

## RECRUITMENT AND SELECTION PROCEDURES PROTOCOL AND ANNEXURES

<b>Recruitment and Selection Procedures Protocol and Annexures</b>	The Division of People and Culture
<b>Policy</b>	Rhodes University Recruitment and Selection Policy
<b>Responsible Committee/Unit/Division/Faculty</b>	Employment Equity Committee
<b>Responsible Chairperson/Director/Manager</b>	People and Culture Director
<b>Dates of First and Subsequent Council Approvals</b>	New Policy (combination of various R&S policies) – 13 September 2018
<b>Policy Approval Pathways (e.g., committee, Senex, Senate, Council)</b>	Deans, HoDs, Unions, Equity and Institutional Culture Committee, Faculty Boards, Institutional Forum, Senex, Senate and Council
<b>Revision History: Approved Reviews</b>	20 September 2018; 28 November 2024
<b>Review Cycle (e.g., every 2/5/7 years, etc.)</b>	Every five years or as and when a need arises
<b>Next Review Date</b>	2029

## RECRUITMENT AND SELECTION PROCEDURES PROTOCOL

### The Recruitment and Selection Process

- 1) The Recruitment and Selection Committee must provide a sound, defensible rationale for the recruitment strategy pursued.
- 2) Multiple recruitment approaches are available when recruiting for a vacant post. Please refer to **Annexure A** for more information.
- 3) A competitive recruitment process, including external and internal advertising, will usually be followed. Exceptions to this require the approval of the People and Culture Director.
- 4) In all cases, employment equity must be applied in line with prevailing legislation. At least two rounds of advertising, including search in the second round (see definition of search in the R&S policy), should be undertaken to ensure that every effort is made to ensure that a reasonable pool of candidates from under-represented designated groups are attracted for the Committee to consider. The Committee may elect to run two rounds of advertising back-to-back and shortlist and interview all candidates simultaneously to reduce the time it takes to recruit. For academic posts and posts grade 14 and above and academic posts, consideration should be given to using search from the onset to improve the probability of finding candidates from under-represented designated groups. Employment equity must be applied in line with institutional policies and prevailing legislation.
- 5) Once candidates have been recommended for appointment (i.e., they are deemed appointable by the Recruitment and Selection Committee), the People and Culture Advisor to the Committee will guide the Committee in terms of the application of employment equity in line with the recruitment strategy that was agreed to by the Committee which should be aligned with prevailing legislation. Please refer to **Annexure B** for more information.
- 6) Making an appointment recommendation involves: -
  - 6.1 Reviewing, assessing, and discussing all the evidence collected (from all selection techniques) for each candidate and determining who is suitable for the post.
  - 6.2 Recording in writing the reasons why candidates interviewed were unsuitable for appointment.
  - 6.3 Selecting and recommending an appointable candidate in keeping with the preferred employment of under-represented designated groups. The Employment Equity Act, No. 55 of 1998, also requires preferential treatment for those from under-represented designated groups. This means that where those from under-represented designated groups are suitably qualified, they should be given preference in terms of appointment.
  - 6.4 In all cases, employment equity requirements must be adhered to. If there are no appointable candidates from under-represented designated groups after the first round of advertising/search and interviewing, then at least one more round of advertising/search and interviews should be undertaken to secure candidates from under-represented designated groups, thus advancing transformation. While all candidates may be interviewed after the second round of advertising, employment equity must be adhered to when recommending appointable candidates.
  - 6.5 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, 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 consult the Vice-Chancellor or their designate to determine the way forward.
  - 6.6 If there is more than one appointable candidate, the additional candidates must be ranked in line with employment equity imperatives should the first recommended candidate not be

- appointed. Candidates may only be listed in order of preference if no employment equity considerations exist.
- 6.7 If no recommendation for appointment can be made, the Recruitment and Selection Committee should discuss alternative recruitment strategies.
  - 6.8 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 must be placed on hold and immediately referred to the People and Culture Director. The People and Culture Director or their designate will confer with the Chair of the Committee. The People and Culture Director or their 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 instruct the Recruitment and Selection Committee to address the relevant concerns.
  - 6.9 Feedback will be provided to all candidates interviewed regarding 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 the People and Culture Advisor of the Recruitment and Selection Committee before doing so. Candidates who contest the interview outcome shall be referred to the People and Culture Director for further engagement.
  - 6.10 The People and Culture Division will conduct Employment Checks, which may consist of, but not limited to the following: -
    - a) Checking the validity of South African identity numbers and/or the candidate's passport number.
    - b) Qualification verifications
    - c) Previous employment, dates thereof, positions occupied, performance, work behaviours (e.g., timekeeping, absenteeism, etc.), disciplinary record, and reasons for leaving.
    - d) Credit checks in the case of relevant posts.
    - e) Criminal checks.
  - 6.11 The recommendations of recruitment and Recruitment and Selection Committees shall follow the following approval processes (**see Annexure E**): -
    - a) The Vice-Chancellor – the Council, following 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.
  - 6.12 Only the People and Culture Director or his/her designate may communicate the intention to (both verbally and/or in writing) and/or extend an offer of employment.
  - 6.13 The following shall form the recruitment and selection record and shall be maintained by the People and Culture Division for no longer than twelve (12) months: -
    - a) The Strategy Minute
    - b) Advertisements and media used to advertise
    - c) A record of whether agencies/search and/or a Search Committee were utilised
    - d) The number of applications received and the demographics thereof

- e) Selection criteria, interview questions, assessment/test results for candidates assessed, and the reasons for the committee's recommendations in terms of whether candidates were found appointable or not
- f) The Minute of Appointment
- g) Validity of Recruitment and Selection Decisions
- h) Approval of the Minute of Appointment is valid for six (6) months from the approval date except for appointment pools. For example, suppose someone has been appointed and has commenced employment but resigns within six (6) months of the approval of the minute; the department/division may determine whether to advertise again or approach other candidates deemed appointable to extend an offer to them. This may only be done if candidates are from an under-represented designated group. If this is not the case, the post must be re-advertised. The only exception is if the market has been tested several times over a year or longer and no suitable candidates from under-represented designated groups were identified.
- i) The approved Minutes for Appointment Pools for the timeframes indicated in the minute.
- j) The recruitment process is complete once a candidate accepts an offer and commences employment with the University. Should a vacancy occur for the same post within six months of the approval of the minute, the Recruitment and Selection Committee should reconvene to consider its recommendations and whether they recommend that the next appointable candidate be made an offer. The Committee's recommendation must consider employment equity imperatives and whether the market should be tested again to ensure that candidates from under-represented designated groups can be attracted. The Committee's recommendation should follow the approval process outlined in point 5.1.2 in the Rhodes University Recruitment and Selection Policy.
- k) The University reserves the right to opt to fill a permanent post with a fixed-term contract of not less than three years.
- l) The University reserves the right not to proceed with filling a post.

#### **The Constitution of Recruitment and Selection Committees**

The size of the 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. In addition, the People and Culture Director can approve changes to the constitution of a Recruitment and Selection Committee if motivated by the Dean/Director/HoD/line manager, for example, by having academic staff form part of the committee and/or Chair a committee for a support post because of the nature of the support role concerning the academic project.

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

#### **Recruitment and Selection Committees**

- a) All members of the Committee must read the job profile thoroughly to ensure some knowledge/insight into the discipline/field of the post being filled.
- b) For Academic posts, the Chair is either the Vice-Chancellor, a Deputy Vice-Chancellor, or a Dean or Deputy Dean from the relevant Faculty.

- c) For Executive posts, the Chair is the Chair of the Council, and for posts grade 18+, the Chair is the Vice-Chancellor or a Deputy Vice-Chancellor. All other Chairs must be independent, neutral, and from a different division/department.
- d) Every effort should be made to ensure that there is representation of a diverse range of people who have appropriate expertise and experience.
- e) For academic posts, appointed Senate members should be in the relevant discipline or an allied field. The Vice-Chancellor, the Chair of the Senate, nominates the SENATE representatives for the Recruitment and Selection Committee.
- f) For academic posts, faculty members elected to sit on the Recruitment and Selection Committee should not be members of the Department concerned, except in the case of single-department faculties. Faculties have delegated approval for these representatives to the Dean of the Faculty.
- g) For academic posts, the Head of the Department will nominate individuals from the Department to serve on the Committee 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 they are 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 confidentiality reasons, individuals are not mandated to report to the Department on any candidate's performance during or after the conclusion of the selection process. Departmental representatives should be chosen before the Faculty and the Senate representatives where feasible.
- h) Individuals who serve on Recruitment and Selection Committees (including union representatives) must be aware of their selection responsibilities, including being present at every stage of the recruitment and selection process as far as is reasonably possible. This requires knowledge of the Policy and the Protocol Procedures and Annexures.
- i) Chairs of Recruitment and Selection Committees at all levels must have the necessary expertise to conduct fair and equitable selection processes and be aware of their responsibilities regarding this policy. Chairs are required to undergo the necessary training. Guidelines and templates are provided to support Chairs.
- j) The relevant Dean, in consultation with the Chair and members of the Department concerned, may appoint an External Advisor with expert knowledge of the relevant discipline, who shall be a member of the Committee. Alternatively, the External Advisor may be asked to write a submission on the CVs of shortlisted candidates, particularly regarding the person's standing in the field and contribution to the discipline. For support positions, Chairs, in consultation with the line manager, may appoint an External Advisor with expert knowledge of the relevant discipline if necessary.
- k) Consideration should be given to the size of the Committee, the impact that this will likely have on the applicants, and the length of time the recruitment and selection process will take. At the very least, the Committee must have a Chair and at least two other members to be quorate. The People and Culture Advisor or his/her designate must also be present.
- l) All members of Recruitment and Selection Committees are responsible for ensuring a fair, legal, and sound selection process and that the confidentiality of applicants is respected and ensured.
- m) 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.
- n) All members of the Recruitment and Selection Committee have a vote. Committee members must attend all candidate interviews to execute their vote. The People and Culture Advisor is not a member of the Recruitment and Selection Committee.
- o) An attempt should be made to have an unequal number of committee members to avoid a deadlock situation.
- p) The representative Unions will 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, the individuals are also not permitted to report back to the unions on candidates' performance during or after the selection process. To preserve an unbiased process, union representatives cannot be staff members of the same Department where the vacancy exists.

- q) 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 to comply with all the University's policies, rules, and regulations.

The tables below show the constitution of the various Recruitment and Recruitment and Selection Committees.

#### **The Vice-Chancellor**

Chair: Chair of Council
At least 2 Council representatives and/or an External Advisor(s)
1 x member of SENATE
Deputy Vice-Chancellor: Academic and Student Affairs or Deputy Vice-Chancellor: Research, Innovation and Strategic Partnerships
1 x Dean
Chief Financial Officer or the Registrar
People and Culture Director
1 x Support Director
SRC President
One member nominated by each of the representative Unions
People and Culture Advisor to Committee (usually one of the Senior Managers)
Total: 12 (Committee Members)

#### **Executive Management (Deputy Vice-Chancellors, Chief Financial Officer, and the Registrar)**

Chair: Chair of Council
Vice-Chancellor
Member of the Vice-Chancellorate
People and Culture Director
1 x Dean
1 x Council representative or the Chair of the Council may appoint an External Advisor
1 x member of the SENATE
1 x academic staff member who is not a member of the SENATE
SRC President
One member nominated by each of the representative Unions
People and Culture Advisor to the Committee (usually one of the Senior Managers)

Total: 11 (Committee Members)
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#### **Appointment of an External Dean (Associate Professor and Professor levels only)**

Appointments of an External Dean (Associate Professor and Professor roles only)			
Humanities and Commerce	Science	Law and Pharmacy	Education
Chair: Vice-Chancellor or DVCs	Chair: Vice-Chancellor or DVCs	Chair: Vice-Chancellor or DVCs or their designate.	
A Deputy Dean of the Faculty	A Deputy Dean of the Faculty	A Deputy Dean of the Faculty	A Deputy Dean of the Faculty
2 x Head of Department (if the department to which the Dean will be linked is unclear, the HoD representatives may need to be changed and/or increased following the shortlisting so that the departments that the Dean will be appointed into is represented)		A Head of Department or a Deputy HoD	
1 SENATE member appointed by the SENATE			
The People and Culture Director			
One member nominated by each of the representative Unions			
An External Advisor can be identified (The Chair to determine in consultation with the FET)			
People and Culture Advisor to the Committee			
Total: 8/9 committee members (without the external advisor). Depending on the faculty, the size of the committee may vary.			

#### **Directors and Deputy Directors (Grades 18 and above, excluding the Executive)**

Chair: Vice-Chancellor or Deputy Vice-Chancellor
1 x Dean
People and Culture Director
1 x Council representative or the Chair of the Council may appoint an External Advisor
2 x members from the Division/Office
One member nominated by each of the representative Unions
People and Culture Advisor to the Committee (usually one of the Senior Managers)
Total: 8 (Committee Members)

#### **Professors and Associate Professors**

<b>Humanities and Commerce</b>	<b>Science</b>	<b>Law and Pharmacy</b>	<b>Education</b>
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 or Deputy Dean	Dean or Deputy Dean

Relevant Head of Department unless this person is in the post to be vacated. If so, then the Department will identify a senior staff member.	HoD or Deputy HoD
1 SENATE member appointed by the SENATE	
One member of the relevant Faculty, nominated by the Dean	
One member of the relevant department	
One member nominated by each of the representative Unions	
An External Advisor can be identified (The Chair to determine in consultation with the Dean and HoD)	
People and Culture Advisor to the Committee	
Total without external advisor: 8 Committee Members (2 from the Department)	

#### Senior Lecturers, Lecturers and Junior Lecturers

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 person is in the post to be vacated. The Dean will identify a senior staff member where this is the case.			
The relevant Faculty Board nominates one member.			
One member from the relevant Department		One member from the relevant Department. Should either the Dean or HoD not participate, another member from the Department can be identified.	
One member nominated by each of the representative Unions			
People and Culture Advisor to the Committee			
Total: 6 Committee Members			

#### Support Posts Grades 16 and 17

Chair: Director or Deputy Director of a different Division or HoDs for support posts in academic departments (not their department) or upon request of the line manager/HoD/Dean)
Line Manager
One member from a different division/department
One member nominated by each of the representative Unions
People and Culture Advisor to the Committee
Total: 5 Committee Members



### Support Posts Grades 13 to 15

Chair: Director, Deputy Director, Managers grades 16 and 17 of a different Division or HoDs for support posts in academic departments (not their department) or upon request of the line manager/HoD/Dean)
Line Manager
One member from a different division/department
One academic staff member (in the case where the post directly supports the academic project, for example, staff who work in laboratories and work with student practicals)
One member nominated by each of the representative Unions
People and Culture Advisor to the Committee
Total: 5 or 6 Committee Members

### Support Posts Grades 1 to 12

Chair: Neutral Chair to be appointed by the Division of People and Culture (chair must be a grade 14 +) or HoDs for support posts in academic departments (not their department) or upon request of the line manager/HoD/Dean
Line Manager
One member from a different division/department
One academic staff member (in the case where the post directly supports the academic project, for example, staff who work in laboratories and work with student practicals)
One member nominated by each of the representative Unions
People and Culture Advisor to the Committee
Total: 5 or 6 Committee Members

### Contract Posts for one year or less and Internships

<p>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.</p> <p>The People and Culture 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):</p> <ul style="list-style-type: none"><li>a) As a substitute for an employee who is temporarily absent due to extended sick leave, maternity leave, sabbatical, and long leave, provided such leave does not exceed twelve (12) months for staff who earn below the earnings threshold.</li><li>b) For work that has a limited or definite duration not exceeding twenty-four (24) months or a temporary increase in the volume of work not exceeding twelve (12) months for staff who earn below the earnings threshold.</li><li>c) For students or recent graduates who are employed to be trained or gaining work experience to enter a job or profession</li><li>d) Against a current vacancy while the recruitment and selection process for filling the post is underway.</li><li>e) For a temporary service as determined by a collective agreement.</li><li>f) For an international staff member who has been granted a work permit for a finite period.</li><li>g) For seasonal work.</li><li>h) For positions funded by an external source for a limited period, a competitive recruitment process would take too long for positions funded by an external source when there is an urgent need to use</li></ul>
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	the funding within a specific timeframe. In such instances, a short-term contract of no longer than a year can be used with the proviso that the post will be advertised competitively as soon as possible. Under no circumstances will the short-term contract be permitted to be renewed.
i)	For staff who have reached the mandatory or agreed retirement age.
j)	Temporary appointments will not usually be approved under the following conditions: - <ul style="list-style-type: none"> <li>✓ For short periods of less than a week</li> <li>✓ To replace permanent staff on annual leave</li> <li>✓ To do the work of someone where there are performance concerns</li> <li>✓ Where there is no budget for temporary assistance</li> <li>✓ For handovers and training exceeding a week</li> </ul>
k)	In instances of contracts being extended beyond an initial period of twelve (12) months, as well as extensions of contracts by affiliated Institutes using external funds, the renewal of contracts beyond an initial period of twelve (12) months will require a competitive recruitment and selection process. The reason is to prevent the historic application of rolling contracts for several years, which may be deemed unfair concerning preferential treatment. Furthermore, this measure is required to support the institution's employment equity imperatives.
l)	The selection and appointment of individuals must adhere to the following: - <ul style="list-style-type: none"> <li>✓ The individual must meet the minimum requirements for the post. Where an individual does not meet the minimum requirements for the post, a revised interim profile may be drafted and graded by the People and Culture Division before an offer of employment can be made.</li> <li>✓ In all instances, the line manager (or Recruitment and Selection Committee in the case of Internships) must seek to employ members of under-represented designated groups, but if unsuccessful, members of groups that are not designated may be employed.</li> <li>✓ Regarding the above parameters, the People and Culture Division will recommend eligible individuals to the HoD or Line Manager, particularly those within the Temp Database and the spouses/life partners of staff members on the Temp Database.</li> <li>✓ HoDs and line managers may recommend to the People and Culture Practitioner that an individual be considered for appointment, provided that the individual meets the job requirements, and that the recommendation aligns with employment equity.</li> <li>✓ Only the People and Culture Director, the Senior Manager: Recruitment and Staffing, and the Senior Manager: Specialised HR Services may extend an offer of employment.</li> <li>✓ No individual may start working without a written employment contract that has been accepted.</li> <li>✓ A contract may not be renewed by anyone other than the People and Culture Director, the Senior Manager: Recruitment and Staffing, and the Senior Manager: Specialised HR Services.</li> </ul>

## Hall and House Wardens

### Recruitment and Selection for Hall and House Wardens

Hall Wardens are usually 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 Warden post.

The recruitment of House Wardens is done via an appointment pool.

Prospective candidates will be invited to apply to be part of the appointment pool as early as possible in the first semester. Successful candidates will be added to the appointment pool of suitable candidates. Candidates added to the appointment pool are not guaranteed to be placed. The decision to appoint a House Warden remains the Director: Student Services and Development's prerogative after considering the Recruitment and Selection Committee's recommendation. The pool will usually be supplemented on an annual basis. Candidates in the pool will not be expected to reapply but must submit updated documentation and confirmation of interest should they wish to remain in the pool.

This means that posts will usually not be advertised as and when they become vacant. A pool of successful applicants will be kept on file and accessed by the Hall Placement Committees when a particular post becomes available.

All internal applicants require approval from the Dean (academic posts) and the Director (support posts). HoDs and Line Managers of the applicants' substantive post must be consulted and should make a recommendation to the Dean or Director respectively in terms of their support or not.

Not all posts are eligible for House wardenship due to a conflict of interest. The final decision regarding eligibility for posts for wardenship lies with the Directors of Student Services and Development and People and Culture.

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.

### **Hall Wardens**

Chair: Hall Fellow (must be an academic staff member)
Director: Student Services and Development or their designate
A Hall Warden
A Senior Student from the House where the vacancy is
The Hall SRC representative
A Sub-Warden from the House where the vacancy is
One member nominated by each of the representative Unions, NEHAWU and NTEU, respectively
People and Culture Advisor to the Committee
Total: 8 Committee Members

### **House Wardens**

Chair: Hall Fellow or Hall Warden (from outside the house where the vacancy is)
House Warden
Hall Warden
Two student representatives (one of whom shall be a Sub-Warden from within the House)
One member nominated by each of the representative Unions, respectively
Total: 6 Committee Members

### **NOTE**

**The protocol will prevail if inconsistencies exist between the procedures protocol and the annexures.**

## **ANNEXURE A**

### **RECRUITMENT STRATEGIES**

**The Recruitment and Selection Committee is responsible for determining the recruitment strategies. This can be done via email, an online meeting, or an in-person meeting. The People and Culture Advisor will consult the Chair and agree on an approach.**

#### **Recruitment Strategies and Approaches**

##### **1) Advertising**

Usually, all posts should be advertised internally and externally. When recruiting for a recruitment pool, a competitive recruitment process must be followed, including internal and external advertising. Exceptions to this require the approval of the People and Culture Director.

##### **2) Selection Pools**

- a) When a recruitment process is undertaken to create a selection pool for posts/positions, the appointable candidates will be ranked in terms of employment equity requirements or, where this is not a consideration, in order of preference relative to the job requirements, interview, and assessment performance.
- b) When there is another vacancy for the same post, the list of these successful candidates will be accessed, and an individual will be selected. This will be done based on employment equity considerations or, where this is not a consideration, the highest-ranked candidate available to take up the appointment.
- c) Those individuals unable to accept an offer made to them at the time will be retained on the list unless they are no longer interested in the post.
- d) Should an individual be the last on the list, still interested but unavailable to take up employment, they must re-apply if the post is advertised again.
- e) When the list of successful candidates is depleted, further competitive recruitment will be undertaken to replenish the selection pool.
- f) As with other selection processes, an activity record will be kept.

##### **4) External Services Recruitment Service Providers and Search Committees**

- a) Using an external service provider to search for suitable candidates may be undertaken and requires the approval of the People and Culture Director or the Senior Manager: Recruitment and Staffing.
- b) A sub-committee of the Recruitment and Recruitment and Selection Committee may be tasked with using their networks to find suitable candidates and encouraging them to apply.

##### **5) Preferential Placement**

- a) Preferential Placement refers to a process whereby a single applicant may be identified and interviewed for a post. The Vice-Chancellor can only grant such a process upon the recommendation and support of the People and Culture Director for it to be used.
- b) Departments/Divisions wishing to use a Preferential Placement Process must submit a written motivation to the People and Culture Director, who will review it and discuss it with the Vice-

Chancellor for approval. A template for motivation can be obtained from the Division of People and Culture.

**6) Access to candidates from previous recruitment and selection**

- a) The Division of People and Culture and the relevant HoD, Director, or Line Manager reserve the right to recommend for appointment a successful<sup>1</sup> 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, only if the candidate is from an under-represented designated group.
- b) To facilitate this process, all candidates interviewed within any particular selection process will be evaluated as suitable or unsuitable for appointment. The Recruitment and Selection Committee will rank those identified as appropriate for appointment in order of preference relative to the job requirements with due regard for employment equity.

**Determining Selection Strategies**

In determining selection strategies, consideration should be given to: -

- 1) The employment equity target associated with the post and how employment equity will impact the selection process.
- 2) How will the job competencies be measured within the selection process, i.e., the selection techniques used to assess whether job applicants have the necessary competencies (knowledge, skills, and attributes)? Where feasible, alternative methods of selection (e.g., work sample assessments, practical tests, the submission of a written paper, and presentations) can be used to demonstrate the competencies required for appointment. A standardised process should be followed for similar posts but allow for the specific needs of a department. All work sample assessments and tests must be submitted to the People and Culture Advisor, who will ensure all assessment methods are substantively and procedurally fair.
- 3) The Division of People and Culture can conduct an initial screening of applications that will remove applications of candidates who do not meet the minimum requirements for educational qualification and requisite experience for the post.
- 4) Assessment and/or practical test results are valid for up to 6 months and may be used to shortlist or de-select a candidate who applies for a post with the same job requirements. The decision to use assessment as a de-selector must be made at the Strategy meeting.
- 5) Whether a medical report will be needed due to the job's demands and when such testing will occur.
- 6) Whether the referee's reports and the time needed to access these reports will be required.
- 7) Confirm what employment checks will take place.
- 8) The actual procedure of the 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.
- 9) What the candidate will be told about the selection process, among other things: -
  - Techniques of selection to be used and the process of selection
  - Dates of the selection process, i.e., short-listing, access to referee reports (if relevant), and interview dates.
  - Employment checks to take place.
  - Composition of the Committee.

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<sup>1</sup> In the context of this process, this refers to candidates who are found to be suitable for appointment in that they have demonstrated their ability within a selection process to meet the minimum criteria for the post.

## **ANNEXURE B**

### **EMPLOYMENT EQUITY CONSIDERATIONS**

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

- 1) The **competencies/criteria for the post** are identified at the outset of the process. They are outlined in the job profile and approved by the Division of People and Culture before advertising. In this way, objective criteria for selection are identified independent of who the applicants might be. Such competencies ensure that whoever is appointed is suitably qualified, as the Employment Equity Act 55 (1998) requires.
- 2) The **competencies/criteria for the post** must not be overstated relative to the requirements for the post. The possibility of individuals acquiring the necessary competencies within a reasonable time should also be explored.
- 3) The **competencies/criteria for the post** are used consistently throughout the recruitment and selection process, i.e., the competencies are not altered during the selection process. Where they are changed, the recruitment process must be repeated with the new competencies indicated.
- 4) When considering the **recruitment strategies** for a vacant post, the methods used must bring the job opportunity to the attention of all demographic groups. The Division of People and Culture checks print and electronic media's readership patterns annually. External recruitment service providers may be used subject to budget availability. Where the Recruitment and 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 suitable applicants.
- 5) The Chair of the Recruitment and 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 an attempt may consist of the constitution of a Search Committee to identify and encourage members of designated groups to apply. The Search Committee operates independently of the Recruitment and Selection Committee but may include members of the Recruitment and Selection Committee. Should insufficient effort be taken to ensure quality applicants from designated groups, the People and Culture Director may put measures in place to ensure further efforts are made to attract candidates from under-represented designated groups.
- 6) At each stage of the selection process, all **applicants must be assessed using the same assessment techniques**.
- 7) The Division of People and Culture must ensure as far as is reasonably possible that the assessments and work samples used are not biased in any way and are substantively and procedurally fair.
- 8) Care should be taken to ensure diversity of Recruitment and Selection Committees.
- 9) The committee must be able to **substantiate/provide reasons** why a candidate was unsuccessful relative to the identified requirements for the post. The Chair, supported by the People and Culture Advisor, ensures this is done.

- 10) Recruitment and Selection Committees must select a person consistent with the **requirements of the Employment Equity Act**, which includes: -
  - 11.1 That a suitably qualified (i.e., meets the requirements for the post) applicant from an under-represented designated group is appointed.
  - 11.2 The most significant gap in under-representation is given preference.
  - 11.3 That such a suitably qualified applicant is given preference above those from other designated groups who may have more experience or exceed the minimum requirement in terms of qualifications and who are over-represented, or the representation gap is lower.
  - 11.4 Where applicants from under-represented designated groups are not suitably qualified, reasons for this must be clearly stated. In this instance, someone not from the designated group may be appointed.
- 11) Where a member of an under-represented designated group is not yet suitably qualified, **consideration is given to the applicant's potential** to meet the job requirements reasonably, i.e., where this does not create unjustified hardship for the department or institution. However, the department in which the individual is placed must be able to support such an individual who will need mentoring and coaching. The trajectory of an applicant's merit should be considered to recognise the potential of applicants from designated groups.
- 12) Where it is **difficult to differentiate between candidates** from under-represented designated groups, the demographic profile of that department and/or the occupational category of staff can be considered when deciding.
- 13) Chairs of Recruitment and Selection Committees must undergo policy training to identify what constitutes fair and unfair labour practices. Other staff regularly serving on Recruitment and Selection Committees are also encouraged to attend training.
- 14) Members of a Recruitment and Selection Committee must ensure they have read the Recruitment and Selection Policy and the Protocol, Procedures, and Annexures and are familiar with them.
- 15) Any Recruitment and Selection Committee member may contact the People and Culture Director to intervene in a selection process if they have voiced their concerns about procedural and substantive fairness regarding the recruitment and selection process and the Committee has ignored these.

## **ANNEXURE C**

### **THE RESPONSIBILITIES OF THE CHAIR**

#### **1) STRATEGY MEETING**

##### **1.1 Confirmation of reading of Policy document**

- Confirm that the Recruitment and Selection Committee members have read the policy, protocol procedures, and annexures.
- Clarify whether the policy has been understood or whether any points that need clarification.
- Remind the Committee of their responsibilities and the confidentiality of the process.

##### **1.2 Job Profile**

- Check that the job profile and the Recruitment and Selection Committee are satisfied with the profile's details. Please remember that the Recruitment and Selection Committee has

no mandate to make material changes to the job profile. Minor changes and corrections are permitted.

- Should the Committee feel that material changes are required, the amended profile must be returned to the Division of People and Culture for review in case the changes impact the grade/level of the post. Regarding academic posts, the Dean and Director: P&C will consider revised profiles and be responsible for approving the proposed changes.
- Ensure the Recruitment and Selection Committee members understand the job's nature and demands.

### **1.3 Employment Equity Considerations**

- Look at the demographic profile for the department where the post is situated.
- Look at the demographic profile at an institutional level for the occupational category of staff.
- Discuss the employment equity target for the post
- Discuss how employment equity will impact the recruitment and selection process.

### **1.4 Recruitment Strategies**

- Consider the proposals from the People and Culture Advisor to the committee and facilitate the discussion and input from other members of the Committee.
- Pay close attention to what may be done to search for members of under-represented designated groups, including whether a Search Committee is required.
- Confirm the recruitment strategy to be pursued, including time frames for the placement of the advert (if relevant) and the closing date for applications.

### **1.5 Adverts & Selection Strategy**

- Consider and confirm the advert to be placed by the Division of People and Culture.
- Consider the People and Culture proposals regarding the selection process to be followed.
- Remember to consider the use of alternative methods of selection.
- To consider and agree on the screening questions to be used.
- Confirm the selection strategy.

### **1.6 Further Particulars**

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

### **1.7 Dates of meetings**

- Confirm with the Recruitment and Selection Committee members the dates for further meetings of the Committee and confirm if these dates are to be provided to applicants for the post in advance.

### **1.8 Confirm details that applicants will receive**

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

### **1.9 Remind Committee Members of their responsibilities**



- If they are aware of any relatives, friends, or 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 committee member may discuss with someone outside of the committee the names of those who have applied or the details of such applications.
- Members of the Recruitment and Selection Committee are expected to participate meaningfully in the process by ensuring that they have read the necessary documentation, that they are aware of the requirements of the job, familiar with the provisions of the policy and adhere to these requirements, and attend relevant meetings as determined by the Recruitment and Selection Committee.

## **2) THE SHORTLISTING MEETING**

### **2.1 Declarations in respect of any relationship to applicants**

- Ask whether anyone on the Committee 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 People and Culture Advisor that the Chair has a personal relationship and/or is related to one of the applicants and/or has declared they are conflicted for whatever reason, then alternative arrangements for a Chair should be made.

### **2.2 Policy Checks**

Check that members of the Recruitment and Selection Committees have short-listed as follows: -

- The competencies identified for short-listing have been used.
- The suitability of each candidate has been assessed relative to the competencies identified.
- Employment equity considerations have been considered.
- The reasons for ratings can be provided.

### **2.3 Prior Knowledge**

- Remind the Recruitment and Selection Committee members that any prior knowledge of the candidates may not be introduced until after the short-listing interview process.

### **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 there are insufficient candidates from under-represented designated groups, then a further search must be undertaken. The People and Culture Advisor to the committee will guide in this regard.

### **2.5 Disability**

Where an applicant who has declared a disability has applied the following reasonable accommodation efforts must be noted: -

- The impact of the disability will be explored with the candidate to ascertain specific needs. This will not impact the final selection decision but may impact whether an offer is made to the individual.

- The University may request that further medical testing occur to determine the applicant's actual or potential ability to perform the essential functions of a specific job. Such tests will only happen after the person's suitability for the job has been determined. The University will bear the cost of such tests.

## **2.6 Making Shortlisting Decisions**

- Remind the committee of those excluded because they are not eligible (if applicable).
- Together with the Recruitment and Selection Committee, contingent on the selection process, decide who will go through to the next round.
- Remind the committee that members of under-represented designated groups who meet the requirements for the post must be shortlisted and will be given preference in terms of a recommendation for appointment ahead of candidates who are not from under-represented designated groups should the Committee find them appointable.
- If the next stage of the selection process is an interview, the committee is encouraged to keep the shortlist to a minimum.
- If there are international applicants, 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 an international is viable given the work and demands of the department. International candidates who are not permanent residents may only be appointed if there are no appointable South Africans.

## **2.7 Introduction of Prior Knowledge**

- Once shortlisting for the interview has taken place, ask the committee members whether anyone has any information about any of the candidates that needs to be brought to the attention of the rest of the committee.
- Remind the committee that only relevant information should be introduced. Emphasise that information relating to moral judgments should not be raised unless they directly impact the work environment.
- Emphasize that should a candidate challenge a selection decision, the onus would be on the Recruitment and Selection Committee to prove why the person was not selected.
- Should any information be introduced, guide discussion on how to deal with this information to ensure: -
  - a) Fairness to other applicants
  - b) Fairness to the individual concerned with due consideration of their right to respond, i.e., how and when will the issue be raised with the individual, and how will their response be dealt with?
  - c) Fairness to the institution.

## **2.8 Confirmation of the next stage of the process**

- Confirm what will happen next in the selection process, e.g., collecting referee's reports, conducting employment and reference checks, practical tests, assessment, screening questions, interview questions, etc., and who will be responsible for the different processes.

## **2.9 Confirmation of Interview Questions**

- Where an interview is the next step in the selection process, confirm who will draft the interview questions.
- The interview questions will only be tabled at the interview to ensure good governance and confidentiality.

- The People and Culture Advisor to the committee will be the custodian of the final interview questions.

### **3) THE SELECTION INTERVIEW**

#### **3.1 Policy Checks and Interview Questions**

Check that members of the Recruitment and Selection Committees have:

- 3.1.1 Read any relevant documentation, e.g., where referee's reports or reference checks have been conducted.
- 3.1.2 Assign interview questions to committee members and ensure that the questions are understood by committee members, including what answers are and are not suitable.

#### **3.2 Remind the Committee members of their responsibilities**

- 3.2.1 Questions asked must be related to the relevant job competencies
- 3.2.2 The same KEY questions must be asked of each candidate.
- 3.2.3 Probing is possible and necessary if an incomplete answer is provided. Remind committee members that they need to be able to assess the candidates on the competencies identified and thus need sufficient information to do so.
- 3.2.4 The Chair and the People and Culture Advisor to the committee have the right to veto any questions that are unfair and/or inappropriate (i.e., blatantly discriminatory, irrelevant, or which represent an invasion of privacy that is not permissible in terms of the job requirements).
- 3.2.5 Check whether any information arising from the candidate's CV, referee's reports/reference checks need to be pursued with a candidate. Discuss how to deal with this information to ensure fairness to other applicants, the individual concerned, and the confidential nature of referee reports/reference checks.
- 3.2.6 The interview is also an opportunity for the candidates to select the University as an employer. Therefore, each member of the Recruitment and Selection Committee must conduct themselves appropriately to enhance the image of the University
- 3.2.7 The Recruitment and Selection Committee may not make any commitments to the applicants regarding Conditions of Service and/or remuneration. Candidates should be requested to reserve these questions for the People and Culture Advisor should they be made an offer.

#### **3.3 Ensure that sufficient information is available**

- 3.3.1 The Chair and the People and Culture Advisor ensure sufficient information for the Recruitment and Selection Committee to make an informed decision.
- 3.3.2 If a question is asked and is not sufficiently explored by one of the Recruitment and Selection Committee members, it is the Chair's responsibility to probe further. The People and Culture Advisor to the committee may also probe further.
- 3.3.3 Before making the final selection decision, confirm with the committee that it has sufficient information about each candidate to make an informed decision.

#### **3.4 Making the Selection Recommendation**

- 3.4.1 The Chair should ask the person responsible for any assessments and/or tests conducted to present the outcomes to the Committee for consideration.
- 3.4.2 The Chair should give committee members time to triangulate the assessment information (if applicable) with their interview notes to decide whether candidates are appointable.

- 3.4.3 Committee members should be asked to declare whether a candidate is appointable without discussion or reasons being provided.
- 3.4.4 Once all the committee members have made their declaration, the Chair should facilitate a discussion to allow committee members to reach a consensus on whether candidates are appointable or not.
- 3.4.5 If, after discussion, no consensus can be reached, all members of the committee should vote, and the majority vote shall be carried out.
- 3.4.6 If the vote is deadlocked, the Chair should conclude the process and refer it to the People and Culture Director, who may meet with the Committee to attempt to break the deadlock. If this is impossible, the People and Culture Director will determine the way forward in consultation with the Vice-Chancellor or their designate.
- 3.4.7 The People and Culture Advisor will keep an accurate discussion record so candidates can be given feedback if requested.
- 3.4.8 Once the Committee has determined which candidates are appointable, the final decision and ranking should be applied in line with the employment equity targets agreed upon in the strategy meeting, provided the targets align with prevailing employment equity legislation.
- 3.4.9 Applicants with a disability must be treated according to the University's Disability Policy for Staff and in line with prevailing employment equity legislation.
- 3.4.10 The People and Culture Advisor to the committee must endeavour to assist the Chair and the Committee to ensure its recommendation is aligned with legislation. The People and Culture Advisor to the committee is responsible for persuading the Chair and the Committee to ensure its recommendation is compliant. If they cannot do this, they will advise the Committee that the matter will be brought to the attention of the People and Culture Director.
- 3.4.11 In the case of Committee recommendations required to serve at the Institutional Forum, the SENATE, and the Council, the Chair must prepare a brief report to accompany the recruitment and selection process documentation. The report should outline the process followed and the rationale for the Committee's recommendation. For academic staff, the report must provide a rating (e.g., Good, Very Good, etc.) for Teaching and Learning, Research, Community Engagement, Professional Involvement, and Leadership, Management, and Administration aligned to the academic personal promotion criteria.

### **3.5 Feedback**

- 3.5.1 The Chair will be required to give feedback to candidates should they request such feedback, including where decisions are contested. The People and Culture Advisor to the committee will work with the Chair and assist with providing feedback.  
Candidates should be informed as soon as possible of the outcome of the selection process once the committee's recommendation has been approved. The Chair must confirm who will notify candidates of the selection process result.

### **3.6 Fairness Check and Minutes of the Recruitment and Selection Committee**

- 3.6.1 Once the Committee has made the final recommendation, the Chair must check that the Committee is satisfied with the fair process.
- 3.6.2 The People and Culture Advisor to the Committee will complete the minutes, which the members of the Committee should sign.
- 3.6.3 If the Committee has any concerns with the recruitment and selection process, it should be documented in the Minute.

## **ANNEXURE D**

### **ROLES AND RESPONSIBILITIES OF MEMBERS OF THE RECRUITMENT AND SELECTION COMMITTEE**

The recruitment and selection of staff are among the university's most critical human resource activities. Anyone participating in this process must execute their responsibilities with due care. This means: -

- a) Ensuring familiarity with the Recruitment and Selection policy, procedures, protocol, and annexures. Those unsure of requirements are invited to ask the Chair for clarity or contact the People and Culture Advisor to the committee.
- b) Having read the job profile thoroughly to ensure some knowledge/insight in the discipline/field of the post being filled.
- c) Being adequately prepared for each Recruitment and Selection Committee meeting.
- d) Participating 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 provisions of the policy and adhere to these requirements, and that they attend relevant meetings as determined by the Recruitment and Selection Committee.
- e) Taking responsibility for ensuring that a fair, legal, and sound selection process takes place.
- f) Be accountable for the recommendations made.
- g) Not giving feedback to candidates. Such feedback must be channelled through the Chair of the Committee unless otherwise decided by the Recruitment and Selection Committee.
- h) Respecting and ensuring the confidentiality of applicants.
- i) Ensuring that a balance is achieved between meeting the needs of the department, the University (what is fair to the employer), and the needs of applicants.

In addition, anyone serving on the Recruitment and Selection Committee must remember that they represent the University and that their conduct will negatively or positively affect the institution's good reputation. Accordingly, each member of the Recruitment and Selection Committees is requested to:

- a) Adhere to the requirements outlined in the Recruitment and Selection Policy, the procedures protocol, and annexures.
- b) Declare if they are aware of any relatives, friends, or business associates applying for this post; they should indicate this to the committee to decide if the person should recuse themselves from the process.
- c) Arrive on time.
- d) Be appropriately dressed for the interview.
- e) Be prepared for the interview after reading all the relevant documentation.
- f) Understand the questions that will be addressed to the candidates and what is regarded as an appropriate or inappropriate response.
- g) Be attentive during the interview, i.e., not on their phone, working on their laptop, etc.
- h) Ensure that they sign the confidentiality document and commit to always upholding the confidentiality of the process.
- i) Not engage in any behaviour that brings the University into disrepute.

## **ANNEXURE E**

The Council is responsible for the appointment of all staff. It directly appoints the Executive (the Chair of the Council or his/her designate Chairs the Recruitment and Selection Committee). The Council has delegated responsibility for chairing the Recruitment and Selection Committees as outlined in the Recruitment and Selection Committee Tables above. In addition, the Council has delegated responsibility to approve the appointments of Junior Lecturers, Lecturers, Senior Lecturers, Junior Researchers, Researchers, Senior Researchers, and support staff posts. The Vice-Chancellor has delegated responsibility for approving support staff posts grades 1 to 15 to the People and Culture Director.

The recommendations of recruitment and Recruitment and Selection Committees shall follow the following approval processes: -

1) **The Vice-Chancellor**

The Council approves following a recommendation from the SENATE and feedback from the Institutional Forum.

- a) Once the Recruitment and Selection Committee has made its recommendation, the Chair will prepare a report summarising the recruitment and selection process and the basis for the Committee's recommendation(s).
- b) The report and the recommended candidate(s) documentation will be served before the SENATE. In addition, the SENATE shall be provided with the candidate(s) ' vision for leading the university.
- c) Following an open discussion by the SENATE, the Chair shall call for a vote by secret ballot. If the vote is at least 50% plus one, the recommendation shall proceed to the Council for consideration and approval.
- d) If the vote does not meet the threshold, the Chair of the SENATE must provide a written report explaining why the SENATE did not support the recommendation by the Recruitment and Selection Committee and submit these to the Council.
- e) The Council will consider the SENATE's recommendation, and if it does not approve the recommendation by the SENATE, the Chair, the Deputy Chair, and the Chairs of the Council Committees will meet with the SENEX to discuss their concerns and consult SENEX in a meaningful and transparent manner to agree on a way forward. If, having consulted SENEX in a meaningful and transparent manner, agreement cannot be reached, the Council is responsible for making the final decision.

2) **Executive (DVCs, CFO, and the Registrar), Directors and Support Staff grades 18+**

The Council approves following a recommendation from the SENATE and the feedback from the Institutional Forum.

- a) Once the Recruitment and Selection Committee has made its recommendation, the Chair will prepare a report summarising the recruitment and selection process and the basis for the Committee's recommendation(s).
- b) The report, together with the recommended candidate(s), will serve before SENATE. In addition, the SENATE shall be provided with their paper and presentation.
- c) Following an open discussion by the SENATE, the Chair shall call for a vote by secret ballot. If the vote is at least 50% plus 1, the recommendation must proceed to the Council for consideration and approval.
- d) If the vote does not meet the threshold, the Chair of the SENATE must provide a written report explaining why the SENATE did not support the recommendation by the Recruitment and Selection Committee and submit these to the Council.
- e) The Council will consider the SENATE's recommendation, and if it does not support the SENATE's recommendation, the Chair, the Deputy Chair, and the Chairs of the Council Committees will meet with the SENEX to discuss their concerns and consult SENEX in a meaningful and transparent manner to agree on a way forward. If, having consulted SENEX in a meaningful and transparent manner, agreement cannot be reached, the Council is responsible for making the final decision.

3) **Professors and Associate Professors**

The Council approves following a recommendation from the SENATE.

- a) Once the Recruitment and Selection Committee has made its recommendation, the Chair will prepare a report summarising the recruitment and selection process and the basis for the Committee's recommendation(s). The report must include a rating for Teaching and Learning,

Research, Community Engagement, Professional Involvement and Leadership, Management, and Administration using the ratings outlined in the Academic Personal Promotions Policy.

- b) The documentation for candidates recommended by the Recruitment and Selection Committee will either serve before the SENATE or via email circular.
- c) The SENATE has delegated responsibility to the Chair of the SENATE to consider objections that may be raised following an email circular. The matter will serve at the next SENATE if the objections are material.
- d) If the matter serves at a SENATE meeting, following an open discussion by the SENATE, the Chair shall call for a vote by secret ballot. If the vote is at least 50% plus one, the recommendation must proceed to the Council for consideration and approval.
- e) If the vote does not meet the threshold, the Chair of the SENATE must provide a written report explaining why the SENATE did not support the recommendation by the Recruitment and Selection Committee and submit these to the Council.
- f) The Council will consider the SENATE's recommendation, and if it does not approve the recommendation of the SENATE, the Chair, the Deputy Chair, and the Chairs of the Council Committees will meet with the SENEX to discuss their concerns and consult SENEX in a meaningful and transparent manner to agree on a way forward. If, having consulted SENEX in a meaningful and transparent manner, agreement cannot be reached, the Council is responsible for making the final decision.

4) **Junior Lecturers, Lecturers and Senior Lecturers**

The Vice-Chancellor or their designate.

- a) Once the Recruitment and Selection Committee has made its recommendation, the Chair will prepare a report summarising the recruitment and selection process and the basis for the Committee's recommendation(s). The report must include a rating for Teaching and Learning, Research, Community Engagement, Professional Involvement and Leadership, Management, and Administration using the Academic Personal Promotions Policy ratings outline.
- b) The People and Culture Director will review the Committee's recommendation and documentation before sending it to the Vice-Chancellor for consideration and approval.
- c) The Vice-Chancellor shall either approve the recommendation, make an alternative recommendation, or require a new recruitment process to find a suitable candidate.

5) **Grades 16 to 17**

The Vice-Chancellor or their designate.

- a) Once the Recruitment and Selection Committee has made its recommendation, the Chair will prepare a report summarising the recruitment and selection process and the basis for the Committee's recommendation(s).
- b) The People and Culture Director will review the Committee's recommendation and documentation before sending it to the Vice-Chancellor for consideration and approval.
- c) The Vice-Chancellor shall either approve the recommendation, make an alternative recommendation, or require a new recruitment process to find a suitable candidate.

6) **Grades 1 to 15**

The People and Culture Director or their designate.

- a) Once the Recruitment and Selection Committee has made its recommendation, the Chair will prepare a report summarising the recruitment and selection process and the basis for the Committee's recommendation(s).
- b) The Senior Manager: Recruitment and Staffing will review the Committee's recommendation and documentation before sending it to the People and Culture Director for approval.

- c) The People and Culture Director shall either approve the recommendation, make an alternative recommendation, or require a new recruitment process to find a suitable candidate.

The documentation shall consist of the following: -

- The applicant's cover letter (if there is one)
- The applicant's Curriculum Vitae
- Copies of the applicant's qualification (if applicable)
- The Strategy Minute (which must include the Employment Equity Statistics (department and the institutional occupational level)
- The screening questions and responses
- The Minute of Appointment
- Employment Equity Statistics (department and the institutional occupational level)
- The Job Profile
- A report from the Chair for all recommendations that must serve before the SENATE and be approved by the Council. The report should summarise the recruitment and selection process and the basis for the Committee's recommendation(s). In the case of academic staff, the report must include a rating for Teaching and Learning, Research, Community Engagement, Professional Involvement, and Leadership, Management, and Administration using the ratings outlined in the Academic Personal Promotions Policy.
- A report from the People and Culture Advisor should they have any concerns regarding the recruitment and selection process.

## **ANNEXURE F**

### **CHECKLISTS**

#### **THE CHAIR'S CHECKLIST**

<b>RESPONSIBILITIES / TASKS</b>	<b>COMMENTS (IF ANY)</b>
<b>STRATEGY MEETING</b>	
<b>Confirmation of reading of Policy document</b> <ul style="list-style-type: none"> <li>• Confirm that the Recruitment and Selection Committee members have read the policy, protocol procedures, and annexures.</li> <li>• Clarify whether the policy has been understood or whether any points that need clarification.</li> <li>• Remind the Committee of their responsibilities</li> </ul>	
<b>Job Profile</b> <ul style="list-style-type: none"> <li>• Check that the job profile and the Recruitment and Selection Committee are satisfied with the profile's details. <b>The Recruitment and Selection Committee is not mandated to make material changes to the job profile.</b> Minor changes and corrections are permitted.</li> <li>• Should the Committee feel that material changes are required, the amended profile must be returned to the Division of People and Culture for review, which could include a review of the grade/level of the post. Regarding academic posts, the Dean and</li> </ul>	



RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<p>P&amp;C Director will consider the proposed changes and decide whether to approve them.</p> <ul style="list-style-type: none"> <li>• Ensure the Recruitment and Selection Committee members understand the job's nature and demands.</li> </ul>	
<p><b>Employment Equity Considerations</b></p> <ul style="list-style-type: none"> <li>• Consider the demographic profile for the department where the post is situated.</li> <li>• Consider the institutional demographic profile for the occupational category of staff.</li> <li>• Discuss the employment equity target for the post.</li> <li>• Discuss how employment equity will impact the recruitment and selection process.</li> </ul>	
<p><b>Recruitment Strategies</b></p> <ul style="list-style-type: none"> <li>• Consider the proposals from the People and Culture Advisor and facilitate the discussion and input from other members of the Committee.</li> <li>• Pay close attention to what may be done to search for members of under-represented designated groups, including whether a Search Committee is required.</li> <li>• Confirm the recruitment strategy to be pursued, including time frames for the placement of the advert (if relevant) and the closing date for applications.</li> </ul>	
<p><b>Adverts &amp; Selection Strategy</b></p> <ul style="list-style-type: none"> <li>• Consider and confirm the advert to be placed by the Division of People and Culture.</li> <li>• Consider and confirm the screening questions.</li> <li>• Consider the proposals of the People and Culture Advisor to the committee regarding the selection process to be followed.</li> <li>• Remember to consider the use of alternative methods of selection.</li> <li>• Confirm the selection strategy.</li> </ul>	
<p><b>Further Particulars</b></p> <ul style="list-style-type: none"> <li>• If relevant, check if further particulars will be provided. If so, confirm who will do this and by when the Division of People and Culture needs the information. Such particulars may include the job profile, information about the University, department/division/section/unit, information about Makhanda if applicants are likely to be from outside of Makhanda, information about service conditions attached to that post, and any unusual elements of the selection process.</li> </ul>	
<p><b>Dates of meetings</b></p> <ul style="list-style-type: none"> <li>• Confirm with the Recruitment and Selection Committee members the dates for further meetings of the Committee and confirm if these dates are to be provided to applicants for the post in advance.</li> </ul>	
<p><b>Confirm details that applicants will receive</b></p>	

RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<ul style="list-style-type: none"> <li>Confirm that candidates will get the selection process dates, details of the selection process, the job profile, and further particulars about the department and Rhodes University.</li> </ul>	
<p><b>Remind Committee Members of their responsibilities.</b></p> <ul style="list-style-type: none"> <li>If they are aware of any relatives, friends, or 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.</li> <li>The individual applications are to be kept confidential, i.e., no committee member may discuss with someone outside of the committee the names of those who have applied or the details of such applications.</li> <li>Members of the Recruitment and 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 provisions of the policy and adhere to these requirements and that they attend relevant meetings as determined by the Recruitment and Selection Committee.</li> </ul>	
<b>THE SHORTLISTING MEETING</b>	
<p><b>Declarations in respect of any relationship to applicants</b></p> <ul style="list-style-type: none"> <li>Ask whether anyone on the Committee has a personal or social relationship with an applicant or is related to one of the applicants.</li> <li>If someone on the Committee indicates this, the Committee should decide how best to proceed to ensure fairness to all applicants.</li> <li>Should it come to the attention of the People and Culture Advisor to the committee that the Chair has a personal relationship and/or is related to one of the applicants and/or has declared they are conflicted for whatever reason, then alternative arrangements for a Chair should be made.</li> </ul>	
<p><b>Policy Checks</b></p> <p>Check that members of the Recruitment and Selection Committees have short-listed as follows: -</p> <ul style="list-style-type: none"> <li>The competencies identified for short-listing have been used.</li> <li>The suitability of each candidate has been assessed relative to the competencies identified.</li> <li>Employment equity considerations have been considered.</li> <li>The reasons for ratings are sound and documented.</li> </ul>	
<p><b>Prior Knowledge</b></p> <ul style="list-style-type: none"> <li>Remind the Recruitment and Selection Committee members that any prior knowledge of the candidates may not be introduced until after the short-listing interview process.</li> </ul>	
<p><b>Consideration of Demographics of Applicants</b></p> <ul style="list-style-type: none"> <li>Consider the equity profile of the applications received.</li> </ul>	

RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<ul style="list-style-type: none"> <li>• Discuss with the committee whether they are satisfied with this demographic profile and, if relevant, with the search process undertaken.</li> <li>• If there are insufficient candidates from under-represented designated groups, then a further search must be undertaken. The People and Culture Advisor will guide you in this regard.</li> </ul>	
<p><b>Disability Issues</b></p> <p>Where an applicant who has declared a disability has applied the following reasonable accommodation efforts must be noted: -</p> <ul style="list-style-type: none"> <li>• The impact of the disability will be explored with the candidate to ascertain specific needs. This will not impact the final selection decision but may impact whether an offer is made to the individual.</li> <li>• The University may request that further medical testing and/or input occur to determine the applicant's actual or potential ability to perform the essential functions of a specific job. Such tests would only take place after the suitability for the job has been determined. The University will bear the cost of the tests.</li> </ul>	
<p><b>Making Shortlisting Decisions</b></p> <ul style="list-style-type: none"> <li>• Remind the committee of those excluded because they are not eligible (if applicable).</li> <li>• Together with the Recruitment and Selection Committee, contingent on the selection process, decide who will go through to the next round.</li> <li>• Remind the committee that members of under-represented designated groups who meet the requirements for the post must be shortlisted and will be given preference in terms of a recommendation for appointment ahead of candidates who are not from under-represented designated groups should the Committee find them appointable.</li> <li>• If the next stage of the selection process is an interview, the committee is encouraged to keep the shortlist to a minimum.</li> <li>• If there are international applicants, 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 an international is viable given the work and demands of the department. International candidates not from over-represented designated groups should not be shortlisted unless at least two rounds of national advertising (required if an international is recommended for an appointment), and the post must be given to recruitment agencies.</li> </ul>	
<p><b>Introduction of Prior Knowledge</b></p> <ul style="list-style-type: none"> <li>• Once shortlisting for the interview has taken place, ask the committee members whether anyone has any information about any of the candidates that needs to be brought to the attention of the rest of the committee.</li> <li>• Remind the committee that only relevant information should be introduced. Emphasise that information relating to moral</li> </ul>	

RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<p>judgments should not be raised unless they directly impact the work environment.</p> <ul style="list-style-type: none"> <li>• Emphasize that should a candidate challenge a selection decision, the onus would be on the Recruitment and Selection Committee to explain why the person was not recommended.</li> <li>• Should any information be introduced, guide discussion on how to deal with this information to ensure: - <ul style="list-style-type: none"> <li>✓ Fairness to other applicants</li> <li>✓ Fairness to the individual concerned with due consideration of their right to respond, i.e., how and when will the issue be raised with the individual and how will their response be dealt with.</li> <li>✓ Fairness to the institution.</li> </ul> </li> </ul>	
<p><b>Confirmation of the next stage of the process</b></p> <ul style="list-style-type: none"> <li>• Confirm what will happen next in the selection process, e.g., collecting referee's reports, conducting employment/reference checks, conducting practical tests, assessment, screening questions, interview questions, employment checks, etc., and who will be responsible for the different processes.</li> </ul>	
<p><b>Confirmation of Interview Questions</b></p> <ul style="list-style-type: none"> <li>• Where an interview is the next step in the selection process, confirm who will draft the interview questions.</li> <li>• The interview questions will only be tabled at the interview to ensure good governance and confidentiality.</li> <li>• The People and Culture Advisor to the committee will be the custodian of the final interview questions. Final interview questions will only be tabled on the day of the interview.</li> </ul>	
<b>THE SELECTION INTERVIEW</b>	
<p><b>Policy Checks and Interview Questions</b></p> <p>Check that members of the Recruitment and Selection Committees have:</p> <ul style="list-style-type: none"> <li>• Read any relevant documentation, e.g., where referee's reports or reference checks have been conducted.</li> <li>• Assign interview questions to committee members and ensure that committee members understand the questions, including what answers are and are not appropriate.</li> </ul>	
<p><b>Remind the Committee members of their responsibilities.</b></p> <ul style="list-style-type: none"> <li>• Questions asked must be related to the relevant job competencies</li> <li>• Each candidate must be asked the same KEY questions.</li> <li>• Probing is possible and necessary if an incomplete answer is provided. Remind committee members that they need to be able to assess the candidates on the competencies identified and thus need sufficient information to do so.</li> <li>• The Chair and the People and Culture Advisor to the committee have the right to veto any questions that are unfair and/or inappropriate (i.e., blatantly discriminatory, irrelevant, or which</li> </ul>	

RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<p>represent an invasion of privacy that is not permissible in terms of the job requirements).</p> <ul style="list-style-type: none"> <li>• Check whether any information arising from the candidate's CV, referee's reports, or reference checks needs to be pursued with a candidate, and discuss how to deal with this information to ensure fairness to other applicants and the individual concerned.</li> <li>• The interview is also an opportunity for the candidates to select the University as an employer. Therefore, each member of the Recruitment and Selection Committee must conduct themselves appropriately to enhance the image of the University</li> <li>• The Recruitment and Selection Committee may not make any commitments to the applicants regarding Conditions of Service and/or remuneration. Candidates should be requested to reserve these questions for the People and Culture Advisor should they be made an offer.</li> </ul>	
<p><b>Ensure that sufficient information is available.</b></p> <ul style="list-style-type: none"> <li>• It is the responsibility of the Chair and the People and Culture Advisor to the committee to ensure that sufficient information is available for the Recruitment and Selection Committee to make an informed decision.</li> <li>• If a question is asked and is not sufficiently explored by one of the Recruitment and Selection Committee members, it is the Chair's responsibility to probe further if other Committee members do not. The People and Culture Advisor to the committee may also probe further.</li> <li>• Before making the final selection decision, confirm with the committee that it has sufficient information about each candidate to make an informed decision.</li> </ul>	
<p><b>Making the Selection Recommendation</b></p> <ul style="list-style-type: none"> <li>• The Chair should ask the person responsible for any assessments and/or tests conducted to present the outcomes to the Committee for consideration.</li> <li>• The Chair should give committee members time to triangulate the assessment information (if applicable) with their interview notes to decide whether candidates are appointable.</li> <li>• Committee members should be asked to declare whether a candidate is appointable without discussion or providing reasons.</li> <li>• Once all the committee members have made their declaration, the Chair should facilitate a discussion to allow committee members to reach a consensus on whether candidates are appointable or not.</li> <li>• If, after discussion, no consensus can be reached, all members of the committee should vote, and the majority vote shall be carried out.</li> <li>• If the vote is deadlocked, the Chair should conclude the process and refer it to the People and Culture Director, who may meet with the Committee to attempt to break the deadlock. If this is impossible, the People and Culture Director will determine the</li> </ul>	

RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<p>way forward in consultation with the Vice-Chancellor or their designate.</p> <ul style="list-style-type: none"> <li>• The People and Culture Advisor will keep an accurate discussion record so candidates can receive feedback.</li> <li>• Once the Committee has determined which candidates are appointable, the final decision and ranking should be applied in line with the employment equity targets agreed upon in the strategy meeting, provided the targets align with prevailing employment equity legislation.</li> <li>• Applicants with a disability must be treated according to the University's Disability Policy for Staff and in line with prevailing employment equity legislation.</li> <li>• The People and Culture Advisor to the committee must endeavour to assist the Chair and the Committee to ensure its recommendation is aligned with legislation. If they cannot persuade the Chair and the Committee to ensure its recommendation is compliant, they will advise the Committee that the matter will be brought to the attention of the People and Culture Director.</li> </ul>	
<p><b>Feedback</b></p> <ul style="list-style-type: none"> <li>• The Chair will be required to give feedback to candidates should they request such feedback, including where decisions are contested. The People and Culture Advisor to the committee will work with the Chair and assist with providing feedback.</li> <li>• Candidates should be informed as soon as possible of the outcome of the selection process once the committee's recommendation has been approved. The Chair must confirm who will notify candidates of the selection process result.</li> </ul>	
<p><b>Fairness Check and Minute of the Recruitment and Selection Committee</b></p> <ul style="list-style-type: none"> <li>• Once the Committee has made the final recommendation, the Chair must check that Committee members are satisfied that the process has been fair.</li> <li>• The People and Culture Advisor to the committee will complete the minutes, which the members of the Committee should sign.</li> <li>• If the Committee has any concerns with the recruitment and selection process, it should be documented in the Minute.</li> </ul>	

#### CHECKLIST FOR MEMBERS OF THE RECRUITMENT AND SELECTION COMMITTEE

RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<p>As a member of the Recruitment and Selection Committee, you are expected to take due care in executing your responsibilities. This means: -</p> <ul style="list-style-type: none"> <li>• Ensuring familiarity with the Recruitment and Selection Policy and Procedures and its annexures. Those unsure of requirements are</li> </ul>	

RESPONSIBILITIES / TASKS	COMMENTS (IF ANY)
<p>invited to ask the Chair for clarity or contact the People and Culture Advisor to the committee.</p> <ul style="list-style-type: none"> <li>• Having read the job profile thoroughly to ensure some knowledge/insight in the discipline/field of the post being filled.</li> <li>• Being adequately prepared for each meeting of the Recruitment and Selection Committee.</li> <li>• Participating meaningfully in this process by ensuring that they have read the necessary documentation, know the job requirements, are familiar with the policy's provisions, adhere to these requirements, and attend relevant meetings as determined by the Recruitment and Selection Committee.</li> <li>• Take Responsible for ensuring a fair, legal, and sound selection process.</li> <li>• Being accountable for the recommendation made.</li> <li>• Not responding to requests for feedback by candidates. Such feedback must be channelled through the Chair of the Committee unless otherwise decided by the Recruitment and Selection Committee.</li> <li>• Respecting and ensuring the confidentiality of applicants.</li> <li>• Ensuring that a balance is achieved between meeting the department's needs, the University (what is fair to the employer), and staff needs.</li> </ul>	
<p>In addition, anyone serving on the Recruitment and Selection Committee must remember that they represent the University and that their conduct will negatively or positively affect the institution's good reputation. Accordingly, each member of the Recruitment and Selection Committees is requested to:</p> <ul style="list-style-type: none"> <li>• Adhere to the requirements outlined in the Recruitment and Selection Policy, the protocol procedures and its annexures</li> <li>• If they are aware of any relatives, friends, or 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.</li> <li>• Arrive on time.</li> <li>• Be appropriately dressed for the interview.</li> <li>• Be prepared for the interview, having read all the relevant documentation.</li> <li>• Be attentive during the interview, i.e., not on their phone, working on their laptop, etc.</li> <li>• Understand the questions that will be addressed to the candidates and what is regarded as an appropriate or inappropriate response.</li> <li>• Ensure that they sign the confidentiality document and commit to always upholding the confidentiality of the process.</li> <li>• Not engage in any behaviour that brings the University into disrepute.</li> </ul>	