



## RECRUITMENT AND SELECTION POLICY

Policy Volume	HR: General Institutional Policies & Protocols
Policy Chapter	
Responsible Committee/Unit/Division/Faculty	Employment Equity Committee
Responsible Chairperson/Director/Manager	HR Director
Dates of First and Subsequent Council Approvals	A number of different policies have existed previously and this is a new policy amalgamating them.
Policy Approval Pathways (e.g. committee, Senex, Senate, Council)	Deans, HoDs, Unions, Equity and Institutional Culture Committee, Faculty Boards, Senex, Senate, Institutional Forum and Council
Revision History: Approved Reviews	New Policy (combination of various R&S policies) – 13 September 2018
Review Cycle (e.g. every 2/5/7 years etc)	Every 5 years or as and when a need arises
Next Review Date	2024

## 1. POLICY PARTICULARS

1.1. Policy Title	Recruitment and Selection Policy
1.2. Policy Statement	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.  Rhodes University upholds the statutory provisions related to good employment practices in accordance with the above.
1.3. Reason for Policy (What this policy aims to achieve)	To uphold fair and consistent recruitment and selection processes and practices in accordance with 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 in accordance with 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 units of the University
1.5. Who should read this Policy	All staff members of the University
1.6. Implementers of this Policy	Deans, Directors, Heads of Departments, Line Managers, Human Resources, the Unions, members of the Selection Committees including the Chairs of Selection Committees, Executive and Senior Management
1.7 Website address/link for this Policy	<a href="http://www.ru.ac.za/humanresources/policies/policiesandprotocols/selection/">http://www.ru.ac.za/humanresources/policies/policiesandprotocols/selection/</a>

## 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"> <li>Labour Relations Act, No. 66 of 1995 (as amended)</li> <li>Basic Conditions of Employment Act, No. 75 of 1997</li> <li>Employment Equity Act, No. 55 of 1998 (as amended)</li> <li>Promotion of Equality and the Prevention of Unfair Discrimination Act, No 4 of 2000 (pending input from the Institutional Forum)</li> </ul>
2.2 Related Policies
Disability Policy, Policy and Procedures for the Personal Promotion and Academic Staff, and anti-discrimination policies, including the Policy on Eradicating Unfair Discrimination and Harassment.
2.3 Related Protocols
Standard Operating Procedures and Guidelines
2.4 Forms and Tools (documents to be completed in support of this policy implementation)
The policy template Application to fill a vacancy Pre-Strategy Document Strategy Minute Selection Committee Minute of Appointment

### 3. POLICY DEFINITIONS

(Technical or Conceptual terms used in the policy)

No	TERM	DEFINITION
3.1	<b>Academic Staff</b>	Staff involved in directing the teaching and learning, research activities and community engagement of the University
3.2	<b>Casual Staff</b>	Individuals who are employed on an ad-hoc basis for less than 24 hours per month and whose rate of pay is determined on a daily basis. A Casual Staff member may not be employed for longer than 24 hours per month
3.3	<b>Chair</b>	An independent person (grade 15 and above) responsible for chairing the Recruitment and Selection process
3.4	<b>Close Relationships</b>	Close relationships between individuals includes but is not limited to romantic relationships, sexual relationships, familial relationships, relationships with a history of serious interpersonal conflict and relationships of a commercial nature
3.5	<b>Competencies</b>	The requirements for the job in terms of the knowledge, skills and attributes needed to do the job
3.6	<b>Conflict of interest</b>	A situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity
3.7	<b>Designated Group</b>	Blacks (Africans, Coloureds, Indians and Chinese), women and individuals with impairments as defined in the Employment Equity Act, No. 55 of 1998
3.8	<b>Employment Equity Barriers</b>	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; 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.
3.9	<b>Employment Practices</b>	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. By employment practices is also meant the behavioural environment and the provision of facilities.
3.10	<b>Executive Management</b>	The Vice-Chancellor, Deputy Vice-Chancellor: Academic and Student Affairs, Deputy Vice-Chancellor: Research and Development, Registrar and the Executive Director: Infrastructure and Operations
3.11	<b>Fair Labour Practice</b>	According to the Employment Equity Act, No. 55 of 1998, a fair labour practice is one which does not directly or indirectly unfairly discriminate against an applicant or a particular group of applicants.
3.12	<b>Fixed-Term Contract</b>	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 normal or agreed retirement date.
3.13	<b>Headhunter/Search</b>	An organization or person who identifies and approaches suitable candidates employed elsewhere and invites them to apply for a particular post.
3.14	<b>Independent</b>	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.
3.15	<b>International</b>	An individual who is not a South African citizen as defined in the Immigration Act, No. 13 of 2002 (as amended).
3.16	<b>Job Requirements</b>	Qualifications, experience and competencies required for the post
3.17	<b>Partner</b>	One person with whom the staff member has a committed relationship of at least two years in duration, a relationship akin to a marriage based on objective criteria of mutual dependency and a shared and common household, irrespective of the gender of either party. Partners / Spouses are treated in the same way as internal candidates.
3.18	<b>Preferential Treatment</b>	Preference given, when making appointments, to suitably qualified members from designated groups who have been historically under-represented in key work areas, in order to ensure that the workplace is representative of the economically active population in South Africa.
3.19	<b>Prior Knowledge</b>	Information about an applicant which is not gained through the formal selection process, e.g. rumours about a person, information gained through informal networks, etc.

3.20	<b>Recruitment</b>	The process concerned with ensuring that there is a pool of applicants from which the preferred candidate can be identified. Recruitment strategies include the use of media, search committees, word of mouth, etc.
3.21	<b>Secondment</b>	The temporary transfer of an employee to another position or employment, either within the same division/department/institute or in another division/department/institute
3.22	<b>Selection</b>	The process of selecting an appointable candidate from a pool of eligible applicants
3.23	<b>Selection Pool</b>	A recruitment drive that seeks to create a pool of appointable candidates for posts that occur regularly, for example, Wardens, Kitchen Attendants, and Cleaners, etc.
3.24	<b>Senior Management</b>	Deans, Directors and staff on grades 18 and above
3.25	<b>Suitably Qualified</b>	According to the Employment Equity Act, No.55 of 1998 (as amended), a candidate can be suitably qualified as a result of any one or a combination of formal qualifications, prior learning and relevant experience or the potential within a reasonable time to acquire the ability to do the job. Any combination of the above factors can be considered. Experience on its own should not be used as a reason not to appoint a member of a designated group.
3.26	<b>Support Staff</b>	Staff who are not directly involved with teaching and/or research. This includes those staff who support the academic staff in their teaching and research activities.
3.27	<b>Unfair Discrimination</b>	<p>Unfair discrimination is 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 of benefits on prohibited grounds or refusing of opportunities resulting in adverse impact of inherent equal dignity of the person.</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"> <li>Take affirmative action measures consistent with the purpose of the Employment Equity Act, No. 55 of 1998 (as amended); or</li> <li>Distinguish, exclude or prefer any person on the basis of an inherent requirement of the job.</li> </ol>

#### 4. PRINCIPLES GOVERNING THIS POLICY

<b>OVERVIEW</b>	
Rhodes University strives to carry out the following, as far as is reasonably practicable:	
<b>4.1.Strategic importance and policy declaration</b>	<p>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.</p> <p>Accordingly, the University must pay 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.</p> <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.</p>
<b>4.2. Ethical and legal approach</b>	<p>The University is 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.</p> <p>Such practices must include the identification and elimination of barriers with an adverse impact on designated groups. The University will endeavour to ensure equitable representation in all its</p>

	<p>occupational levels and categories in the workforce. This will require the identification and elimination of barriers which adversely impact designated groups and will include the promotion of:</p> <ul style="list-style-type: none"> <li>• Diversity</li> <li>• Reasonable accommodation of people from designated groups</li> <li>• The retention, development and training of people from designated groups, including skills development</li> </ul>
<b>4.3. Policy adherence and flexibility</b>	This policy represents the University's commitment to fair and transparent selection practices. However, the University reserves the right to deviate from this policy in certain circumstances (for example to advance employment equity), provided that no unfair labour practice is committed, that this is the decision of the relevant Selection Committee and that the Vice-Chancellor and HR Director endorses this decision.
<b>4.4. Broad-based consultation</b>	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).
<b>4.5. Cost effectiveness</b>	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 Selection Committees, Heads and Managers. The investment of resources in this process needs to be balanced with the importance of hiring the right staff that can best make a contribution to the institution.
<b>4.6. Disclosure</b>	Close Relationships and/or conflicts of interest should be declared during the recruitment process. Depending on the nature of the close relationship and/or conflict of interest the individual sitting on the Selection Committee may have to recuse themselves. Such a decision will be determined by the Selection Committee in consultation with the HR Director.

## 5. DIRECTIVES FOR IMPLEMENTING THIS POLICY

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

### 5.1. All permanent and contract posts longer than one year (including secondments and selection pools)

<b>5.1.1</b>	<b>The constitution of Selection Committees</b>
5.1.1.1	Individuals who serve on Selection Committees (including Union representatives) should familiarise themselves with the relevant documentation pertaining to the knowledge, expertise and qualifications required for the post.
5.1.1.2	Individuals who serve on Selection Committees (including Union representatives) must be aware of their selection responsibilities, including the desirability to be present at every stage of the recruitment and selection process. This requires knowledge of the policy document and practices as provided by the HR Division to members of Selection Committees.
5.1.1.3	Those who Chair Selection Committees at all levels must have the necessary relevant expertise to conduct fair and equitable selection processes and they must be aware of their responsibilities as far as this policy is concerned. Chairs are required to undergo the necessary training. In addition, they are encouraged to read and make use of the standard operating procedures and guidelines available.
5.1.1.4	There is legitimate representation of a diverse range of people who have relevant expertise and experience related to the facet of employment. 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.
5.1.1.5	Consideration should be given to the size of the Committee and the impact that this is likely to have on the applicants.
5.1.1.6	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.
5.1.1.7	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.
5.1.1.8	All members of the selection committee with the exception of the Senior HR Practitioner have a vote.
5.1.1.9	An attempt should be made to have an odd number of people on a committee to avoid a deadlock situation.
<b>5.1.2</b>	<b>The Recruitment Process</b>
5.1.2.1	The Selection Committee is required to provide a sound, defensible rationale for the recruitment strategy pursued.

5.1.2.2	There are multiple options available in recruiting for a vacant post. (Refer to the Standard Operating Procedures and Guidelines for further information.)
5.1.2.3	In all cases, employment equity requirements must be adhered to. If after the first round of advertising/search and interviewing there are no appointable candidates from designated groups, then at least one more round of advertising/search and interviews should be undertaken in order to advance transformation, but if unsuccessful, members of non-designated groups may be recommended.
5.1.3	<b>The Selection Process</b>
5.1.3.1	<i>Fairness and equity</i> must be strived for throughout the selection process.
5.1.3.2	<i>Prior Knowledge</i> about an applicant must be handled sensitively and with due concern for the person concerned. In the case where the information is negative, the person must have an opportunity to contest the information. In the case where information is positive, due care must be taken that other candidates are not treated unfairly as a result of this. It is recommended that prior knowledge be introduced only after shortlisting so that the candidate has the opportunity to contest the information in the interview.
5.1.3.3	<i>Suitably Qualified</i> means that there must be clear competencies/criteria (e.g. formal qualifications, prior learning and abilities needed) for the selection of staff from designated groups. All standards must be linked to the post and should not be overstated.
5.1.3.4	<i>The identification and elimination of barriers</i> with an adverse impact on designated groups could include barriers such as the post not being advertised in a manner that is accessible to those from designated groups; having Selection Committees that are not diverse, so as to create an alienating environment for those from designated groups; not creating multiple opportunities for individuals to demonstrate their merit; not being flexible in considering alternative evidence in the demonstration of a competency, etc. These barriers must be eliminated.
5.1.3.5	<i>The selection recommendation</i> usually takes place immediately after all the interviews have been conducted, but another meeting can be called for this purpose.
5.1.3.6	<i>Composition of the Recruitment and Selection Committee</i>

#### Guidelines for the Constitution of Selection Committees

The HR Director or her/his designate may co-opt additional member(s) to the Selection Committee after informing/consulting with the Chair of the Selection Committee.

##### 5.1.3.6.1 Professors and Associate Professors

Humanities and Commerce	Science	Law and Pharmacy	Education
Chair: Vice-Chancellor or DVCs or Dean or Deputy Dean of the relevant Faculty (VC to determine)	Chair: Vice-Chancellor or DVCs or Dean or Deputy Dean of the relevant Faculty (VC to determine)	Chair: Vice-Chancellor or DVCs or their designate.	
Dean or Deputy Dean of the Faculty	Dean or Deputy Dean of the Faculty	Dean/HoD	Dean
Relevant Head of Department unless this is the person in the post to be vacated. If so, then a senior member of staff to be identified by the Department.			HOD or Deputy HOD
1 Senate member appointed by Senate (See note (a) below.)			
1 member of the relevant Faculty, nominated by Dean			
1 member of the relevant department			
Senior HR Practitioner			
2 members nominated by NEHAWU and NTEU respectively (See note (d) below.)			
Where needed, an External Advisor (Note (e) below) can be identified.			
Total without external advisor: 9, 2 from the Department			

### 5.1.3.6.2 Senior Lecturers, Lecturers and Junior Lecturers

Humanities and Commerce	Science	Pharmacy and Law	Education
Chair: Dean or Deputy Dean of the Faculty	Chair: Dean or Deputy Dean of the Faculty	Chair: Dean	
Relevant Head of Department (HoD) unless this is the person in the post to be vacated. Where this is the case, then a senior member of staff will be identified by the Dean.			
1 members nominated by the relevant Faculty Board. (See note (b) below.)			
1 member from the relevant Department (See note (c) below.)		1 member from the relevant Department. Should either the Dean or HoD not participate, another member from the Department can be identified.	
Senior HR Practitioner			
2 members nominated by NEHAWU and NTEU respectively (See note (d) below.)			
Total: 7, 2 from the Department			

#### Notes:

- a. It is recommended that these appointed Senate members be knowledgeable in the relevant discipline or in a closely allied field. Senate has delegated approval for these representatives to the Deans.
- b. Faculty members elected to sit on the Selection Committee should not be a member of the Department concerned, except in the case of single department faculties. Each Faculty has delegated approval for these representatives to the Dean of the Faculty.
- c. The Head of Department will nominate individuals from the Department after due consultation with all members of that Department. Where there are divisions in the Department due to differing academic paradigms, the Dean will ensure that the different viewpoints have expression on the committee. The individuals nominated by the Dean will not include the Head of Department (as he or she is already on the committee) nor will it include any member of staff who is a candidate for the vacant position. The individuals chosen are not to be regarded as representatives of the Department but are nevertheless, encouraged to consider the viewpoints of other members of the Department. Furthermore, for reasons of confidentiality, the individuals are not mandated to report back to the Department on each candidate's performance in the selection process. The individuals are, however, at liberty to state what criteria were used to select candidates and what the selection process constituted. Where feasible, Departmental representatives should be chosen before Faculty and Senate representatives.
- d. The unions, NEHAWU and NTEU, will each be asked to nominate a representative to sit on the Selection Committee. These representatives will not be delegates of the Unions, i.e. they are not bringing a mandate from the Unions as to their candidates. For reasons of confidentiality the individuals are also not mandated to report back to the Unions on each candidate's performance in the selection process. The individuals are, however, at liberty to state what criteria were used to select candidates and what the selection process constituted. Both Union members shall have voting rights.
- e. The relevant Dean, in consultation with members of the Department concerned, may appoint an External Advisor with expert knowledge of the relevant discipline, who shall be a full member of the Committee. Alternatively, the External Advisor may be asked to make a written submission on the CVs of shortlisted candidates, particularly as regards the person's standing in the field and contribution to the discipline.

#### 5.1.3.6.3 Grades 13 to 18

Chair: Director or Deputy Director of a different Division
Senior HR Practitioner
Head of the relevant Division/Department
Line Manager or senior member of staff (if the Line Manager is the Head of the Division/Department) from the relevant Division/Department
A member of staff from a related Division/Department (normally someone that the individual is likely to work with and has insight into the job), to be nominated by the Chair of the Committee.
2 members nominated by each of the Unions, NEHAWU and NTEU respectively
Total: 7 (2 from the Division/Department)

#### 5.1.3.6.4 Grades 1 to 12

Chair: Neutral Chair to be appointed by the HR Division
Senior HR Practitioner
Line Manager
Supervisor or another senior member of staff (if the Supervisor is the Head of the Division/Department/Section) from the relevant Division/Department/Section (normally someone that the individual is likely to work with and has insight into the job). To be nominated by the HR Division.
2 members nominated by each of the Unions, NEHAWU and NTEU respectively
Total: 6 (2 from the division/department)

#### 5.1.3.6.5 Hall Wardens

Chair: Hall Fellow (must be an academic staff member)
Director: Student Affairs or his/her designate
1 of the Hall Warden representatives for the year – if the representative is a Hall Warden who is departing, then another Hall Warden may be co-opted.
The Senior Student from the House where the vacancy is
The Hall SRC representative
A Sub-Warden from the House where the vacancy is
Senior HR Practitioner
2 members nominated by each of the Unions, NEHAWU and NTEU respectively
Total: 9

#### 5.1.3.6.6 House Wardens

Chair: Hall Fellow or Hall Warden (from outside the house where the vacancy is)
House Warden
2 student representatives (one of whom shall be a Sub-Warden from within the Hall)
2 members nominated by each of the Unions, NEHAWU and NTEU respectively
Total: 6



**5.1.4** *Making an appointment recommendation involves:*

- a) Reviewing, assessing and discussing all the evidence collected (from all selection techniques) for each candidate and determining who is suitable for the post.
- b) Recording in writing the reasons why any persons interviewed were not suitable for appointment.
- c) Selecting and recommending an appointable candidate in keeping with preferred employment of designated groups. The Employment Equity Act, No. 55 of 1998 also requires that preferential treatment be given to those from under-represented designated groups. This means that where those from designated groups are suitably qualified, they should be given preference in appointments.
- d) In all cases employment equity requirements must be adhered to. If after the first round of advertising/search and interviewing there are no appointable candidates from designated groups, then at least one more round of advertising/search and interviews should be undertaken in order to advance transformation, but if unsuccessful, members of non-designated groups may be recommended.
- e) Recommending additional choices ranked in order of preference should the first recommendation not be appointed.
- f) If no recommendation for appointment can be made, the Selection Committee should discuss alternative recruitment strategies.

**5.1.5** *The appointment recommendation* shall be supported by a majority vote of the members of the Selection Committee who are present. Should the Selection Committee be deadlocked by an equal number of votes, the Chair and the HR Director or his/her designate, who shall be asked to consider all the evidence and find a way forward and make recommendations to the Selection Committee at a subsequent meeting. Should the Committee remain deadlocked, the Head of the Department/Division and/or the Line Manager shall have the casting vote.

**5.1.6** *Concerns regarding the fairness of a selection process* should be documented in the Recruitment and Selection Minute. Should concerns be raised by the Committee or anyone on the Committee regarding the fairness of the recruitment and selection process, the process will be suspended and the matter immediately referred to the HR Director or his/her representative. The HR Director or his/her representative will confer with the Chair of the Committee. Where necessary, the HR Director may meet with the entire Selection Committee. The process will remain on hold until the matter has been resolved. After consultation with the Vice-Chancellor, the HR Director is mandated to require the Selection Committee to address the relevant concerns.

**5.1.7** *Feedback* will be provided to all candidates with regard to the outcome of their application as soon as possible after the interview. Candidates who request feedback in writing shall be given feedback by the Chair of the Committee, who will be required to consult with HR before doing so. Candidates who contest the outcome of their interview shall be referred to the HR Director for further engagement.

**5.1.8** *Employment Checks* will be conducted by the HR Division and may consist of the following:

- a) Checking the validity of South African identity numbers and/or the passport number of the candidate.
- b) Qualification verifications
- c) Previous employment, dates thereof, positions occupied, performance, work behaviours (e.g. time keeping, absenteeism, etc.), disciplinary record and reasons for leaving.
- d) Credit checks in the case of relevant posts.

**5.1.9** **Approvals**

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

**5.1.9.1** Support Staff Grades 1 to 15

HR Director or her/his representative

**5.1.9.2** Support Staff Grades 16 to 18, Junior Lecturers, Lecturers and Senior Lecturers

Vice-Chancellor

**5.1.9.3** Professors and Associate Professors

No offer may be made or communicated to a candidate without the necessary approval in writing from either the HR Director or the Deputy Director: HR.

#### 5.1.10 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.

The following records will be kept:

- i) The strategy minute
- ii) Advertisements and media used to advertise, and the target group (internal and/or external)
- iii) The number of applications received and demographics thereof
- iv) Selection criteria, interview questions, assessment/evaluation results of individual candidates and the reasons for the decisions taken

These records shall be kept for at least 12 months.

## 5.2 Contract Posts for 1 year or less and Internships

The need for contract posts of a short term (i.e. less than a year) arise from time to time and are primarily required to ensure that departments and divisions are able to ensure that the operational requirements can be addressed quickly in the short-term.

The HR Division will approve appointments of an individual 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):

- a) As a substitute for an employee who is temporarily absent due to extended sick leave, maternity leave, academic leave and long leave provided such leave does not exceed 12 months for staff who earn below the earnings threshold
- b) For work that has a limited or definite duration not exceeding 24 months or a temporary increase in the volume of work not exceeding 12 months for staff who earn below the earnings threshold.
- c) For students or a recent graduate who is employed for the purposes of being trained or gaining work experience in order to enter a job or profession
- d) Against a current vacancy whilst the recruitment and selection process for filling the post is underway. In this instance, contracts shall not be issued for a period of more than three months at an individual level, i.e. such contracts may not be successive.
- e) For a temporary service as determined by a collective agreement
- f) For an international staff member who has been granted a work permit for a finite period
- g) For seasonal work
- h) For positions funded by an external source for a limited period
- i) For staff who have reached the normal or agreed retirement age.
- j) Temporary appointments will not usually be approved under the following conditions:
  - i) For short periods of less than a week
  - ii) To replace permanent staff on annual leave
  - iii) To do the work of someone where there are performance concerns
  - iv) Where there is no budget for temporary assistance
  - v) For handovers and training exceeding two days

### 5.2.1 Selection of an individual

5.2.1.1 The individual must meet the minimum requirements for the post. Where an individual does not meet the minimum requirements for the post, a revised profile may be drafted and graded by the HR Division before an offer of employment can be made.

5.2.1.2 In all instances the line manager (or Selection Committee in the case of Internships) must seek to employ members of under-represented designated groups, but if unsuccessful, members of non-designated group may be employed.

5.2.1.3 In terms of the above parameters, the HR Division will make recommendations to the HoD or Line Manager as regards eligible individuals, particularly those within the Temp Database as well as the Spouses/Partners of staff members. Note: spouses and partners will be treated in the same way as internal candidates and all potential candidates will undergo the selection process.

## 5.2.2 Making an appointment

5.2.2.1 Only the HR Director, Deputy Director: HR and the Manager: HR Operations may extend an offer of employment.

5.2.2.2 No individual may start working without a written employment contract.

5.2.2.3 A contract may not be renewed by anyone other than the HR Director, Deputy Director: Human Resources and Manager: HR Operations.

## 6. ROLES AND RESPONSIBILITIES

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

ROLE	RESPONSIBILITY
HR Director	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.  Ensuring that those involved in recruitment and selection processes are appropriately trained.
Directors, Deans, HoDs and Line Managers	Contributing to the development, implementation and recommendation of changes to the recruitment and selection policy.
The Unions	Contributing to the development, implementation and recommendation of changes to the recruitment and selection policy  Bringing to the HR Division's attention any concerns that their constituency may have that the policy and process are not being applied properly.
The Chair	Facilitating the recruitment and selection processes and ensuring that the policy and processes are adhered to.
Senior HR Practitioner	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.
Committee Members	Ensuring that they diligently apply themselves to the recruitment and selection of staff in accordance with the policy and protocols.

## 7. CONTACTS

Direct any questions about the policy to the Employment Equity Committee. These can be channelled through the HR Division via the HR Generalists.

## 8. POLICY REVIEW PROCEDURE

<b>Actions and processes by which the policy will be reviewed</b>
The Employment Equity Committee will review this policy every 5 years

**Communication of the review process**

The Employment Equity Committee will engage stakeholders through [toplist@lists.ru.ac.za](mailto:toplist@lists.ru.ac.za), monthly HR and Union meetings and the Human Resources website.

**9. POLICY CONTEXT: RELEVANT DOCUMENTS CITED/CONSULTED/ADOPTED**

1	
2	
3	
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**10. LIST OF APPENDICES**