



RECRUITMENT AND SELECTION POLICY AND PROCEDURE FOR SUPPORT STAFF POSTS

1. POLICY PARTICULARS

DATE OF APPROVAL BY RELEVANT COMMITTEE: Support Staffing Committee on 31st of May 2007

DATE OF APPROVAL BY SENATE: Not applicable.

DATE OF APPROVAL BY COUNCIL/ADMINISTRATIVE SUB-COMMITTEE OF COUNCIL: 8th of June 2007

COMMENCEMENT DATE: 1 July 2007

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

REVIEW DATE: At least every two years

POLICY LEVEL: All support staff and their HoDs/managers

RESPONSIBILITY :

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

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

2. POLICY STATEMENT

2.1 POLICY DECLARATION:

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

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

2.2 POLICY OBJECTIVES:

The objectives of this policy are to ensure:

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

2.3 POLICY APPLICABILITY:

This policy is applicable to all individuals applying for vacant SUPPORT STAFF posts, from grades 1 to 15, with the exception of the Vice-Chancellor and Vice-Principal posts¹ within the University.

This policy is not applicable to:

- Wardening or sub-wardening posts (there are separate policies for these posts)
- Graduate or teaching assistants
- Student vacation employment posts
- Internship posts (there is a separate protocol for these posts)
- Any temporary contract posts of less than six months
- Persons employed on an ad hoc, casual basis (there is a separate policy for this).

The policy is applicable to internal (current Rhodes staff) as well as external applicants.

Where affiliated institutes and associates² wish to use the services of Rhodes University in the recruitment and selection of their staff, they will be required to fully adhere to this policy³.

2.4 DEFINITIONS: (old policy did not have this section)

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

¹ These posts have their own recruitment and selection procedure established through consultation with the relevant stakeholders and approved by the Institutional Forum, Senate and Council.

² For further information on this, please consult the Rhodes University website at:

³ In such instances, the University is jointly accountable in the event of an allegation of unfair discrimination, and would be jointly liable in any subsequent findings of unfair discrimination.

Fair labour practice	According to the Employment Equity Act, a fair labour practice is one which does not directly or indirectly unfairly discriminate against an applicant or a particular group of applicants. An example of direct unfair discrimination would be to eliminate an applicant on an arbitrary basis such as marital status, sexual orientation, religious affiliation etc. An example of indirect unfair discrimination would be a selection practice (e.g. interview questions, selection criteria, use of selection technique) which creates adverse impact for an applicant or group of applicants.
Job requirements	This refers to the competencies required for the post. See competencies above.
Prior knowledge	This information about an applicant which is not gained through the formal selection process e.g. rumour about a person, information gained through informal networks etc.
Recruitment	The process concerned with ensuring a pool of applicants from which the preferred candidate can be identified. Recruitment strategies include the use of media, search committees, word of mouth.
Selection	This is the process of choosing the right candidate from amongst the pool of applicants.
Support Staff	All staff who are not involved in directing the teaching and learning and research activities of the University. This term refers to all staff on grades 1 and above. The term service staff or junior staff to denote staff on grades 1 to 5 is no longer used and neither is the term senior staff to refer to staff on grades 6 and above.
Temporary staff	This is any staff member who is employed for at least one month but less than one year ⁴ and who is paid on a monthly basis. Such an individual is usually employed on a temporary basis against a current vacancy.

3. POLICY IMPLEMENTATION

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

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

The following principles govern this process:

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. The selection of staff is based on who will make the “best contribution” to the institution. See Appendix 1 for further detail on what this means within the

⁴ This limitation is that after one year, staff on contract are provided with benefits such as employer pension/provident contributions.

selection process. 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 Heads and Managers need to pay careful attention to their staffing requirements and communicate these effectively to the Human Resources Division in the required documentation as per the Job Evaluation Policy. Such documentation is to be provided timeously;

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 Heads and Managers, from Selection Committees and from benchmarking with other institutions and organisations; and

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.

3.1.1.6 *Broad-based consultation:* Broad-based consultation on how to fill a post takes place with the relevant stakeholders in the process. This is based on the premise that this will lead to a sound decision which balances the interests of the University with those of external applicants and staff (internal applicants). The constitution of Selection Committees can be found in Appendix 6.

3.1.1.7 *Stability, opportunities for staff and new perspectives:* Within this process, there is a tension between the need for stability, wanting to provide a promotional opportunity for a current staff member and the need to bring in new staff with new perspectives and ideas. With each vacant post, a decision has to be taken as to what will best serve the University and its staff at that particular time given the needs of the particular department, Division or Faculty and the University.

3.1.1.8 *Cost effective:* Recruitment and selection is a costly activity not only in terms of money for advertising and bringing applicants to the University for interviews but also in terms of the time devoted to such exercises by the Selection Committees, Heads and Managers. The

investment of resources in this process needs to be balanced with the importance of hiring the right staff who can best make a contribution to the institution.

3.1.2 The Commencement of the Recruitment and Selection Process

The Recruitment and Selection Section, having received the necessary paperwork (approval to fill a vacancy form, job profile and the grading of the job⁵) from the relevant section of the HR Division, will convene the Selection Committee as soon as possible. The Selection Committee will at this stage agree on the recruitment and selection strategy for this post and ensure that the relevant equity requirements are met. This process is detailed below.

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

3.1.3 The Recruitment Process

3.1.3.1 Deciding on a Recruitment Strategy

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

There are usually five options available in recruiting for a vacant post. In all cases, employment equity requirements must be met (see Appendix 2). This includes the use of Search Committees to ensure that members of designated groups are identified and encouraged to apply.

In the interests of efficiency, the University also reserves the right to conduct en-masse recruitment and selection processes for certain posts that occur regularly e.g. kitchen attendant, garden attendant, cleaner, circulation assistant. This means that when a selection process is undertaken for a particular post, a number of successful⁶ candidates will be ranked in order of competence relative to the job requirements. As and when there is another vacancy for the same post, the list of these successful candidates will be accessed, and an individual selected. This will be done on the basis of the highest ranked candidate who is available to take up the appointment. Those individuals unable to take up the appointment will be retained on the list unless they are no longer interested in the post. Should an individual be the last on the list, still interested but still unavailable to take up employment, they will be removed from the list and required to apply for a further vacant post. When the list of successful candidates is depleted, a further selection process for the post will be undertaken. As with other selection processes, a record will be kept of activity in this regard.

⁵ For more detail on this process, please consult the Job Evaluation Policy.

⁶ In the context of this process, this refers to candidates who are seen to be suitable for appointment in that they have demonstrated their ability within a selection process to meet the minimum criteria for the post.

3.1.3.1.1 *Advertise internally only*

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

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

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

Eligible staff would include:

- permanent and contract staff (including part-time staff);
- interns who have successfully completed their internship programme⁷;
- temporary staff who have worked for at least three continuous months or close thereto, immediately prior to the closing date for the post, albeit in different posts; and
- candidates for development posts as per point 3.1.3.1.3.

Please refer to point 3.1.3.3 for staff who are not eligible to apply.

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

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

3.1.3.1.2 *Screen a current staff member*

Where the Selection Committee believes there is only one suitable candidate and proposes to consider (and as such screen) this individual only for the post, they must use an appropriate selection process which at a bare minimum must include:

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

Eligible staff would include:

- permanent and contract staff (including part-time staff);
- interns who have successfully completed their internship programme (see footnote 6);
- for grades 6 and above: temporary staff who have been working for at least six⁸ continuous months or close thereto, in the particular post being considered; and
- candidates for development posts as per point 3.1.3.1.3 below.

⁷ Staff who have successfully completed the internship programme are given a further 6 months to apply for Rhodes University posts which are only advertised internally.

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

In the case of a temporary employee, and if relevant to the selection process for the vacant post, it may not be necessary to undergo work sample or psychometric tests⁹ if the individual has undertaken such a test in at least the previous six months.

A Head or manager can motivate to the Selection Committee to screen a particular staff member even where the individual is not the only suitable candidate on the grounds of operational requirements. Such operational requirements would include the current staffing situation in the department, current work schedules and pressing priorities and/or considerable time and energy already invested in training the person. In this instance, the Head or manager would write a letter of motivation to the Selection Committee outlining why such a recruitment strategy is proposed. It is the task of the Selection Committee to make a decision that balances the needs of the department and University with that of fairness to staff.

3.1.3.1.3 Development opportunity

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

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

- the successful applicant would be able to assume all the key responsibility areas for the job in a reasonable¹⁰ time period; and
- the weaknesses identified in the applicant are areas of development which can be addressed in this reasonable time period.

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

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

⁹ Work sample test results remain valid for six months and psychometric test results for one year so as to avoid the test-retest phenomenon where the applicant becomes familiar with the tests. This provides them with an advantage over other applicants who are seeing the test for the first time and therefore makes a valid/fair comparison difficult.

¹⁰ In this regard, the HR Division would need to be consulted as regards what a reasonable period is and as regards a feasible development plan.

In positioning a vacant post as a development opportunity, the Selection Committee could choose to advertise internally or screen a particular individual as outlined in points 1 and 2 above.

3.1.3.1.4 Advertise internally and externally

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

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

3.1.3.1.5 Access previous recruitment and selection candidates

The Recruitment and Selection Office and the relevant Head/Manager reserve the right to recommend for appointment a successful¹¹ candidate from a previous selection process where the preferred candidate has been offered the appointment, takes up the job and resigns within a period of up to 6 months from the date of decision-making of the previous selection process.

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

3.1.3.2 Implementing the Recruitment Strategy

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

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

The Recruitment and Selection Section handles all queries relating to vacant posts and sends out the relevant documentation to each candidate. Alternatively, this is available on the Recruitment and Selection website.

3.1.3.3 Individuals who are not considered eligible to apply for posts in the University

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

- 3.1.3.3.1 Any member of staff who has not been in their current permanent job for at least six months may not apply for posts on the same grade level;

This is to ensure a measure of stability in terms of staff movement within the institution particularly for areas where a high staff turnover is experienced;

- 3.1.3.3.2 Any member of staff whose most recent probation report identified performance problems (including work behaviours) which need to be addressed.

¹¹ In the context of this process, this refers to candidates who are seen to be suitable for appointment in that they have demonstrated their ability within a selection process to meet the minimum criteria for the post.

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 (provided that point 3.1.3.3.1 is met);

- 3.1.3.3.3 Any member of staff who is facing an incapacity hearing will not be considered for employment for similar posts. Similarly, those who have been dismissed for incapacity will not be considered for similar posts unless evidence of having addressed the reasons for incapacity can be provided. Such members of staff may, however, apply for posts which do not have similar job requirements to their current post (provided that point 3.1.3.3.1 is met). 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;
- 3.1.3.3.5 Any past employee dismissed for misconduct;
- 3.1.3.3.6 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. Appendix 7 provides an example of this.

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

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

3.1.3.4 Other considerations

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

3.1.4 The Selection Process

3.1.4.1 *Determining the Selection Strategy*

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

1. how the job competencies will be measured within the selection process, i.e. the selection techniques which will be used in order to assess whether job applicants have the necessary knowledge, skills and personal characteristics. Where feasible, alternative methods of selection (e.g. typing tests, giving a presentation) which allow for the demonstration of the skills needed for employment, should be used. A standardised process will be followed for similar types of posts but allowing for the specific needs of a department;
2. the fact that there will be an initial screening to remove any candidates from the listing who do not meet the minimum requirements (educational qualifications and experience) for the post (e.g. if post indicates that the job incumbent needs a matric, all applicants without a matric will be removed from the process) and at a bare minimum, that the Recruitment and Selection representative will conduct this initial screening;
3. the fact that test results (e.g. from in-baskets, psychometrics) are valid for up to 6 months such that:
 - 3.1 an applicant whose test results indicate a lack of competence in key job requirements will not be short-listed for posts with the same job requirements and therefore, standardised selection processes (see point 1 above); and
 - 3.2 an applicant whose test results indicate competence in key job requirements will have these test results used in their applications for posts with the same job requirements and therefore, standardised selection processes (see point 1 above);
4. whether a medical report will be needed due to the demands of the job and when such testing will take place;
5. whether referee's reports will be sought and the time needed to access these reports;
6. the fact that reference checks must be conducted;
7. the actual procedure of selection process i.e. when different selection techniques will be used in the selection process and how the data collected will contribute to the final selection decision; and
8. what the candidate will be told about the selection process.

The Selection Committee must also determine the dates of the short-listing meeting and selection interviews to allow the Recruitment & Selection Section to advise prospective candidates when interviews and other selection procedures will take place.

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

addendum but on being invited to attend an interview, indicate non-availability on the prescribed date, the candidate will be advised that the selection process will continue as scheduled. However, should no suitable person be selected, the Selection Committee may elect to invite such a candidate to attend the selection process at another time.

3.1.4.2 Implementing the Selection Strategy

Fairness and equity must be strived for throughout the selection process. The specifics of this are detailed in Appendices 2 and 3.

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

3.1.4.3 Prior knowledge

Prior knowledge about an applicant must be handled very sensitively with due concern for:

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

Appendix 5, section 2.6 outlines how prior knowledge should be managed within the selection process namely that:

- (i) The members of the selection committee may not introduce any prior knowledge regarding any of the candidates until after the short-listing process for interviews has taken place. This includes any informal reference to knowing something negative about a candidate;
- (ii) After short-listing has taken place, the Chair will ask if there is any relevant prior knowledge regarding any of the short-listed candidates. Only relevant knowledge (e.g. work about the potential work habits and behaviours of the 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) may be introduced;
- (iii) Should there be prior knowledge, the Chair should lead a discussion on how best to manage this prior knowledge with due concern for the points 1 to 3 above.

3.1.4.4 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.

3.1.4.5 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.

3.1.5. Approval

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

1. Support Staff 1 - 12: Director of Human Resources or his/her representative
2. Grade 13 and above: Administrative Sub-Committee of Council
3. Head of Divisions: Executive Committee of Council

3.1.6 Transfer of staff

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

1. When the individual will be able to take up the new post, bearing in mind that the current Head/Manager can insist that the individual serve out the full notice period in the current post. The current Head/Manager is encouraged to be as flexible as possible taking into account the length of time taken to fill the post, interim arrangements that can be made, the timing of the vacancy as regards work taking place in the department etc. Flexible work arrangements can also be explored e.g. working in the morning in one area and the afternoon in the other for a fixed period of time. Such arrangements must be discussed with the Director of Human Resources. Appropriate remuneration will be determined;
2. Any interim arrangements in order to smooth the transfer of the staff member; and
3. The possibility of the current job incumbent being available to train the new job incumbent.

3.1.7 Record Keeping

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

The following records will be kept:

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

These records shall be kept for at least twelve months.

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 8 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 two years.

Appendix 1: 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 department, 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 department/staff;
- (vi) the need to give staff at the University an opportunity for advancement into higher level 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 Head/Manager of that department 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.

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 4 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 1 month to usually no more than 3 months. There have been instances however where the permit has taken longer than 8 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 regretfully withdraw a job offer made to a foreign national if after 6 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, before the Selection Committee meets. 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. For example, in the case of an entry level secretarial post, the requirement would be one year secretarial diploma and one years experience OR two years experience. The HR Division is responsible for ensuring equivalence of education and experience across posts of the same nature (e.g. cleaners/messengers in different departments).
- 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.
- 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 6 months and psychometric tests for 1 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 3 or 4 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 department 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;
- **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 Support Staff 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 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 Support Staff posts and adhering to its requirements. In this regard, individuals are provided with the appendices of this policy in their Selection files and are requested to read this. Those unsure of requirements are invited to either ask the Chair for clarity or contact the HR representative on the Selection Committee;
- Having some level of expertise or insight in the discipline/field of the post being filled;
- Being properly prepared for each meeting of the Selection Committee;
- Taking responsibility for ensuring that a fair, legal and sound selection process takes place¹²;
- Being accountable for the decision taken;
- Not responding to requests for feedback by candidates. Such feedback must be channelled through the Chairperson of the Committee unless otherwise decided by the Selection Committee;
- Respecting and ensuring the confidentiality of applicants; and
- Ensuring that a balance is achieved between meeting the needs of the department, University (what is fair to the employer) and the needs of staff.

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

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

¹² 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

1. At the first meeting of the Selection Committee

1.1 Confirmation of reading of Policy document:

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

1.2 Job Profile:

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

1.3 Recruitment Strategy:

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

1.4 Criteria Specification Form:

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

1.5 Advert & Selection Strategy:

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

1.6 Further Particulars:

- If relevant, check if further particulars will be provided. If so, confirm who will do this and by when HR needs the information
- Such particulars may include: the job profile, information about the University, department/

division/section/unit, information about Grahamstown if applicants are likely to be from outside of Grahamstown, information about service conditions attached to that post, and any unusual elements of the selection process.

1.7 Dates of meetings:

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

1.8 Reminders:

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

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

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

2.1 Declare any relationship to applicants:

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

2.2 Policy Checks:

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

- The competencies identified for short-listing have been used
- The suitability (i.e. whether they are worthy of appointment) of each candidate has been assessed relative to the competencies identified
- The reasons for ratings given are documented.

2.3 Restrict Prior Knowledge:

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

2.4 Consideration of Demographics of Applicants:

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

to bring this to the attention of the Manager of Recruitment and Selection. At this point in time, you may wish to reconvene the selection committee at a later date.

2.5 Making the Short-Listing Decision:

- Remind the committee of those who are likely to have been excluded on the basis of ineligibility (see point 3.1.3.3 of the Policy) or to have had poor test results for similar jobs in the last 6 months (see point 3.1.4.1 point 3 of the Policy)
- 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.
- If the next stage of the selection process is an interview, remember that the committee is encouraged to short-list no more than 5 people.
- If there are applicants who are foreign nationals, a decision needs to be taken as to how quickly the post needs to be filled and whether having a vacant post pending the approval of a work permit for a foreign national is viable given the work and demands of the department.
- Should this not be a consideration, then consideration must be given as to whether the Selection Committee, on behalf of the institution, can in good faith argue to the Department of Home Affairs that there were no suitable applicants who are South Africans.

2.6 Introduction of Prior Knowledge:

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

2.7 Confirm Next Stage of Process:

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

2.8 Confirmation of Interview Questions:

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

2.9 Disability Issues

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

- (i) Reasonable accommodation will be made within the appointment process
- (ii) The impact of the impairment will be explored with the candidate to ascertain his/her specific needs. This will in no way impact the final selection decision but may impact whether or not an offer is made to the individual;

- (iii) The University may request that a further medical or functional testing take place to determine the applicant's actual or potential ability to perform the essential functions of a specific job. Such tests will only take place after the suitability of the person for the job has been determined.

3. At the Selection Interview

3.1 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.

3.2 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)
- 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.

3.3 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.

3.4 Feedback:

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

3.5 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 the policy. 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.
- In the case of a strong contender for appointment who is a foreign national, remember that the University will have to report to the Department of Home Affairs in good faith that no suitable nationals applied and were suitable for this post.
- All candidates who are suitable for appointment must be identified and these individuals must be ranked in order of competence relative to the job profile.
- Remember that any applicants with a disability must be treated in terms of the University's Disability Policy for Staff.

3.6 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.

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

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

3.8 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: Constitution of Selection Committees

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

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

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

1. Selection Committee for posts at Director level (including Dean of Students and Registrar: Finance):
 - Vice-Chancellor (Chair)
 - Vice-Principal
 - Director of Human Resources
 - Registrar: Finance
 - One Council representative and/or an External Advisor
 - Two Senate Representatives (normally, Deans)
 - One Student representative (where the work of the Division directly involves students)
 - Maximum of three (3) members of staff from the Division, elected by the Division
 - One NTESU representative
 - One NEHAWU representative.

2. Selection Committee for posts on grades 13 and 14:
 - Vice-Chancellor or Vice-Principal (Chair)
 - Director of Human Resources or representative
 - Head of the relevant Department/Division
 - Section Manager or senior member of staff or supervisor from the relevant Department/Division
 - A member of staff from a related Department/Division (someone with whom the incumbent is likely to work or someone who has insight into the job) nominated by the Chairperson of the Committee
 - One NTESU representative

One NEHAWU representative
One Student representative (where the work of the Division directly involves students)

3. Selection Committee for posts grades 9 – 12
Neutral Chairperson to be approved by the Manager of Recruitment and Selection
Representative: Recruitment & Selection Section
Head of the relevant Department/Division
Section Manager or senior member of staff or supervisor from the relevant Department/Division
A member of staff from a related Department/Division (someone with whom the incumbent is likely to work or someone who has insight into the job) nominated by the Chairperson of the Committee
One NTESU representative
One NEHAWU representative

4. Selection Committee for posts grades 6 to 8:
Chairperson : Head of the relevant Department/Division or his/her representative
Representative: Recruitment & Selection Section
Section Manager or senior member of staff or supervisor from the relevant Department/Division
A member of staff from a related Department/Division (someone with whom the incumbent is likely to work or someone who has insight into the job) nominated by the Chairperson of the Committee
One NTESU representative
One NEHAWU representative

5. Selection Committee for posts from grade 1 to 5:
The Head of Department/Division or Section Manager (Chair)
Assistant Manager or senior member of staff from the Department/Division, nominated by the Head of Department/Division
Representative: Recruitment and Selection Section
One member of staff from the Department/Division, usually the supervisor of that job, nominated by the Head of Department/Division
One NEHAWU representative.

Appendix 7: Settlement signed by individuals who resign to avoid disciplinary action

I, _____, identity number, _____

hereby agree that I am terminating my employment in order to avoid disciplinary action being taken against me for the alleged misconduct of

I understand that Rhodes University has sufficient prima facie evidence that I committed the alleged misconduct to warrant a disciplinary hearing (level 3 disciplinary offence) taking place.

I have been informed that in order to ensure that such a disciplinary hearing would be fair I would be entitled to be represented by any person of my choice whether they are a Rhodes staff member or not, subject only to me being responsible for my own costs. I have also been informed that I would be entitled to challenge both the substantive fairness and the procedural fairness of the disciplinary hearing at the CCMA.

I understand that my resignation means that I am not eligible to apply for posts at Rhodes University in the future as the trust relationship between myself and the institution has been broken.

Employee signature

Date

Witness

Date

Witness

Date

Should an individual not be prepared to sign this settlement, his/her resignation will not be accepted and disciplinary action will be taken even if this is in his/her absence.

Appendix 8: Considerations in giving Feedback after a Recruitment and Selection Process to those who Ask for Feedback

Rhodes University supports the principle of giving feedback to applicants for employment who ask for such feedback on the following bases:

1. That it is important to an individual's career development to know how one fares in the selection process in order to address any development areas identified by the committee;
2. That where an individual was not selected purely because there were other stronger candidates, that the person receives the positive message that of being deemed worthy of appointment but that there was stiff competition; and
3. That where there are allegations of unfair discrimination, the University seeks to provide evidence of how the selection process was conducted in order to negate such allegations.

The HR representative on the relevant Selection Committee provides such feedback, in writing, to applicants when requested or where allegations of unfair discrimination are made.

In giving feedback to candidates, the following guidance is offered:

1. Those of us who have not recently been through a selection interview, may forget the amount of emotional energy that is often invested in the process. The applicant may often feel personally rejected rather than being found unsuitable for this particular position. The job market is such that candidates often repeatedly get a "no" response before getting a "yes" response. One may like to provide some encouragement in this regard;
2. Be honest in a tactful manner. Honesty may be difficult for you and the candidate but it is in the individual's best interests to know the truth;
3. Provide positive feedback about the strengths of the candidate. Do not only focus on Committee's concerns. Remember that often a concern may have a very positive implication e.g. There was concern about the speed at which you work and whether you could keep up with the volume of work in this job. The speed may be impacted by your attention to detail which is excellent;
4. Use positive language like areas of development rather than weaknesses;
5. You need to provide the assessment of the Committee, not your opinion. Also, one would not provide the opinions of the various Committee members but rather the consensus reached by the Committee taking into account the diversity of perspectives expressed;
6. Try and be as specific as possible. If you say that the committee had a certain view, provide evidence of this. e.g. "The Committee was concerned about your lack of assertiveness because your response to the question indicated a certain tentativeness."; and
7. If the person was a strong candidate but there were other stronger candidates, you can indicate this.