

RECRUITMENT AND SELECTION POLICY

Policy Volume	General Institutional Policies & Protocols
Policy Chapter	
Responsible Committee/Unit/Division/Faculty	Employment Equity Committee
Responsible Chairperson/Director/Manager	Director: People and Culture
Dates of First and Subsequent Council Approvals	New Policy (combination of various R&S policies) – 13 September 2018
Policy Approval Pathways (e.g., committee, Senex, Senate, Council)	Equity and Institutional Culture Committee, Faculty Boards, Institutional Planning Committee, Senex, Senate, Institutional Forum and Council
Revision History: Approved Reviews	20 September 2018
Review Cycle (e.g., every 2/5/7 years, etc.)	Every five years or as and when a need arises
Next Review Date	2029

1. POLICY PARTICULARS

1.1 Policy Title	Recruitment and Selection Policy
1.2 Policy Statement	<p>The University pays significant attention to the recruitment and selection of staff to ensure the fair treatment of all applicants and to secure the appointment of persons who can contribute towards the University's long-term success.</p> <p>Rhodes University upholds the statutory provisions of good employment practices per the above.</p>
1.3 Reason for Policy	To uphold fair and consistent recruitment and selection processes and practices per relevant legislation and codes of good practice.
1.4 Policy Objective/s	The policy is an overarching policy that aims to ensure that recruitment and selection processes are per fair labour practices consistent with the requirements of the Employment Equity Act, No. 55 of 1998, and the Labour Relations Act, No. of 2015.
1.5 People affected by this Policy	All staff members of the University
1.6 Who should read this Policy?	All staff members of the University, the Council, and applicants
1.7 Implementers of this Policy	Deans, Directors, Heads of Departments, Line Managers, People and Culture, Unions, members of the Recruitment and Selection Committees, including the Chairs of Recruitment and Selection Committees, Executive and Senior Management
1.8 Website address/link for this Policy	http://www.ru.ac.za/humanresources/policies/policiesandprotocols/selection/

2 RELATED DOCUMENTS FORMS AND TOOLS

(University Policies, Protocols, and Documents (such as rules/policies/protocols/guidelines related to this policy)

2.1 Relevant Legislation (Legislation/Regulatory requirements/Organisational Reports – name these)
<ul style="list-style-type: none"> • Labour Relations Act, No. 66 of 1995 (as amended) • Basic Conditions of Employment Act, No. 75 of 1997 • Employment Equity Act, No. 55 of 1998 (as amended) • Promotion of Equality and the Prevention of Unfair Discrimination Act, No 4 of 2000 (pending input from the Institutional Forum) • Protection of Personal Information Act, 2013
2.2 Related Policies
Disability Policy, Policy and Procedures for the Personal Promotion of Academic Staff, and anti-discrimination policies, including the Policy on Eradicating Unfair Discrimination and Harassment.
2.3 Related Protocols
The Recruitment and Selection Procedures Protocol and Annexures
2.4 Forms and Tools (documents to be completed in support of this policy implementation)

The policy templates
 Application to fill a vacancy
 Pre-Strategy Document
 Strategy Minute
 Recruitment and Selection Committee Composition
 Minute of Appointment

3 POLICY DEFINITIONS

(Technical or Conceptual terms used in the policy)

No	TERM	DEFINITION
3.1	Academic Staff	A person employed to teach and/or conduct research and associated activities and provide academic leadership to the benefit of the university and scholarship in general.
3.2	Administrative and Support Staff	A person the university employs in an administrative or support capacity as defined per the institution's grading process.
3.3	Casual Staff	Individuals employed on an ad-hoc basis for less than 24 hours per month and whose pay rate is determined daily. A Casual Staff member may not be employed for longer than 24 hours per month.
3.4	Chair	An individual who is responsible for chairing the Recruitment and Selection process.
3.5	Close Relationships	Close relationships between individuals include but are not limited to romantic relationships, sexual relationships, familial relationships, relationships with a history and/or pattern of interpersonal conflict, and relationships of a commercial nature.
3.6	Competencies	The requirements for the job are the knowledge, skills, and attributes needed to do the job.
3.7	Conflict of interest	A situation in which a person can derive personal benefit from actions or decisions made in their official capacity.
3.8	Designated Group	Blacks (Africans, Coloureds, Indians, and Chinese), women, and individuals with impairments as defined in the Employment Equity Act, No. 55 of 1998.
3.9	Employment Equity Barriers	Practices and factors that have an adverse impact on the employment prospects of members of designated groups, such as the advertisement of posts not being advertised in a way that is accessible to those from designated groups; Recruitment and Selection Committees that are not diverse, which may create an alienating environment for those from designated groups; failure to create multiple opportunities for individuals to demonstrate their merit, etc. These barriers must be identified and eliminated.
3.10	Employment Practices	Policies and practices used by the institution to attract, select, train and develop, promote, demote, compensate, discipline, and dismiss staff; establish and define jobs; evaluate performance; transfer staff; and determine the conditions of employment at the workplace. Employment practices also mean the behavioural environment and the provision of facilities.
3.11	Executive Management	The Vice-Chancellor, Deputy Vice-Chancellor: Academic and Student Affairs, Deputy Vice-Chancellor: Research, Innovation and Strategic Partnerships, the Chief Financial Officer and the Registrar.

No	TERM	DEFINITION
3.12	Fair Labour Practice	According to the Employment Equity Act, No. 55 of 1998, a fair labour practice does not directly or indirectly unfairly discriminate against an applicant or a particular group of applicants.
3.13	Fixed-Term Contract	A contract of employment that terminates on the occurrence of a specific event, the completion of a specified task or project, or a fixed date other than the employee's expected or agreed retirement date.
3.14	Head-hunter/Search	An organisation or person who identifies and approaches suitable candidates and invites them to apply for a particular post.
3.15	Independent	An individual who is not subject to the authority or control of the Director, Dean, Head of Department, Line Manager, or Supervisor of the Division/Department for which the recruitment and selection process is being held.
3.16	International	An individual who is not a South African citizen as defined in the Immigration Act, No. 13 of 2002 (as amended).
3.17	Job Requirements	Qualifications, experience, and competencies required for the post.
3.18	Life Partner	An intimate relationship between two people living together without formalising their union through marriage, regardless of whether there is a formal cohabit.
3.19	Preferential Treatment	Preference is given when making appointments to suitably qualified members from designated groups who have been historically under-represented in crucial work areas to ensure that the workplace is representative of the economically active population in South Africa.
3.20	Prior Knowledge	Information about an applicant that is not gained through the formal selection process, for example, rumours about a person, information gained through informal networks, etc.
3.21	Recruitment	The process is concerned with ensuring that there is a pool of applicants from which the preferred candidate can be identified. Recruitment strategies include using media, search committees, word of mouth, etc.
3.22	Search	This includes using agencies, headhunting, forwarding/ sharing the advert, searching the Careers 24 database, and/or other strategies the Recruitment and Selection Committee would like to use to attract suitable candidates.
3.23	Secondment	The temporary transfer of an employee to another position or employment, either within the same division/department/institute or in another division/department/institute.
3.24	Selection	The process of selecting an appointable candidate from a pool of eligible applicants
3.25	Selection Pool	A recruitment approach that seeks to create a pool of appointable candidates for posts that occur regularly, for example, Wardens, Kitchen Attendants, Cleaners, etc.
3.26	Senior Management	Deans, Directors, and support staff grades 18 and above.
3.27	Spouse	The laws of South Africa recognise that a spouse is the partner of another person in a marriage or customary union, and/or people in a partnership are recognised as marriages by any religion.

No	TERM	DEFINITION
3.28	Unfair Discrimination	<p>Unfair discrimination is the differential treatment of a person based on prohibited grounds with an adverse impact on the inherent equal dignity of the person. The differential treatment could include withholding benefits on prohibited grounds or refusing opportunities, adversely impacting the person's inherent equal dignity.</p> <p>Prohibited grounds of unfair discrimination, directly or indirectly, are race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth or on any other arbitrary ground.</p> <p>It is not unfair discrimination to:</p> <ol style="list-style-type: none"> Take affirmative action measures consistent with the purpose of the Employment Equity Act, No. 55 of 1998 (as amended); or Distinguish, exclude, or prefer any person based on an inherent requirement of the job.
3.29	Vacancy Approval Committee (VAC)	A sub-committee of the Council (the statutory employer) is mandated to keep the overall staffing budget within the budget approved by the Council and to ensure that all requests to fill vacancies (permanent and contract/fixed-term contracts longer than a year) and new posts are assessed against the strategic objectives of the institution.

4 PRINCIPLES GOVERNING THIS POLICY

OVERVIEW	
Rhodes University strives to carry out the following, as far as is reasonably practicable:	
4.1 Strategic importance and policy declaration	<p>Rhodes University's vision is to be foremost in the generation and advancement of locally responsive and globally engaged knowledge that seeks to create a just and sustainable society. Our mission is to provide transformative education, rigorous scholarship, and research that: -</p> <ul style="list-style-type: none"> seeks to produce knowledge that advances the frontiers of science, human understanding, and wisdom. cultivates knowledgeable and skilled graduates, innovative and critical problem-solvers, caring and engaged citizens, and responsible, courageous, and ethical leaders. enables and drives environmental sustainability and equitable and inclusive social and economic development based on respectful and mutually beneficial partnerships with diverse communities. <p>Rhodes University is committed to attracting, developing, and retaining quality staff. Accordingly, the University pays significant attention to the recruitment and selection of staff to ensure the fair treatment of all applicants and to secure the appointment of persons who can contribute towards the University's long-term success. The institution believes its success will be realised and its reputation secured through its commitment to equity and quality.</p> <p>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.</p>

	The employment and retention of staff is critical and essential to the effective operations of the University, and therefore, relevant processes and procedures must be strictly adhered to. Rhodes University will endeavour to uphold fair employment practices.
4.2 Ethical and legal approach	<p>The University is committed to ethical and legal practices. It will not knowingly engage in practices that undermine an individual's dignity and respect and unfairly limit their access to employment opportunities.</p> <p>Such practices must include identifying and eliminating barriers that adversely impact designated groups. The University will ensure equitable representation at all occupational levels and categories in the workforce. This will require the identification and elimination of barriers that adversely impact designated groups and will include the promotion of:</p> <ul style="list-style-type: none"> • diversity; • reasonable accommodation of people from designated groups; and • the retention, development, and training of people from designated groups, including skills development.
4.3 Policy adherence and flexibility	This policy represents the University's commitment to fair and transparent selection practices. However, the University reserves the right to be flexible in cases where circumstances require it (for example, to advance employment equity), provided that no unfair labour practice is committed, that the relevant Recruitment and Selection Committee supports this, and that the Vice-Chancellor and People and Culture Director endorses the recommendation.
4.4 Broad-based consultation	In the process, a broad consultation on how to fill a post takes place with the relevant stakeholders. This is based on the premise that this will lead to a sound decision that balances the interests of the University with those of external applicants and staff (internal applicants).
4.5 Cost-effectiveness	Recruitment and selection is a costly activity not only in terms of money for advertising, the use of head-hunters when necessary, and bringing applicants to the University for interviews but also in terms of the time devoted to such exercises by the Recruitment and Selection Committees, Heads, and Managers. The investment of resources in this process must be balanced with the importance of hiring the right staff to best contribute to the institution.
4.6 Disclosure	Close Relationships and/or conflicts of interest should be declared during recruitment. Depending on the nature of the close relationship and/or conflict of interest, the Recruitment and Selection Committee individuals may have to recuse themselves. The Recruitment and Selection Committee will decide in consultation with the People and Culture Director.

5 DIRECTIVES FOR IMPLEMENTING THIS POLICY

(Actions and processes by which the policy's objectives will be achieved).

<p>5.1 The process for permanent and contract posts longer than one year (including secondments and selection pools but excluding the internal process of electing a Dean as a separate protocol governs this): -</p> <p>5.1.1 Once the Vacancy Approval Committee has approved the filling of a post, the Division of People and Culture will engage the HoD/Line Manager to start the recruitment and selection process. This will include, but not be limited to: -</p> <ul style="list-style-type: none"> a) The constitution of a Recruitment and Recruitment and Selection Committee b) A strategy meeting will be held to determine the recruitment and selection strategies. c) The shortlisting meeting. d) Competency Work Sample Assessment, a Paper, Presentation, etc. (if applicable)
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e) Interviews

- 5.1.2 Once the recruitment and selection process has been concluded per the agreed strategy or strategies, the Recruitment and Selection Committee shall make recommendations for consideration and approval by the relevant approval authority. The recommendations of recruitment and Recruitment and Selection Committees shall follow the following approval processes (**for further detail, consult the Procedures Protocol and Annexure E**): -
- a) The Vice-Chancellor – the Council, upon receipt of a recommendation from the SENATE and feedback from the Institutional Forum.
 - b) The Executive, Directors, and Support Staff grades 18+ - the Council following a recommendation from the SENATE and feedback from the Institutional Forum.
 - c) Professors and Associate Professors – the Council following a recommendation from the SENATE.
 - d) Junior Lecturers, Lecturers, and Senior Lecturers – the Vice-Chancellor or his/her designate.
 - e) Grades 16 to 17 – the Vice-Chancellor or his/her designate.
 - f) Grades 1 to 15 – the People and Culture Director or his/her designate.
- 5.1.3 Usually, a competitive recruitment process, including external and internal advertising, must be followed. Exceptions to this require the approval of the People and Culture Director in consultation with the Vice-Chancellor.
- 5.1.4 In all cases, employment equity must be applied in line with prevailing legislation.
- 5.1.5 The size of Recruitment and Selection Committees has been kept to a minimum. The People and Culture Director or his/her designate may co-opt additional member(s) to the Recruitment and Selection Committee after discussion with the Chair of the Recruitment and Selection Committee such as but not limited to administrative assistance if required, for training purposes, and/or to ensure that diversity both in terms of demographics and representation other than departmental representation.
- 5.1.6 All members of Recruitment and Selection Committees are responsible for ensuring a fair and legal process and that the confidentiality of applicants is respected and ensured.
- 5.1.7 Normally, the current job incumbent may not participate in the selection process except when they are the line manager/supervisor of the vacant post. Exceptions to this require the approval of the People and Culture Director (for example, SARChI Chairs usually are part of the Recruitment and Selection Committee for their temporary replacement while they are a SARChI Chair).
- 5.1.8 All members of the recruitment and selection committee have a vote. Committee members must be in attendance to execute their vote. The People and Culture Advisor is not a member of the Recruitment and Selection Committee.
- 5.1.9 An attempt should be made to have an unequal number of committee members to avoid a deadlock situation.
- 5.1.10 The representative Unions will each be asked to nominate a representative to be part of the Recruitment and Selection Committee. Union members are committee members and do not represent the union, nor are they permitted to bring a mandate from their Union regarding the candidates. For confidentiality reasons, individuals are also not allowed to report back to the unions on any candidate's performance during the selection process. To preserve an unbiased process, union representatives cannot be staff members of the same Department or Division where the vacancy exists.
- 5.1.11 Agreeing to be a Recruitment and Selection Committee member means that a committee member agrees to preserve the confidentiality of the process, discussions, and documentation and conform to all the University's policies, rules, and regulations.
- 5.1.12 If no recommendation for appointment can be made, the Recruitment and Selection Committee should discuss alternative recruitment strategies. The appointment recommendation must be supported by a majority vote of the members of the Recruitment and Selection Committee who

are present. Should the Recruitment and Selection Committee be deadlocked by an equal number of votes, the Chair shall refer the matter to the People and Culture Director(unless she/he is on the Recruitment and Selection Committee, in which case the matter will be referred to a member of the Executive or a Dean who is not part of the Recruitment and Selection Committee), who may meet with the entire Recruitment and Selection Committee to attempt to break the deadlock. If this is not possible, the People and Culture Director will, in consultation with the Vice-Chancellor or his/her designate, determine the way forward unless she/he is on the Recruitment and Selection Committee, in which case a member of the Executive and/or a Dean will determine a way forward. If the selection process is an Executive post, the Chair of the Council shall engage the Committee to determine a way forward unless the Chair of the Council is the Chair of the Recruitment and Selection Committee, in which case the Deputy Chair of the Council shall engage the Committee to determine a way forward.

- 5.1.13 If concerns are raised regarding the fairness of the recruitment and selection process and cannot be resolved by the Chair and the People and Culture Advisor to the Committee, the recruitment and selection process will be placed on hold and immediately referred to the People and Culture Director. The People and Culture Director or his/her designate will confer with the Chair of the Committee. The People and Culture Director or his/her designate may meet with the entire Recruitment and Selection Committee where necessary. The process will remain on hold until the matter has been resolved. After consultation with the Vice-Chancellor, the People and Culture Director is mandated to require the Recruitment and Selection Committee to address the relevant concerns. When the Vice-Chancellor and/or People and Culture Director are members of the Recruitment and Selection Committee, a member of the Executive and a Dean shall determine a way forward in consultation with each other. If the selection process is an Executive post, the Chair of the Council shall engage the Committee to determine a way forward unless the Chair of the Council is the Chair of the Recruitment and Selection Committee, in which case the Deputy Chair of the Council shall engage the Committee to determine a way forward.
- 5.1.14 The University reserves the right to opt to fill a permanent post with a fixed-term contract of not less than three years.
- 5.1.15 The University reserves the right not to proceed with filling a post.

5.2 The process for contract posts of a short-term nature (i.e., one year or less)

- 5.2.1 The need for contract posts of a short-term nature (i.e., a year or less) arises from time to time. It is primarily required to ensure that departments' and divisions' operational requirements can be addressed quickly in the short term.
- 5.2.2 The HoD/Line Manager advises the People and Culture Division when they need a short-term contract. The People and Culture Division will issue an individual's appointment on a contract basis of a year or less, usually in response to the following and within the parameters laid down in the Labour Relations Act, Section 198b (2014).
- 5.2.3 Where possible, preference can be given to spouses/life partners of staff employed with the University to enhance staff retention.

5.3 The process for the selection of Hall and House Wardens

- 5.3.3 Hall Wardens are appointed from the cohort of existing House Wardens. In cases where this is not possible, the Director: Student Services and Development will consider and approve the advertising of a Hall/House Warden post. The Hall Warden is the House Warden of the residence they reside in.
- 5.3.4 The recruitment of House Wardens utilises an appointment pool. Prospective candidates will be invited to apply as early as possible in the first semester.
- 5.3.5 To support our strategic intention to ensure our residences are living and learning spaces, preference will be given to new/emerging academic staff applications.

5.4 Only the People and Culture Director or his/her designate may communicate (both verbally and/or in writing) and/or extend an offer of employment.

5.5 The detailed recruitment and selection processes for all the above processes are outlined in the **RECRUITMENT AND SELECTION PROCEDURES PROTOCOL AND ANNEXURES.**

6 ROLES AND RESPONSIBILITIES

(Roles and responsibilities of Key Staff/Divisions/Faculties/Departments)

ROLE	RESPONSIBILITY
People and Culture Director	The People and Culture Director is the Process Owner of the Institutional Recruitment and Selection Policy and the Procedures, Protocol, and Annexures. The Director is responsible for driving changes related to recruitment and selection in the institution. This responsibility includes promoting the adoption of recruitment and selection policies by the institution and by all the institution's governance committees.
Senior Manager: Recruitment and Staffing	Responsible for: - <ul style="list-style-type: none"> the effective and efficient execution of the Recruitment and Selection Policy and the Procedures Protocol and Annexures and ensuring that those involved in recruitment and selection are appropriately trained.
Directors, Deans, HoDs, and Line Managers	Responsible for: - <ul style="list-style-type: none"> developing, implementing, and recommending recruitment and selection policy changes.
Representative Unions	Responsible for: - <ul style="list-style-type: none"> contributing to the development, implementation, and recommendation of changes to the recruitment and selection policy and bringing to the Division of People and Culture's attention any concerns their constituency may have that the policy and process are not appropriately applied.
The Chair	Responsible for: - <ul style="list-style-type: none"> facilitating the recruitment and selection process and ensuring the policy, Procedures, Protocol, and Annexures are followed.
People and Culture Advisor to the Committee	Responsible for: - <ul style="list-style-type: none"> administering the recruitment and selection process; ensuring that the recruitment and selection process adheres to policy and the relevant legislation, providing support and advice to the Chair and members of the Committee and Provide a brief report regarding the Recruitment and Selection process and raise

ROLE	RESPONSIBILITY
	any concerns they may have.
Committee Members	Responsible for: - <ul style="list-style-type: none"> ensuring that they diligently apply themselves to the recruitment and selection of staff per the Policy and the Procedures Protocol and Annexures.

7 CONTACTS

Questions about the policy are to be directed to the People and Culture Director, the Senior Manager: Recruitment and Staffing, or the Senior Manager: Specialist HR Services.

8 POLICY REVIEW PROCEDURE

Actions and processes by which the policy will be reviewed
The Employment Equity Committee will review this policy every five years.
Communication of the review process
The Employment Equity Committee will engage stakeholders through toplist@lists.ru.ac.za , monthly People and Culture and Union meetings, and the People and Culture website.

9 PROTOCOL AND ANNEXURES

The Recruitment and Selection Procedures Protocol and Annexures should be read with the Recruitment and Selection Policy.

Recruitment and Selection Procedures Protocol

Annexure A - Recruitment Strategies

Annexure B - Employment Equity Considerations

Annexure C - Responsibilities of the Chair

Annexure D - Roles and Responsibilities of Members of the Recruitment and Selection Committee

Annexure E - Approval Processes

Annexure F - Checklists