



A.1 Recruitment, Selection and Appointment Policy and Procedure

University of Limpopo			
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1. INTRODUCTION

One of the strategic considerations of the University is to ensure that the University recruits, selects and appoints high quality employees at all levels to achieve its strategic goals and objectives. Another area of strategic importance is the advancement of employee diversity to reflect the employment equity goals of the University. This advancement is done by giving preference to qualifying members of the designated groups in recruitment, selection, appointment, and promotion.

2. POLICY STATEMENT

The objective of the University is to recruit, select and appoint the best people available for positions. This will be done within the approved establishment and budget limits. Selection will be done on the basis of merit and employment equity principles will be applied.

3. SCOPE OF APPLICATION

This policy and procedure applies to all sections, departments and schools within the University.

4. ACCOUNTABILITY

- 4.1 All line managers are accountable for identifying the employment needs of their sections/departments or schools, including the competencies and the qualifications required for the positions.
- 4.2 The Human Resources Department is accountable for obtaining qualified candidates for all open positions and providing all the necessary documents to implement this policy and procedure.

5. PROCEDURE AND GUIDELINES

5.1 Authorisation to Employ

- 5.1.1 In all instances the necessary authorisation to employ must be obtained prior to the commencement of the recruitment process.
- 5.1.2 The recommendation of the Executive Dean of the Faculty concerned is required for approval by the Vice-Chancellor for all academic and non-academic positions in the Faculties.
- 5.1.3 For positions other than those in the faculties, a motivation of the line manager, supported by a recommendation by the relevant member of the Executive Management, must be obtained for approval by the Vice Chancellor prior to the commencement of the recruitment process.

5.1.4 The process of filling vacant positions must be initiated by the line manager with the support of HR personnel within one month and filled within twelve months.

5.2 Employees related to another employee (sibling, former spouse, parent, child, grand-parent, grand-child, spouse, father-in-law, mother-in-law, brother-in-law or sister-in-law) may not hold a position within the organisation where there is a reporting relationship between them. The Vice-Chancellor may, however, in exceptional cases (e.g. scarce categories of staff) grant permission that this requirement may be waived. This must be done on motivation submitted to the Chief Human Resources Officer, and duly approved by the Vice Chancellor.

5.2.1 If, at the time this policy is implemented, or, at a later time a transfer, adoption, or marriage results in a violation of this policy, which negatively impacts on the organisation, one of the employees must transfer positions as soon as is reasonably possible.

5.3 Advertising

5.3.1 All vacant positions, with limited exceptions, e.g. vacancy due to maternity leave and other temporary vacancies, will be advertised so that the most suitable person for the position can be selected.

5.3.2 The requirement to advertise vacant positions can be satisfied by advertising internally and/or externally.

5.3.3 Once authorisation to fill the position has been obtained, the line manager shall in consultation with Human Resources decide if the position should be advertised internally, externally or both. In exceptional cases and after consultation with the CHRO, a position may be advertised both internally and externally. Positions from Peromnes grade 5 upwards will be advertised externally and be on five (5) year performance contract.

- 5.3.4 The text of the advertisement must include a summary of duties and responsibilities for the position, the minimum qualifications, and other requirements. Areas or tasks which are not inherent job requirements and are relatively unimportant or infrequent must not be included.
- 5.3.5 The advertisement must be devoid of any discrimination, except on the basis of the inherent requirements of the job, or in a case where candidates targeted are from the designated groups.
- 5.3.6 To allow divisions/schools to meet short-term employee needs, the position does not necessarily have to be advertised. This condition applies in a case where a fixed-term appointment is of no more than one (1) year in compliance with appointment of non-permanent staff.
- 5.3.7 The position of employees appointed without advertisement cannot, under any circumstances, be converted into permanent appointment without having undergone the normal selection process in competition with others.

5.4 Internal Advertisements

- 5.4.1 The University's preference is that vacancies be filled internally whenever possible, and that opportunities for advancement, given suitable competencies of candidates, be made available to the University's employees. The University should endeavour to fill vacancies from internal sources where possible and to make opportunities for advancement available to University employees subject to them conforming to stated job requirements.
- 5.4.2 Internal advertisements are aimed at soliciting applications from the University employees only (permanent, fixed-term and temporary employees).

(For this purpose staff within the University excludes students and those appointed in terms of internship policy of the University)

5.4.3 Internal advertisements shall remain open for up to a minimum period of two (2) weeks or 10 working days, to ensure that prospective applicants have the opportunity to know about the vacancy.

5.5 External Advertisements

5.5.1 The decision to advertise locally and/or nationally and/or internationally will be dependent on the level of the post. All positions of a five (5) year performance based contract shall be advertised internally and externally at the same time.

5.5.2 Advertisements should reach candidates from designated groups, and advertising through the media with limited audiences will be avoided.

5.5.3 All vacancies will have a response period of 15 (fifteen) working days before the closing date.

5.6 Headhunting

5.6.1 Headhunting of qualified applicants, particularly from scarce skills areas is acceptable, but should not replace advertising to as wide a group as possible. Headhunting should be conducted **ONLY** in cases where normal recruitment efforts did not succeed in obtaining competent applicants.

5.6.2 Should candidates apply for the position because they have been encouraged to do so, it must be emphasised that their candidature will not be given preferential consideration simply because they have been encouraged to apply.

5.7 Selection

5.7.1 The Selection Committee should develop selection criteria before the selection process.

5.7.2 Selection criteria will be captured in a selection matrix to assist the Selection Committee in the consistent evaluation of candidates.

5.7.3 Selection criteria should be work-related, as indicated on the applicable job profile and will normally cover the following:

- (i) Qualifications;
- (ii) Training;
- (iii) Relevant skills, abilities and behaviour;
- (iv) Relevant knowledge; and
- (v) Relevant work experience.

5.7.4 Constitution of the Selection Committee

- (i) The Selection Committee will be as broadly representative as possible and gender sensitive and the level and nature of the position being filled will determine the size of the Selection Committee.
- (ii) The members of the committee should ideally have received training in recruitment and selection methods and processes, and should have the necessary competencies to carry out their appointment functions.
- (iii) The recruitment and selection methodology used before, during and after the selection process, will be approved by the University, and will be consistently applied within the University.
- (iv) Any member of the Selection Committee who has a personal interest in a particular applicant being interviewed, or any other possible bias regarding the outcome of the selection process, must recuse himself/herself from the process.
- (v) The following should form the **core** of the Selection Committee:

- a. A Human Resources Practitioner;
- b. The relevant line manager of the job incumbent;
- c. The Head of the Section/Department/School/Executive Director/Executive Dean/Deputy Vice-Chancellor/Vice-Chancellor depending on the seniority of the position.
- d. An external panellist (in the case of the position of Professor and other Senior/Executive Management positions);
- e. A Union Representative of a recognised union
- f. In the instance of an academic position, a Student Representative from the relevant School/Faculty as observer.
- g. A representative of the Institutional Forum (in the case of appointments of Executive Management).

(vi) The Selection Committee shall be chaired by the Vice-Chancellor/ Deputy Vice-Chancellor, Executive Dean, Executive Director, CFO, CHRO or their nominees, depending on the seniority of the vacancy.

5.7.5 The responsibilities of the Chairperson of the Selection Committee

- (i) To ensure that all candidates are consistently evaluated on the applicable selection criteria as per the selection matrix;
- (ii) To read and sign the statement of confidentiality form (this is also the responsibility of all other members);
- (iii) In the event of members of the selection panel refusing to sign the statement of confidentiality, they should recuse themselves from the selection panel.
- (iv) To ensure agreement on selection techniques, selection criteria, interview questions or other relevant evaluation tools prior to interviews to ensure all applicants are treated in an equitable manner;
- (v) To structure interviews and other exercises consistently;
- (vi) To strive for a consensus decision regarding a successful candidate.

5.7.6 Responsibilities of Individuals in Selection Committees

- (i) To inform the Chairperson of the Selection Committee of any actual or perceived conflict of interest and recuse himself/herself from membership of the Selection Committee concerned;
- (ii) To ask the relevant questions in the interviews to elicit responses from the candidates to make selection decisions.

5.7.7 Short-listing

- (i) Short-listing of applicants will be done within a reasonable time after the closing date of applications. Members, with a minimum four (4), i.e. chairperson, subject expert, Human Resources Official and either union member or SRC representative, depending on whatever the position is academic or administrative will participate in the short-listing as well as the selection process.
- (ii) The Chairperson will be included in the short-listing committee and Selection Committee.
- (ii) Should such participation not be possible, a quorum of the Selection Committee shall do the short-listing.
- (iii) Only candidates meeting the minimum requirements for the position may be short-listed and invited for interviews.
- (v) Human Resources shall arrange for the short-listing of applicants within a reasonable period of 5 (five) days – see (i) above) after the closing date.
- (vi) Short-listed candidates will be invited for interviews within ten (10) days.

5.7.8 Reference Checking

- (i) Reference checking of candidates will be done by Human Resources and shall be limited to candidates who have been recommended for appointment.
- (ii) Applicants will be expected to nominate at least three (3) referees.
- (iii) Where an applicant's referee is a member of the Selection Committee, he/she must recuse himself/herself.
- (iv) Selection criteria should serve as a guideline regarding the information requested from referees.
- (v) The information obtained from referees must be recorded.
- (vi) Where appropriate, and dependent on the inherent requirements for the position, other methods of reference checks, such as criminal, credit checks and qualifications will be conducted.
- (vii) In the event that an unfavourable reference report is received about a recommended candidate, the panel shall reconvene and evaluate the report before taking a final decision whether to revoke the recommendation or let it stay.

5.7.9 Interviews

- 5.7.9.1 The selection interview must be structured around the dimensions (competencies) and selection criteria as per the advertisement for the specific position. The Selection Committee should develop dimensions and selection criteria from the job profile of the position.

- 5.7.9.2 There is no obligation to appoint if the Selection Committee arrives at a decision that there are no suitable candidates.
- 5.7.9.3 An offer of employment can be made only through the Human Resources Department after an appropriate level of approval has been obtained.
- 5.7.9.4 Under no circumstances must a verbal contract be offered to a recommended candidate prior to appropriate authorisation as this could place the University at risk should the decision be taken to withdraw the proposed appointment.
- 5.8 All proceedings related to the selection and appointment of employees will be kept strictly confidential. Accordingly, access to documents, including applications, will be limited to members of the Selection Committee and the Committee's secretary.
- 5.9 Committee members shall not discuss deliberations with persons outside the committee.
- 5.10 Decisions reached by the Selection Committee should also be confidential until a formal announcement is made by the Human Resources Department.
- 5.11 A statement of confidentiality will be signed by the Selection Committee members involved in the process.
- 5.12 The Selection Committee must select and agree on core interview questions before interviews are held.
- 5.13 The Chairperson of the Selection Committee must ensure that all the dimensions (competencies) and selection criteria have been covered in respect of each candidate, and that the scoring has been done as required on the Selection Matrix.
- 5.14 The Chairperson of the Selection Committee must brief committee members of the structure and the process of the interview.

- 5.15 In assessing the candidates, all the available data, i.e. the written application, the interview, presentation (if applicable), simulations (if applicable), practical tests (if applicable), and referee reports must be taken into account.
- 5.16 The Selection Committee must avoid asking questions which could be construed as discriminatory and not related to the job.
- 5.17 The Selection Committee must firstly individually rate the applicant, and thereafter the group must reach consensus on the final rating.
- 5.18 The Selection Committee must rank all the interviewed candidates as assessed against all criteria.
- 5.19 All key elements of the interview and subsequent deliberations must be recorded in the form of a written report.
- 5.20 The report must contain sufficient information and must demonstrate with some rigour how the Committee arrived at its decisions and must include:
- 5.20.1 The name of the recommended applicant;
 - 5.20.2 A clear statement why the recommended candidate was considered more appropriate than other short-listed candidates;
 - 5.20.3 Direct evidence that the recommended applicant meets the selection criteria;
 - 5.20.4 A brief statement on all short-listed applicants referring explicitly to their competitiveness in relation to the selection criteria and the selected applicant.
- 5.21 If the Selection Committee is unable to reach a consensus decision, it may employ additional assessment techniques, or make a majority decision with the dissenting committee member(s)

submitting a minority report which clearly states reasons for disagreement with regard to the selection process and/or the recommendation.

- 5.22 The selection report bearing the recommendation of the Selection Committee must be forwarded to the Human Resources Department for further processing.
- 5.23 The CHRO must consider the minority report and after consultation with the Chairperson of the Selection Committee and where necessary in consultation with the Vice Chancellor, make a ruling.
- 5.24 Letters of regret must immediately be forwarded to the unsuccessful applicants, except to the second and third candidates who were selected as suitable for appointment, pending the acceptance of the offer of appointment to the successful applicant. If the first applicant does not accept the position, and the second candidate is found appointable, the position must be offered to the second candidate on the list.
- 5.25 Training and Development and Organisational Development must be advised to all new appointees for purposes of induction.
- 5.26 All new appointees will be introduced to the University on their new job, by means of orientation programme. The line manager is responsible for the new employee's orientation within the relevant division/department/faculty, on arrival and ensure that all necessary office space and working tools are in place on day one of the employee reporting for duty.
- 5.27 The line manager is responsible for the new employee's induction within the relevant division or department on arrival.
- 5.28 In addition to the orientation the new appointee will undergo induction arranged by Human Resources.

6. Reimbursement for travel expenses and others

The University will bear the cost of travel, etc. (where applicable)

	Travel	Accommodation	Subsistence Allowance	Honorarium
Panel Members	Yes	Yes	Yes	No
External Panel Member	Yes	Yes	No	Yes
Candidate	Yes	Yes	No	No

- Travel will be based on AA rates as amended from time to time.
- Payable in accordance with Subsistence Allowance Policy.
- The amount payable will be subject to annual review.

7. EFFECT OF NON-COMPLIANCE

Any non-compliance with this policy must be dealt with in terms of the normal institutional governance and management processes, including possible disciplinary action where appropriate.