be asked for a recommendation in this regard. Should the majority of the Committee agree with this concern, the process will be stopped and the matter immediately referred to the Director of Human Resources or a representative. Where there is evidence of any problem/s, the Director of Human Resources or the nominated representative will conduct an investigation. The recommended appointment will be kept on hold until the matter has been resolved.

The Recruitment & Selection Section will continually evaluate adherence to relevant policy requirements.

3.1.2.6 Approval

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

1. House Wardens: Director of Human Resources or his/her representative
2. Hall Wardens: Administrative Sub-Committee of Council

3.1.3 Recruitment and Selection of House Wardens

With the exception of House Warden posts which are also Hall Warden posts, the following process shall apply.

3.1.3.1 Step 1: Recruitment and Selection of pool of applicants

There shall be at least an annual recruitment exercise for House Warden positions. This means that posts will usually not be advertised as and when they fall vacant. Rather a pool of successful applicants will be kept on file and accessed by the Hall Placement Committees when a particular post becomes available.

As early as possible in the first semester, prospective candidates will be invited to apply for potential

posts falling vacant during the course of the year. These posts will be advertised in the local press, by campus circular, on the Recruitment & Selection notice board and on the Recruitment & Selection web page. Application forms will be available from Recruitment & Selection and from its web page, and interested parties will normally be given 10 working days in which to return completed applications to Recruitment & Selection. These posts exclude any House Warden posts which are also Hall Warden posts. This process is outlined in point 3.1.2 above.

The selection of the House Wardens shall be against the job profile for this post as outlined in Appendix 12. Those individuals who are not eligible for consideration for such posts are outlined in Appendix 7.

The selection process shall consist of a short-listing process, whereafter the selection techniques used shall be a personality profiling assessment (see Appendix 8 for this process), referees' reports (see Appendix 9 for this process) and the interview (see Appendix 10 for this process). All data shall be considered in making a selection decision. Prior knowledge of candidates must be handled appropriately as outlined in Appendix 11.

The selection decision shall be as outlined in 3.1.2.4 above.

Fairness considerations shall be as per 3.1.2.5 above.

Approval shall be as per 3.1.2.6 above.

This pool of applicants shall be supplemented on at least an annual basis. Those individuals remaining in the pool at the time of the next annual recruitment exercise shall not be required to reapply but should indicate their interest in still being considered for such a post.

The House Wardens Appointments Committee shall consist of:

1. the Dean of Students or Deputy Dean of Students (Chair)
2. two Senate representatives (i.e. members of the academic staff who understand the residence environment and the responsibilities of the House Warden in supporting the academic needs of the student. Senate may consider the nomination of Hall Fellows);
3. two Hall Wardens representatives;
4. two SRC representatives (preferably the Vice President Internal and residence councillor);
5. two student representatives from the Board of Residences (one male and one female); and
6. one representative of Recruitment & Selection.

All members of the Committee must adhere to the requirements for participation as outlined in Appendix 4.

3.1.3.2. Step 2: Selecting a House Warden for a particular vacancy.

When a particular House Warden vacancy becomes available, the following process will apply.

A House Wardens Placement Committee shall be convened and shall include:

1. as Chair: Dean of Students or Deputy Dean or one of the two Senate representatives who sat on the House Wardens Appointments Committee or a Hall Fellow;
2. the relevant Hall Warden;
3. one House Warden from within the Hall;
4. House Senior Students (failing which a member of the House Committee); and

5. one Sub-Warden, nominated by the sub-wardens in the relevant house.

The selection criteria and process used in this process of selection is outlined in Appendix 13.

The selection decision shall be as outlined in 3.1.2.4 above.

Fairness considerations shall be as per 3.1.2.5 above.

Approval shall be as per 3.1.2.6 above.

3.1.3.3 *Transfer of House Wardens*

Where a House Warden requests a transfer to another residence, such a request should be brought to the attention of the Dean of Students and the HR Division. The House Wardens Placement Committee shall be convened for the purposes of considering such a candidate subject to the process outlined in 3.1.3.2.

3.1.4 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 the selection processes 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.

Where relevant, the following records will be kept:

1. Recruitment procedure;
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.

An 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 Recruitment & Selection Section, will be required to give feedback, in writing, to candidates who contest the process and decision taken. Appendix 14 provides guidance on the process of giving feedback.

3.2 REVIEW PROCEDURE:

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

Appendix 1: Equity Considerations: Understanding the concept of “best contribution”.

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 can strengthen the quality of Rhodes.

Rhodes University and its staff and students believe that the institution must employ those that will make the best contribution to the institution. However, in understanding what is meant by best contribution, traditional notions of merit may need to be questioned. What type of education/qualification and experience is meritorious? Does diversity in all its spheres, relative to the staff currently in the Hall and Wardening system, add to the merit of a candidate?

The University advocates that in assessing what constitutes the “best contribution” that the context in which the decision is to be taken must be considered. Such a context includes the institutional and strategic imperatives for quality assurance, excellence and transformation as well as the departmental environment including inter alia the staffing and student profile, current strengths and weaknesses relative to departmental plans for the future.

Therefore, in making an appointment, the selection committee must consider these contextual considerations (i.e. the needs and status quo of the department in which the vacant post is situated) which include

- (i) the need to transform the institution;
- (ii) the need for specialised qualifications and/or skills;
- (iii) the need for “fresh minds” from outside;
- (iv) the need to balance the composition of staff in terms of educational qualifications and background, experience, seniority, race, gender, age, and disability;
- (v) the stability of the Hall and wardening system;
- (vi) the need to give staff at the University an opportunity for such posts;
- (vii) the willingness and ability to support an individual appointed on potential including resource implications of doing so and the University’s ability to meet the necessary resource requirements;
- (viii) balancing the University’s commitment to the employment of South Africans with the importance of attracting and employing foreign national; and
- (ix) the need to create a supportive environment for all students and staff, irrespective of their background.

In considering who will make the best contribution, Selection Committees should also try to balance the short-term perspective (i.e. the person is ready to do all facets of the job now) with the long-term perspective (i.e. the person with some training and mentoring will ultimately make the best contribution because of the considerations cited above). However, in making a decision to take a more long-term perspective, the Hall Warden in the case of House Wardens or the Dean of Students in the case of Hall Wardens must be committed to providing the necessary support and mentoring and provide evidence of currently engaging or having previously engaged in similar processes within the department.

Also of importance is that in ensuring diversity amongst the staff and that adequate and acceptable role models are present within the University, the institution must consider the employment of nationals as well as foreign nationals. Given the University’s Vision to be “an outstanding internationally-recognised

academic institution which proudly affirms its African identity”, there is a need to balance the employment of South African citizens with the need to seek good applicants freely and to appoint the person who will make the best contribution to each particular vacancy. It is only being appointed in the context of international competition that Rhodes University and its staff will realise the institution’s Vision. The University will however, seek to appoint as many South African citizens as possible to its academic and support staff. Within the selection process, nationals will not be disadvantaged through preference being given to foreign nationals. However, there may be circumstances where the best contribution would be made by a foreign national.

Where a foreign national applicant is a student, s/he must be able to satisfy the University that the wardening responsibilities together with any other employment held will not exceed an average of 20 hours per week during the course of the year. This is as per the requirements of the individual’s study permit as laid down by the Department of Home Affairs.

Where a foreign national applicant is already a staff member at the University, there are no work permit requirements.

Where a foreign national applicant is neither a staff member nor a student, regrettably s/he cannot be considered for employment as a member of the wardening staff. The exception to this is where s/he is being considered for another post in the institution. However, in this circumstance, it must be remembered that expediency and ethics may require the employment of a national for two reasons:

1. That the Department of Home Affairs requires the institution to argue in good faith that no suitable South Africans are available to take up that post; and
2. That the employment of a foreign national means a delay in the filling of the post while work permits are organised.

The following process applies:

- Many of the foreign embassies require that the South African Qualifications Authority approve the qualification. This has in the past taken up to four months;
- Once the SAQA approval is gained, the issuing of the work permit can take place. Depending on the embassy, this can take anything from one month to usually no more than three months. There have been instances however where the permit has taken longer than eight months to acquire; and
- Delays may also be experienced if the staff member taking up the appointment does not process the documentation timeously.

The University will regrettably withdraw a job offer made to a foreign national if after six months, the work permit has not been obtained.

Please note that in terms of the South African Department of Labour, Black, disabled and/or female foreign nationals are not regarded as members of the designated groups.

Appendix 2: Recruitment and Selection Practices that are used to promote employment equity and diversity

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

- The **competencies for the post** are identified at the outset of the process when preparing the profile. In this way, objective criteria for selection are identified independent of who the applicants might be. Consistent with the Employment Equity Act, care is taken to ensure that an appropriate mix between education and experience is achieved in the requirements for the job. If a qualification is not an essential minimum requirement, then the corresponding years of experience will be indicated.
- The **competencies 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 Recruitment and Selection Manager 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 unless the post has already been advertised and no suitable candidates found.
- All **applicants must be assessed using the same techniques** (e.g. if applicants are to give a presentation, all applicants must do so) except in such areas where a technique has been used and the results thereof are valid for a period e.g. work sample tests are valid for six months and psychometric tests for one year. In addition, across similar posts, the process for recruitment and selection should be similar;
- Care is taken to ensure that the techniques (e.g. psychometric tests) used are **not culturally or gender biased**;
- In the **short-listing of applicants**, Selection Committees are asked to identify all worthy candidates and not simply the top three or four candidates for the next selection process. Without engaging in tokenism and ensuring that the requirements for short-listing are met (i.e. that the basis requirements of education and experience are met), Selection Committees are encouraged to include members of designated groups in the short-list. This strategy recognises that selecting individuals on paper has its limitations;

- In order to **recognise the potential of applicants**, competency based tests (e.g. cooking tests, computer literacy tests, administrative tests, presentations – whatever is relevant to the job) are used to assess potential. This provides additional data about an applicant's competence over and above the traditional indicators of education and experience. It also offsets the limitations of the interview (which include an over-reliance on the candidate's English skills, the likelihood that a Selection Committee may be influenced by the smoothness of a candidate's presentation of him/herself in the interview when this has little to no bearing on the person's ability to perform on the job and the likelihood of personal bias impacting decisions);
- The committee must be able to **substantiate/provide reasons** why a candidate was unsuccessful relative to the identified competencies. The Chairperson is responsible for doing this;
- Selection Committees must select the person whom they believe will make the **best contribution** to the University (see Appendix 1);
- In choosing the preferred candidate, **consideration is given to the potential** of applicants from designated groups to meet the job requirements. However, the Hall in which the individual is placed must have the ability to support such an individual who is going to need mentoring and coaching and on the job training;
- Where it is **difficult to differentiate between candidates** in trying to determine the best candidate, preference will be given to the member of the designated group. Where both may be members of designated groups, preference will be given to nationals. Where both individuals are nationals and members of designated groups, the demographic profile of that department/division/faculty 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);
- **Foreign nationals** must not be discriminated against unfairly, although cognisance must be taken of regulations imposed by the Department of Home Affairs regarding the employment of non-South Africans. Furthermore, where there is urgency to the filling of the post, foreign nationals cannot be considered due to the delays experienced in getting work permits. See Appendix 1;
- **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 with staff of the Human Resources Development Office;
- Chairpersons of Selection Committees are encouraged/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 are required to indicate that they have read the Recruitment and Selection Policy for the Appointment of Hall and House Wardens 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 3: 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 relevant 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 4: 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 the Appointment of Hall and House Wardens 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 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 place¹;
- Being accountable for the decision taken;
- Not responding to requests for feedback by candidates. Such feedback must be channeled through the Chairperson of the committee unless otherwise decided by the selection committee;
- Respecting and ensuring the confidentiality of applicants and therefore not discussing particulars of selection processes with others who are not on the selection committee;
- Not contacting individuals who know applicants for posts outside of the authority of the selection committee; and
- Ensuring that a balance is achieved between meeting the needs of the Hall, 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.

¹ 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 5: Responsibilities of Chairperson for Hall Wardens Appointments Committee or House Wardens Appointments Committee (separate process for House Wardens Placement Committee)

1. At the first meeting

1.1 Confirmation of reading of Policy document and policy checks:

- Confirm that members of the selection committee have read the appendices of R&S Policy for the appointment of Hall and House Wardens
- Clarify whether the policy has been understood or whether any points need clarification
- Remind the Committee of their responsibilities
- Ask if any relatives, friends, business associates have applied for the posts. If so, the committee needs to decide if the person should recuse themselves from the process. Please note that if such a person is the Chair, this person must recuse him/herself.
- Remind the members of the committee that 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 recruitment and selection policy for and adhere to these requirements, and that they attend relevant meetings as determined by the selection committee

1.2 Reminders:

- That the job profile must guide the entire process of selecting applicants
- That this job profile has been used to recruit applicants and therefore cannot be changed at this point in time
- Ensure that the members of the selection committee understand the nature and demands of the job

1.3 Recruitment:

- Review the applications received and note the designated status of applicants.
- Question whether the committee is satisfied with the demographic profile of applicants.
- If not, a Search Committee should be convened. It must be recognized that this will delay the selection process.

1.4 Short-listing:

- Ensure that the competencies identified for short-listing have been used to short-list applicants.

- The suitability (i.e. whether they are worthy of appointment) of each candidate has been assessed relative to the competencies identified
- 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.
 - Remind the committee of those who are likely to have been excluded on the basis of ineligibility (see Appendix 7)
 - 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 endeavour to include members of designated groups.
 - Consider relevant issues (see Appendix 1) if applicants are foreign nationals
 - Ensure that reasons for not short-listing candidates are kept.

1.5 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 the 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.
- 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.

1.6 Selection Strategy:

Confirm the selection strategy for this process and ensure that all members of the committee understand the process.

1.7 Confirmation of Interview Questions:

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.

1.8 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.

2. At the Selection Interview

2.1 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.

2.2 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). The R&S Officer on the committee is also mandated with doing this.
- Check whether any information arising from the 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.

2.3 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.

2.4 Feedback and reporting:

- 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.
- For House Warden posts that are not Hall Warden posts, a report on each candidate chosen should be written summarizing the strengths and areas of development/concerns of each candidate. This report shall be made available to the House Wardens Placement Committee for its short-listing.

2.5 Making the Selection Decision:

- Remember to look at 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.
- Remember to consider equity issues as outlined in Appendix 1 (best contribution). If there are candidates of similar competence, remember that the member of the designated group must be preferred. If both candidates are members of designated groups, the national must be preferred. If both candidates are members of designated groups and nationals, look at the equity profile of the department/division/unit/section as well the University profile for that group of staff before making a firm decision.
- All candidates who are suitable for appointment must be identified.
- Remember that any applicants with a disability must be treated in terms of the University's Disability Policy for Staff.

2.5 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 Manager: Human Resources Development with looking at ways to enhance such individuals' employability.

2.5 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.

Responsibilities of the Chairperson of the House Wardens Placement Committee

1. At the first meeting

1.1 **Confirmation of reading of Policy document and policy checks:**

- Confirm that members of the selection committee have read the relevant sections and appendices of R&S Policy for the appointment of Hall and House Wardens
- Confirm that the policy has been understood or whether any points need clarification
- Remind the Committee of their responsibilities
- Remind the Committee that a pool of successful candidates have already been screened for these posts. This process focuses on finding the right individual for this particular vacancy.
- Ask if any relatives, friends, business associates are in the pool of successful candidates. If so, the committee needs to decide if the person should recuse him/herself from the process. Please note that if such a person is the Chair, this person must recuse him/herself.
- Remind the members of the committee that 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 recruitment and selection policy for and adhere to these requirements, and that they attend relevant meetings as determined by the selection committee

1.2 **Short-listing:**

- Ensure that the competencies identified for short-listing for this process (as per Appendix 13) have been used to short-list applicants.
- The suitability (i.e. whether they are worthy of appointment) of each candidate has been assessed relative to the competencies identified.
- Together with the selection committee and contingent on the selection process, decide on who will go through to the interview process

1.3 **Selection Strategy:**

Confirm the selection strategy for this process and ensure that all members of the committee understand the process.

1.4 **Confirmation of Interview Questions:**

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. **At the Selection Interview**

2.1 **Policy Checks:**

Check that members of the selection committees have:

- Read all relevant documentation for the candidates. Please note that the psychometric personality data will not be made available to this committee as a psychologist will not be on hand to ensure its correct interpretation and usage.
- Prepared their interview questions and fully understand what needs to be asked and what appropriate answers will be.

2.2 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). The R&S Officer on the committee is also mandated with doing this.

2.3 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.

2.4 Feedback:

- Remember that as Chair, you will be required to give feedback to 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.

2.5 Making the Selection Decision:


- Remember to look at 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.
- Remember to consider equity issues as outlined in Appendix 1 (best contribution). If there are candidates of similar competence, remember that the member of the designated group must be preferred. If both candidates are members of designated groups, the national must be preferred. If both candidates are members of designated groups and nationals, look at the equity profile of the department/division/unit/section as well the University profile for that group of staff before making a firm decision.

2.5 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 6: Job Profile of the Hall Warden

[Note: Job profiles for posts of Oppidan Hall Warden and Postgraduate Village Hall Warden are being finalized and will be included in due course].

 RHODES UNIVERSITY <small>Grahamstown • 6140 • South Africa</small>	Faculty/Division	Dean of Students	Job Profile No
	EFFECTIVE DATE		
			NAME
JOB TITLE	Hall Warden	INCUMBENT	
DEPARTMENT/SECTION	Residential system	SUPERVISOR/MANAGER	Dean of Students
JOB TYPE	Student Support	DIVISION HEAD	Dean of Students
MAIN JOB OBJECTIVE/S			
<p>The key purpose of this job is the effective management of a University Hall of Residences (including the execution of the responsibilities of House Warden of a residence in that Hall - see the job profile for information on this) in order to provide a high-quality support service to the students. The effective management of the Hall is achieved through ensuring the effective management of each residence and secretarial services to the Hall as well as effective liaison with service providers in the areas of catering, housekeeping and estates (building maintenance, electrical etc).</p>			

DESCRIPTION OF KEY RESPONSIBILITY AREAS	STANDARD EXPECTED
<p><i>Student care:</i> The Hall Warden must ensure the provision of an environment within the Hall which is conducive to the development and success of its students at the University.</p> <p>The Hall Warden is required to interact with students interalia:</p> <ol style="list-style-type: none"> 1. In the dining-hall by attending meals; 2. At Hall functions, cultural activities; 3. When such students have particular problems that they wish to discuss with the Hall Warden; 4. Dealing with student complaints about a House Warden. 	<p>The Hall Warden is expected to interact with students in a friendly and caring manner. The person should take an interest in the sporting and social activities of students in the Hall.</p> <p>The Hall Warden is expected to have a noticeable presence within the Hall.</p> <p>The Hall Warden is required to ensure that the residences (including House Wardens, Sub-Wardens and House Committees) are contributing to an environment which is conducive to the development and success of its students.</p>
<p><i>Student discipline:</i> He/she is required to ensure that the Student Disciplinary Code and other Hall regulations are adhered to and the appropriate disciplinary action taken where necessary. This includes dealing with disciplinary action that can only be considered by the Hall Warden and appeals to decisions taken by the House Warden.</p>	<p>Disciplinary action taken is consistent and fair and is done in terms of the Student Disciplinary Code. Ensures that the rules of the University, Hall and residence are implemented consistently and fairly. Supports House Wardens in their responsibilities as regards student discipline but will over-rule a decision taken by a House Warden if this is not consistent with other rulings and not in line with the Student Disciplinary Code.</p>
<p><i>Resource management:</i> The Hall Warden must:</p> <ol style="list-style-type: none"> 1. Ensure that the House Wardens are executing their responsibilities as regards looking after the fabric of the residences use and its immediate precincts and that damage to movable assets (furniture, blankets, curtains, carpets, etc.) are kept to a minimum, putting in place necessary control systems; 2. Conduct regular inspections of the buildings in the Hall; 3. Ensuring that any problems with the fabric of the residences, housekeeping services and utility services are attended to by the relevant service providers in the University; and 4. Submit applications on behalf of the Hall as regards additional resources required. 	<p>Damage to the fabric and movable assets are kept to a minimum. Control systems are effective.</p> <p>Ensuring that regular inspections are made of residence by the House Wardens.</p> <p>Appropriate action is taken against anyone who is known to have willfully or negligently damaged the property of the University or who is known to have contravened the Student Disciplinary Code or any other Hall regulations.</p> <p>Timeous liaison with House Wardens as regards resource requirements and submission of these through the appropriate University channels.</p> <p>Fostering of positive relations with service and utility providers and timeous following up as regards problems encountered.</p> <p>Championing Hall/residence needs to the relevant University authorities and, where relevant, representing the Hall/residential system's interests within the University.</p>
<p><i>Service Monitoring:</i> The Hall Warden must:</p> <ol style="list-style-type: none"> 1. Establish positive relationships with service providers (catering, housekeeping, garden services, utilities and establish/negotiate Hall requirements and expectations; 2. Follow up with the House Wardens as regards the provision of quality services (catering, housekeeping, grounds and gardens and utilities) to the residences in the Hall and follow up with service providers when there are problem. 3. Check on maintenance requisitions submitted to the Estates Division in order to determine whether the required work has been done and if necessary, to press this Division to 	<p>Timeous liaison with House Wardens as regards provision of services.</p> <p>Timeous following up as regards problems encountered.</p> <p>Championing Hall/residence needs, representing the Hall/residential system's interests within the University.</p>

<p>undertake the repaid work. Keep the House Warden informed of this.</p> <p>(Although the Hall Warden is not responsible for the delivery of housekeeping, catering and utilities services, s/he is expected to ensure that these services are provided to the correct standard by the relevant service providers in the University).</p>	
<p><i>Administration:</i> The Hall Warden must set up (if a current system does not exist) and maintain an administrative system to ensure the smooth running of the Hall, including the:</p> <ol style="list-style-type: none"> 1. Minutes of Hall Committees; 2. Correspondence to University officials and requests made on behalf of the Hall; 3. Correspondence to the Hall and requests made of the Hall and forwarding of relevant requests to House Wardens; 4. Records related to staff in the Hall 5. Records relating to personal and academic information of students in the Hall; 6. Writing of the annual report for the Hall. 	<p>Records are kept up to date, information is easily accessible.</p> <p>Administrative system can be understood and utilised by someone other than the Hall Warden.</p> <p>Reports are written timeously and accurately reflect the activities of the Hall.</p> <p>Correspondence, if relevant, is forwarded timeously to House Wardens.</p>
<p><i>Health and Safety and Well-being:</i> The Hall Warden must:</p> <ol style="list-style-type: none"> 1. Ensure that regular fire, emergency and safety checks and drills are conducted in the residences; 2. Ensure that residences have suitable arrangements are made for emergencies; and 3. Ensure that residence are able to cope with student issues such as rape, sexual assault, or any other violence or any other threats to the physical, emotional or physical well-being of the students that is within the control of the University. 	<p>Ensure adherence to these requirements and take timeous action where this is not the case.</p>
<p><i>Staff management:</i> The Hall Warden must manage House Wardens and secretarial staff within the Hall. This includes:</p> <ol style="list-style-type: none"> 1. Ensuring that appropriate planning takes place within the residences; 2. Ensuring that the House Wardens understand the standards of the University as regards the running of a residence; 3. Dealing with any performance problems (failure to execute job responsibilities); 4. Training of House Wardens in their responsibilities, including encouraging them to attend any formal training offered by the University; 5. Writing of performance reports of House Wardens for reappointment purposes. 	<p>Appropriate systems and processes exist to manage the performance of staff.</p> <p>Hall Warden deals with staff fairly and consistently.</p> <p>House Wardens and secretarial staff execute their job responsibilities to the required standard.</p> <p>Where problems exist, these are dealt with timeously with due concern to the need to have a well-functioning Hall.</p> <p>Student concerns are raised timeously with the staff concerned.</p> <p>Institutional, residence and Hall policies are adhered to.</p>
<p><i>Budgetary responsibilities:</i> Each Hall Warden is responsible for:</p> <ol style="list-style-type: none"> 1. Hall funds, and is required to account for this by providing the necessary documentation as prescribed by the relevant University practice; and. 2. Auditing of House Warden reports as regards house funds and entertainment allowance 	<p>The Hall Warden should ensure the sound fiscal management of house and Hall funds.</p> <p>Where there appears to be malpractice as regards use of funds, the Hall Warden is required to deal with this timeously.</p> <p>The Hall Warden should ensure that all University practices as regards fiscal management are adhered to within the Hall.</p>

DIRECT CONTACTS OF THE JOBHOLDER (INTERNAL AND EXTERNAL)

INTERNAL CONTACT:

TYPE OF CONTACT	DAILY/MONTHLY ANNUAL	PURPOSE OF CONTACT
Students	Daily	Interact with students on a daily basis in the Dining Hall, as well as in the residence.
Other Hall Wardens	Monthly to ad hoc	Meetings regards issues of residences
Hall Secretary	Daily	To follow up on requests made or other relevant matters
Hall Committee	Once a term	Prepare for and attend Hall meetings held once a term to discuss matters of relevance to the running of the Hall
Dean of Students	Once a term, ad hoc	Regarding matters of the Hall
Academic staff	On an ad hoc basis	To enquire after a student's well-being should there be concern or to relay a difficult circumstance that has been experienced (provided that the student has provided consent for such communication)
Housekeeper	Daily to Weekly, as required	To raise and follow up on concerns and requests from students
Houskeeping or Catering Managers	As required	As regards service provision
Directors or Managers in the Estates Division	As required	As regards provision of utilities

External contact:

TYPE OF CONTACT	DAILY/MONTHLY ANNUAL	PURPOSE OF CONTACT
Parents of students	Annual, usually at the beginning of the year. Then on an ad hoc basis.	Greeting of new students to Hall, welcoming old students back. Contact with parents related to a problem with one of the students.

JOB REQUIREMENTS

• ***EDUCATION AND EXPERIENCE***

In line with the competencies required below, consideration will next be given to candidates in the following order of priority:

1. those who are in possession of an academic qualification (and therefore experience of studying at university or technikon level) AND who have lived in or run a tertiary education establishment residence;
2. those who are in possession of an academic qualification (and therefore experience of studying at university or technikon level) OR those who have lived in or run a tertiary education establishment residence; and
3. those who have worked in a tertiary education environment and who, as a direct result of their job, have interacted with students.

• ***COMPETENCIES***

A Hall Warden must have:

- An understanding of the dynamics of residence life and the realities facing students today;
- An ability to work independently (self-motivated with a keen sense of responsibility);
- Ability to cope with multiple demands (stress management);
- Sound conflict management skills with a high level of assertiveness;
- Leadership skills (self-awareness, emotional control, the ability to build and lead a team, flexibility, professionalism, the ability to provide a feeling of trust, and the ability to build morale);
- Strong staff management skills, including strategic management skills, the ability to manage in a participative way, the ability to delegate, and the ability to develop and manage the performance of staff;
- Interpersonal skills (the ability to build rapport with others and to instil confidence in others);

<ul style="list-style-type: none"> • Sound communication skills; • Sound administrative skills, including the ability to conduct a meeting; • Genuine interest in students, with the ability to deal with diversity. • Counselling skills; and • Basic bookkeeping skills. <p><i>Required once on the job:</i></p> <ul style="list-style-type: none"> ▪ Knowledge of the University’s Rules for Students, the University’s discipline procedures and the University’s policies affecting the residence system; ▪ Knowledge of the fire, emergency and safety regulations, procedures and services including the University’s campus protection officers and campus guards, the local ambulance service, the local fire service and the local police - in particular how to manage a crisis situation; and ▪ Knowledge of the University, in particular the support services and facilities on offer to students.
<ul style="list-style-type: none"> • MANAGEMENT/SUPERVISORY DUTIES House Wardens and Hall secretary
<ul style="list-style-type: none"> • NUMBER OF SUBORDINATES 1 Hall secretary and House Wardens
<ul style="list-style-type: none"> • TYPICAL DEVELOPMENT PATH House Wardens

FUNCTIONAL RESPONSIBILITIES (only if applicable)
<ul style="list-style-type: none"> • PROJECT MANAGEMENT RESPONSIBILITY None
<ul style="list-style-type: none"> • PROCESS MANAGEMENT RESPONSIBILITY None
<ul style="list-style-type: none"> • COST/FINANCIAL CONTROL <p>(i) Is the jobholder responsible for any aspect of cost control or for materials, stock or equipment? If yes, what is the monetary value and to what extent is the person accountable or responsible? Hall funds</p> <p>(ii) Does the jobholder have a direct responsibility for controlling operational costs or expenses? If so, what is the annual budget (ignoring direct and indirect remuneration costs)? Yes</p>
<ul style="list-style-type: none"> • LEVEL OF RESPONSIBILITY <p>Who must authorize, review or clear decisions taken with regard to the jobholder’s functions? Dean of Students</p> <p>What percentage of tasks can be carried out without supervisory input and/ or control? 95%</p> <p>What critical decisions are the job-holder normally authorized and empowered to make? Within the policies and requirements of the University and Dean of Students Division, the Hall Warden may decide on how best to run the residence.</p>
<ul style="list-style-type: none"> • PLANNING <p>(i) What is the longest (macro) period that the jobholder has to plan ahead? 6-12 months</p> <p>(ii) Typically how long are the micro phases/time periods that the macro planning is divided into? 18 months</p>

Appendix 7: Individuals who are not considered eligible to apply for wardening posts in the University

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

1. 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;
2. 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;
3. Any past employee dismissed for misconduct;
4. Any member of staff who has resigned in order to avoid disciplinary action which could have resulted in dismissal and where such an individual had signed a settlement to this effect; and

5. Any person whose main job at the University involves considerable after hours work and/or that the person travels out of town, involving overnight stays on a fairly regular basis.

While any person employed in one Hall may apply for a post of Hall or House Warden in another Hall, it is recognized that potential scheduling and loyalty conflicts may arise. It is believed that this can be appropriately managed.

Appendix 8: Personality Profiling for Hall Warden and House Warden posts

Psychological assessments, using standardised psychological tests, have to date not been used to any great extent at Rhodes University. Although not used at Rhodes University extensively, they are a very common assessment tool in selection processes in other organisations, most notably in industry.

The advantage of psychological assessments are:

1. The assessment has a much higher degree of construct validity (measuring the right construct/attribute as well as predictive validity (telling us who will be successful at the job) than selection tools such as interviews and referee reports;
2. The assessments have a history of validation tests to ensure that they are scientifically valid. Tests are chosen to ensure culture and gender fairness;
3. They require that a trained professional namely a psychologist or psychometrist choose, administer and score the tests such that a high degree of professionalism is introduced into the process;
4. They can assess personal attributes that are often difficult to assess via interviews and referee reports; and
5. They are quick and easy to administer.

For this selection process, the 16PF (personality factor) test will be used to assess the following aspects of the job profiles:

Job profile competency	Corresponding 16PF factor
Self-motivation and sense of responsibility	Factor Q2: Group-oriented versus self-reliant
Staff management skills	Factor G: Expedient versus rule conscious Factor L: Trusting versus vigilant Factor Q3: Tolerates disorder versus perfectionistic Factor E: Differential versus dominant Factor B: Concrete versus abstract
Appropriate level of assertiveness	Factor O: Self-assured versus apprehensive Factor G: Expedient versus rule conscious Factor E: Differential versus dominant
Emotional control	Factor C: Emotionally Stable versus reactive
Empathy	Factor I: Utilitarian versus sensitive
Appropriate interpersonal skills: able to build rapport	Factor A: Warm versus reserved Factor Q4: Relaxed versus tense Factor Q2: Group-oriented versus self-reliant Factor H: Shy versus socially bold Factor F: Serious versus lively
Genuine interest in students	Factor A: Warm versus reserved
Ability to deal with diversity	Factor Q1: Traditional versus Open to Change
Personal flexibility	Factor Q1: Traditional versus Open to Change

This assessment will take place only with short-listed applicants and the process will be managed as follows:

1. Short-listed applicants will be requested to take the personality assessment. It must be noted that applicants cannot be forced to take the assessment. Should an applicant decline to take the assessment, s/he will be reminded that this means that the selection committee will be required to make a decision on the basis of incomplete information. As required with all professional assessment, candidates will be advised of their rights in this process;

2. The psychological assessment data will be presented to the selection committee by a qualified psychologist after the interview process. This data should be considered alongside all other data considered and should never be considered on its own. Triangulation of data is important;
3. Members of selection committees may not keep any copies of psychological assessment reports provided during the course of a selection process;
4. Candidates are entitled to access their psychometric results from the psychologist;
5. House Warden Placement Committees shall not have access to the psychometric results. The findings of the entire selection process (conclusions from all sets of data) will be made available.

Appendix 9: Referee’s reports for Hall Warden and House Warden posts

Referees are those individuals listed by applicants whom the employer has permission to contact for a report. At this stage of the process, the employer is not entitled to contact other referees.

Referees should be chosen for their ability to comment meaningfully on the contribution that the applicant would make to the job.

The following information will be accessed from referees for these posts:

1. In what capacity is the applicant known to the referee;
2. How long has the referee known the applicant in this capacity;
3. Comment meaningfully on the applicant’s competence in the following areas:

Job profile competency	
Ability to work independently, self-motivation and sense of responsibility	
Ability to cope with multiple demands and stress management	
Appropriate level of assertiveness and the ability to manage conflict	
Emotional control	
Empathy	
Appropriate interpersonal skills: able to build rapport	
Genuine interest in students	
Ability to deal with diversity	
Leadership skills: able to instill trust and confidence in others, build a team	
Professionalism	
Staff management skills	
Administrative skills including being able to conduct a meeting and ensure basic book-keeping of Hall and/or House funds	
Communication skills	
Counselling skills	

4. Any concerns that the referee has with the appointment of this person to this particular post.

Referee reports will be accessed for short-listed candidates and will be made available to the Appointments Committees before the interview process. This will allow for any concerns raised by referees to be addressed in the interview process.

Appendix 10: Interview Process for Hall and House Warden Appointments


The Appointments Committees are responsible for conducting fair and equitable interviews, through the running of structured interviews, ensuring that:

1. the questions to be asked are related to the job competencies (note that the questions will have been determined at the short-listing meetings), namely;
 - (i) an understanding of the dynamics of university and residence life and the realities facing students today;
 - (ii) strong leadership and management skills, including the ability to build and lead a team, the ability to build and maintain trust, the ability to delegate, the ability to develop and manage the performance of Sub-Wardens, the ability to problem-solve, and the ability to manage conflict;
 - (iii) excellent interpersonal skills with a genuine interest in students, including the ability to build rapport with others, the ability to instill confidence in others and the ability to deal with diversity, as well as a high level of assertiveness, including the willingness and ability to discipline students when necessary;
 - (iv) sound verbal communication skills; and
 - (v) self-management skills, including the ability to work independently, the ability to cope with multiple demands, a sound level of self-awareness, and personal flexibility.
2. careful consideration is given to the use of any questions that may be perceived to be unfair or discriminatory by candidates;
3. the same/similar core questions are asked of each candidate (probing is feasible provided it is around the same core competency);
4. candidate is presented with similar demands within the interview situation;
5. the introduction of prior knowledge of the candidate must be well-managed, raising any concerns due to prior knowledge and/or poor referees' reports with the candidate, giving him/her the opportunity to respond;
6. each candidate is assessed relative to the competencies identified;
7. there is consistency in rating of candidates; and
8. these assessments are documented for later discussion.

Appendix 11: Handling of Prior knowledge in the selection of Hall and House Wardens

1. Prior knowledge must not be introduced until after the short-listing process;
2. Once short-listing for the interview has taken place, the Chair is required to ask 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;
3. Such information must be relevant to the job at hand. 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. It must be emphasized that information relating to moral judgements (e.g. someone is having an affair with someone) should not be raised;
4. It must be noted 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;
5. Should any information be introduced, it is the Chairperson's responsibility to guide discussion on how to deal with this information to ensure (i) fairness to other applicants; (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

Appendix 12: Job Profile of House Wardens

 RHODES UNIVERSITY <small>Grahamstown • 6140 • South Africa</small>	Faculty/Division	Dean of Students	Job Profile No
	EFFECTIVE DATE		

			NAME
JOB TITLE	House-Warden	INCUMBENT	
DEPARTMENT/SECTION	Residential system	SUPERVISOR/MANAGER	Hall Warden
JOB TYPE	Student Support	DIVISION HEAD	Dean of Students

MAIN JOB OBJECTIVE/S
The key purpose of this job is the effective management of a University residence in order to provide a high-quality support service to the students.

DESCRIPTION OF KEY RESPONSIBILITY AREAS	STANDARD EXPECTED
<i>Student care:</i> The House Warden must ensure the provision of an environment within the residence which is conducive to the development and success of its students at the University.	The House Warden is expected to interact with students in a friendly and caring manner, assisting students in their transition from teenager to young adult. This includes assisting any student who is experiencing academic or personal problems; taking an interest in the sporting and social activities in the residence and encouraging involvement in cultural activities in the residence and in the University. The House Warden is to meet with each student individually at least once during each academic semester to discuss academic progress and general adjustment to University and residential life The House Warden is also required to attend residence functions and be present in the House during all residence functions. The House Warden is required to ensure that the House Committee and Sub-Wardens contribute to an environment which is conducive to the development and success of its students.
<i>Student discipline:</i> He/she is required to ensure that the Student Disciplinary Code and other Hall/House regulations are adhered to and the appropriate disciplinary action taken where necessary.	Disciplinary action taken is consistent and fair and is done in terms of the Student Disciplinary Code. Ensure that the rules of the University, Hall and residence are implemented consistently and fairly. Supports Sub-Wardens in their responsibilities as regards student discipline but will over-rule a decision taken by a Sub-Warden if this is not consistent with other rulings and in line with the Student Disciplinary Code. Disciplinary action requiring the intervention of the Hall Warden is brought to that individual's attention timeously and accurately.
<i>Resource management:</i> The House Warden must ensure that the fabric of the house and its immediate precincts is maintained in good order and that losses of and damage to movable assets (furniture, blankets, curtains, carpets, etc.) are kept to a minimum.	Regularly inspecting the fabric of the residence and its assets to identify any problems and reporting the need for any necessary repairs in the format required by the Hall Warden. Taking appropriate action against anyone who is known to have willfully or negligently damaged the property of the University or who is known to have contravened the Student Disciplinary Code or any other Hall/House regulations.
<i>Service Monitoring:</i> The House Warden must monitor the provision of quality services	Regularly checking the quality of house-keeping services in the residence, ensuring that these services meet University standards, particularly in respect of general neatness and cleanliness of the

<p>(housekeeping and utility) to the residence, reporting the lack thereof to the appropriate service provider and/or Hall Warden.</p>	<p>residence, bathrooms, common-rooms, games-rooms and other public areas, as well as the students' bed/study rooms, and reporting any problems timeously. Regularly checking the supply of utility services (lighting and heating, hot water and laundry - especially the security of laundry) to the residence, ensuring that these services meet University standards, and reporting any problems timeously.</p>
<p><i>Administration:</i> The House Warden must set up (if a current system does not exist) and maintain an administrative system to ensure the smooth running of the residence, including the:</p> <ol style="list-style-type: none"> 1. Maintenance of student records, containing academic and personal information on all students in the residence; 2. Developing residence policies and procedures necessary to ensure the smooth running of the residence and ensuring that all students are aware of these policies and procedures; and 3. Assist the Hall Warden in the writing of the annual report for the Hall. 	<p>Records are kept up to date, information is easily accessible.</p> <p>Policies/procedures are known to all and adhered to.</p>
<p><i>Health and Safety and Well-being:</i> The House Warden must:</p> <ol style="list-style-type: none"> 1. Conduct regular fire, emergency and safety checks and drills in the residences in consultation with the Campus Protection Unit; 2. Ensure that suitable arrangements are made for emergencies; and 3. Deal with student issues such as rape, sexual assault, or any other violence or any other threats to the physical, emotional or physical well-being of the students that is within the control of the University. 	<p>House Warden emphasises the importance of health and safety to the students and ensures adherence to procedures and requirements.</p> <p>Wardens have the minimum knowledge required as regards how to deal with situations that threaten the health, safety and well-being of students.</p> <p>Referral to appropriate resources/support. House Wardens respect the fact that they are not professional counsellors.</p>
<p><i>Staff management:</i> The House Warden must ensure that any Assistant House Warden and/or Sub-Wardens within the residence execute their responsibilities. This includes:</p> <ol style="list-style-type: none"> 2. Facilitation of forward planning for the activities of the residence from Orientation Week until students leave after examinations; 3. Delegating and allocating responsibilities to the Assistant Warden/Sub-Wardens of the residence, ensuring that these responsibilities are executed to the standard required; 3. Ensuring that the Assistant Warden/Sub-Wardens understand the standards of the University as regards the running of a residence; 4. Dealing with any performance problems (failure to execute job responsibilities) on the part of Assistant Wardens and Sub-Wardens; 4. Training of Assistant Wardens/Sub-Wardens in their responsibilities, including encouraging them to attend any formal training offered by the University. 	<p>Appropriate systems and processes exist.</p> <p>Sub-Wardens/Assistant Wardens execute their job responsibilities to the required standard.</p> <p>Where problems exist, these are dealt with timeously with due concern to the need to have a well-functioning residence.</p> <p>Institutional, residence and Hall policies are adhered to.</p>
<p><i>Budgetary responsibilities:</i> Each House Warden or Assistant House Warden is responsible for a</p>	<p>The House Warden should ensure the sound fiscal management of house funds by the house committee and submit the house accounts to the Hall Warden for his/her approval and signature</p>

House Warden's entertainment allowance, and is Required to account for this by providing the necessary documentation as prescribed by the relevant University practice.	at the end of each academic term.
<i>Additional duties and responsibilities:</i> The House Warden may be required to assume additional responsibility or perform any reasonable additional duties as assigned by the Hall Warden or the Dean of Students from time to time within the scope of the job.	

DIRECT CONTACTS OF THE JOBHOLDER (INTERNAL AND EXTERNAL)

INTERNAL CONTACT:

TYPE OF CONTACT	DAILY/MONTHLY ANNUAL	PURPOSE OF CONTACT
Students	Daily In House Meeting at least once a term	Interact with students on a daily basis in the Dining Hall, as well as in the residence.
Sub-Wardens	At least 3 times a week	Ensure the smooth running of the residence, plan for upcoming activities.
House Com	At least once a term	To discuss upcoming residence activities and other relevant matters
Hall Warden	Weekly	Interaction as regards the smooth running of the residence and any problems encountered
Hall Secretary	Weekly or on an ad hoc basis	To follow up on requests made or other relevant matters
Hall Committee	Once a term	Attend Hall meetings held once a term to discuss matters of relevance to the running of the Hall
Academic staff	On an ad hoc basis	To enquire after a student's well-being should there be concern or to relay a difficult circumstance that has been experienced (provided that the student has provided consent for such communication)
Housekeeper	Daily to Weekly, as required	To raise and follow up on concerns and requests from students

External Contact:

TYPE OF CONTACT	DAILY/MONTHLY ANNUAL	PURPOSE OF CONTACT
Parents of students	Annual, usually at the beginning of the year	Greeting of new students to residence, welcoming old students back. Contact with parents related to a problem with one of the students.

JOB REQUIREMENTS

• **EDUCATION AND EXPERIENCE**

In line with the competencies required below, consideration will next be given to candidates in the following order of priority:

1. those who are in possession of an academic qualification (and therefore experience of studying at university or technikon level) AND who have lived in or run a tertiary education establishment residence;
2. those who are in possession of an academic qualification (and therefore experience of studying at university or technikon level) OR those who have lived in or run a tertiary education establishment residence; and
3. those who have worked in a tertiary education environment and who, as a direct result of their job, have interacted with students.

• **COMPETENCIES**

A house warden must have:

- An understanding of the dynamics of residence life and the realities facing students today;
- An ability to work independently (self-motivated with a keen sense of responsibility);
- Ability to cope with multiple demands (stress management);
- Sound conflict management skills with a high level of assertiveness;
- Strong staff management skills, including the ability to manage in a participative way, the ability to delegate, and the ability to develop and manage the performance of staff;
- Interpersonal skills (the ability to build rapport with others and to instil confidence in others);
- Sound communication skills;
- Sound administrative skills, including the ability to conduct a meeting;
- Genuine interest in students, with the ability to deal with diversity.

Desirable Competencies:

- Counselling skills; and
- Basic bookkeeping skills.

Required once on the job:

- Knowledge of the University's Rules for Students, the University's discipline procedures and the University's policies affecting the residence system;
- Knowledge of the fire, emergency and safety regulations, procedures and services including the University's campus protection officers and campus guards, the local ambulance service, the local fire service and the local police - in particular how to manage a crisis situation; and
- Knowledge of the University, in particular the support services and facilities on offer to students.

• **MANAGEMENT/SUPERVISORY DUTIES**

The House Warden is responsible for at least one sub-warden.

• **NUMBER OF SUBORDINATES**

Ranges from 1 to no more than 5.

FUNCTIONAL RESPONSIBILITIES (only if applicable)

• **COST/FINANCIAL CONTROL**

(i) Is the jobholder responsible for any aspect of cost control or for materials, stock or equipment? If yes, what is the monetary value and to what extent is the person accountable or responsible?

Entertainment budget.

(ii) Does the jobholder have a direct responsibility for controlling operational costs or expenses? If so, what is the annual budget (ignoring direct and indirect remuneration costs)?

Yes.

• **LEVEL OF RESPONSIBILITY**

Who must authorize, review or clear decisions taken with regard to the jobholder's functions?

Hall Warden

<p>What percentage of tasks can be carried out without supervisory input and/ or control? 95%</p> <p>What critical decisions are the jobholder normally authorized and empowered to make? Within the agreed University, Hall and residence policies and practices, decisions can be taken as regards the running of the residence and related operational matters.</p>
<p>• PLANNING</p> <p>(vi) What is the longest (macro) period that the jobholder has to plan ahead? 1 term</p> <p>(vii) Typically how long are the micro phases/time periods that the macro planning is divided into? 6 weeks</p>

PROFILE PREPARED BY: Director of HR, May 2007

Appendix 13: Selection Criteria used in the House Wardens Placement

It must be remembered that a full selection process has taken place against the competencies for the post of House Warden by the House Warden’s Appointments Committee. The pool of candidates have all been found worthy of appointment. The task of the House Wardens Placement Committee is to

find the person that best suits the needs and dynamics of the particular Hall and residence given the specific vacancy.

The House Wardens Placement Committee shall therefore explore the following issues:

1. Diversity of current House Wardens within the Hall and therefore the need to employ an individual with a particular demographic profile. These Placement Committees are advised to use this as the primary basis for short-listing given that all candidates within the pool of House Wardens are worthy of appointment;

2. Subject to point 1 above, the reports on each candidate from the pool of suitable candidates should be looked at. On the basis of this as well as the application form of candidates, individuals should be short-listed subject to the needs and dynamics of the particular Hall and House focusing on the following criteria linked to the post of House Warden:

- (i) Genuine interest in students;
- (ii) Ability to build rapport with others;
- (iii) Ability to instil confidence in others;
- (iv) Ability to deal with diversity;
- (v) Professionalism;
- (vi) Personal flexibility;
- (vii) Understanding of the dynamics of university & residence life & the realities facing students today; and
- (viii) The particular ethos and culture of the Hall and residence. This needs to be articulated clearly and documented for the purposes of the selection process.

It is advisable that no more than three individuals should be short-listed for a specific vacancy. Short-listed candidates should be contacted to ensure that they wish to be considered for this particular vacancy.

The Placement Committee should also ensure that the accommodation linked to the specific vacancy meets the needs of the applicant (this is stated on the application form).

3. The interview process should explore the criteria in point 2 above, seeking to ensure a good fit between the dynamics and needs of the House and Hall and the selected candidate. If necessary, questions should be asked to provide clarity on data already collected in the earlier selection processes.

It needs to be remembered that these candidates have already undergone a rigorous selection process and should not be required to repeat this process. For this reason, it is advised that this second round of interviews take no longer than 30 minutes per candidate.

It must also be remembered that the interview process is about the candidate deciding if s/he wants to be placed in this particular vacancy.

4. The selection decision should be taken using all the data available namely: application form and CV of the candidate, referee report, and summary report from the House Warden Appointments Committee plus data collected for the second round interviews. The Placement Committee must be able to give reasons for not selecting candidates.