# Recruitment & Selection Policy

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1. **PREAMBLE**

The University of KwaZulu-Natal recognizes that to achieve its mission to be academically excellent, innovative in research, critically engaged with society and demographically representative, it requires staff of the highest calibre. It accordingly must have appropriate policies which support the recruitment and selection process.

2. **DEFINITION OF TERMS**

**Advertising Media** refers to the various media traditionally used for advertising vacancies including newspapers, journals, websites and noticeboards.

**Appointable** refers to a candidate who is considered by a duly constituted selection panel, as likely to be successful in the post.

**Designated groups** are as defined in the Employment Equity Act. Designated groups refer to Black people (i.e. Africans, Coloureds and Indians), women and people with disabilities who are

- natural persons and are citizens of the Republic of South Africa by birth or descent;
- or are citizens of the Republic of South Africa by naturalization before the commencement date (i.e. 27 April 1994) of the Constitution of the Republic of South Africa Act of 1993; or
- became citizens of the Republic of South Africa from the commencement date of the Constitution of the Republic of South Africa Act of 1993, but who, not for Apartheid policy that had been in place prior to that date, would have been entitled to acquire citizenship by naturalization prior to that date.

**Headhunting** refers to a process whereby a candidate is identified and offered a position without following the normal recruitment processes including advertising and assessment.

**Merit** in this policy means the extent to which a person is deserving of appointment due to the relationship between:

- The person’s abilities, aptitude, skills, qualifications, knowledge, experiences, achievements, personal qualities and potential; and
- The duties and responsibilities and associated requirements of the post.

**Minimum criteria** refers to criteria that are used to screen and shortlist applicants. They include factors which are related to essential functions of the job and are consistent with operational necessity. Minimum criteria are usually drawn from a evaluated job profile and are measurable from a curriculum vitae or application form.

**Relative Merit** refers to a process where candidates are measured relative to each other to identify the best person for the job.

**Recruitment** refers to the process of attracting the best applicants for positions at the University. It includes advertising, headhunting and targeted searches.

**Selection** refers to the process of identifying appointable candidates and includes shortlisting, interviews, presentations and assessments.
**University** refers to the University of KwaZulu-Natal.

In this policy, unless inconsistent with the context, words referring to any one gender shall include a reference to the other gender; the singular shall include the plural and *vice versa*; and natural persons shall include artificial persons and *vice versa*.

3. **PURPOSE**

The purpose of this policy is to ensure that within a highly dynamic and competitive market, the University of KwaZulu–Natal is in a position to:

3.1 recruit and select staff of the highest quality to meet operational needs and achieve strategic objectives, including employment equity and quality;

3.2 ensure opportunities for career advancement for existing staff.

4. **SCOPE OF APPLICATION**

This policy applies to recruitment and selection for all permanent contracts of employment and fixed term contracts of two years and longer.

5. **POLICY STATEMENT**

The University of KwaZulu-Natal is committed to the recruitment, selection and retention of high quality members of staff with appropriate expertise and experience who shall strengthen its capability to achieve strategic and operational goals.

6. **PRINCIPLES**

Recruitment and selection shall be guided by the following principles.

6.1 The University shall only appoint candidates who meet the minimum requirements and are deemed to be appointable by a duly constituted selection panel.

6.2 There shall be no tokenism in the appointment of staff.

6.3 Recruitment and selection shall be based on principles of individual merit, excluding all forms of bias and unlawful discrimination.

6.4 Recruitment and selection shall promote equity and diversity and shall be consistent with and give priority to the Faculty or Divisional Employment Equity Plans and the University Employment Equity Policy.

6.5 Recruitment and selection processes shall be conducted in a manner that enhances the University’s strategic objective to be an employer of choice.

6.6 All vacant posts shall be filled in an open, transparent and fair manner.

6.7 The University reserves the right not to make an appointment and to stop a selection process at any stage in order to re-advertise or implement a search strategy.

6.8 Appointable designated group candidates, South African citizens and permanent residents shall be granted preference for vacant posts at the University.
7.  POLICY PROVISIONS

The following provisions apply.

7.1  RECRUITMENT

The University shall strive to ensure that the widest possible pool of candidates has been attracted through the search and advertising process (recruitment process). For scarce skill posts or posts identified as equity priorities, a comprehensive recruitment plan shall be developed and implemented.

7.1.1. Advertising

7.1.1.1 All vacant positions shall be openly advertised to ensure

- Fairness and transparency.
- Equal opportunity for all potential applicants.
- The widest range of applicants.

7.1.1.2 All advertisements shall contain a caption depicting the intent of the Employment Equity Policy.

7.1.1.3 All advertisements for support staff posts shall be based on the evaluated job profile for the post and shall clearly stipulate the minimum requirements and selection criteria.

7.1.1.4 A post must be re-advertised if the minimum requirements or nature of the post is changed at any point in the process, subsequent to the first advertisement.

7.1.1.5 All advertisements for academic posts shall be based on the approved job profile for the post.

7.1.1.6 Minimum requirements shall be used for shortlisting and shall as far as possible be:

- Objectively determined
- Objectively measurable
- Clear and unambiguous
- Fairly and consistently applied
- Normatively and culturally neutral
- Linked to operational necessity

7.1.1.7 The primary site for advertising of all posts of two years and longer shall be the University’s website.

7.1.1.8 All permanent posts shall be advertised in relevant external specialist national or international media, which shall be selected depending on:

- Target market
- Costs
- Previous success rate in attracting applicants

7.1.1.9 The budget for external advertising shall reside with the Division of Human Resources and Equity provided it does not exceed two placements in the relevant media (newspaper/journal/website). This is in addition to the University website and any other website as approved by the University.

7.1.1.10 As a general principle the following parameters are provided for advertising:
• Support Staff Peromnes 8-18: one placement in a local newspaper. Support staff Peromnes 12-18: unless otherwise motivated shall be advertised only in the classified section of a local newspaper.
• Support Staff Peromnes 4-7: one placement in a national medium and one in a local newspaper.
• Academic posts: one placement in a national medium and one placement in an international medium.

7.1.1.11 There shall be a moratorium on placing of advertisements in external media from the first week in December until the third week in January of each year.

7.1.2. Use of Search Agencies

Search agencies may be employed to assist in recruitment for senior and scarce skill positions provided the post is also advertised, at minimum on the University website. There are generally significant costs involved in making appointments through search agencies and this cost shall be borne by the operational unit that wishes to make the appointment.

7.1.3. Headhunting

Headhunting, as defined in this policy shall not be permitted except in exceptional circumstances. In this regard headhunting may only be permitted if:

• The post has been advertised in terms of this policy and no appointable candidate has been identified
• The proposed appointee must meet the minimum requirements for the post and he/she must be interviewed by a duly constituted selection panel prior to a formal offer of appointment
• The post is a senior post or a post in a scarce skill area
• The Executive Director Human Resources and Equity grants approval prior to the provisional offer being made to the headhunted candidate

The University encourages proactive searches and networking to encourage potentially appointable candidates to apply for vacant positions. Such candidates shall be interviewed in the normal course to determine appointability.

7.2. SELECTION

The aims of this policy in relation to selection are to ensure that:
• the right person is selected for the position;
• the assessment process is credible, consistent, fair and open;
• applicants have a positive view of the University;
• a holistic approach is adopted taking into account the candidate’s curriculum vitae, assessments, interviews, presentations and referee reports.

7.2.1. Selection Panels

All selection decisions are made by a selection panel. Selection panels shall have a minimum of three members and a maximum of 12 members, with at least one member who is external to the faculty or division. Selection panels shall generally comprise at least fifty percent (50%) members from the designated groups (African, Indian, Coloured, Women and Persons with disabilities).
Selection panel members shall be chosen for the value that they could bring to the decision making process rather than sectoral or political representation. In the event that the selection panel is not race and gender representative, the Chair may co-opt up to a maximum of three further members.

The Chair shall determine the composition of the selection panel within the following guidelines.

### 7.2.1.1. Executive Appointments
- Vice-Chair of Council (Chair)
- Vice Chancellor and Principal
- Four members of Council (who are not staff or students of the University)
- Executive Director: Human Resources and Equity
- Representative of the Institutional Forum
- Student Representative
- Union representative
- One external person with appropriate expertise, who is not a member of staff or student of the University, appointed by the Chair
- One other external person, who is not a member of staff or student of the University, with appropriate expertise if deemed necessary

### 7.2.1.2 Dean and Deputy Dean
- Vice-Chancellor or nominee (Chair)
- Deputy Vice-Chancellor (Research)
- Deputy Vice-Chancellor (Teaching and Learning)
- Deputy Vice-Chancellor and Head of the College concerned
- The Executive Director: Human Resources and Equity
- One Dean or Deputy Dean who is not from the Faculty concerned
- Three to six members of the Faculty concerned, nominated by the Faculty Board including as appropriate, a Dean, Deputy Dean, a Head of School and one staff member at the level of Professor.

### 7.2.1.3. Head of School and Deputy Head of School
- The Deputy Vice-Chancellor of the College concerned (Chair)
- The Dean and Deputy Deans of the Faculty concerned
- One Head of School from outside the Faculty
- Three to six members of the Faculty concerned, nominated by the Faculty Board including a Head of School and one staff member at the level of Professor

### 7.2.1.4. Professor
- Deputy vice-Chancellor and Head of College (Chairperson)
- Dean or Deputy Dean of Faculty
- Head of School provided s/he is not an applicant for the post.
• Two Faculty members nominated by the Faculty Board at least one of which must be at the level of Professor or Senior Professor
• One Professor or Senior Professor from another Faculty
• Where necessary, an External Assessor appointed by the Head of College in consultation with the Dean

Health Science Joint Posts only:
• Superintendent-General, Head: Department of Health, KZN.
• Relevant Hospital Manager.

7.2.1.5 All other academic appointments up to and including Associate Professor
• Dean of Faculty or nominee (Chairperson)
• Head of School.
• Two Faculty members nominated by the Faculty Board at least one of which must be from the School or Department concerned
• One academic at the requisite level from another faculty.

Health Science Joint Posts only:
• Relevant Hospital Manager

7.2.1.6. Support staff posts at Peromnes Grade 5 to 3 inclusive
• Appropriate Member of University Executive (Chair)
• Dean/Head of School or Division (as applicable)
• Line Manager of the incumbent if not the Head of School/Division
• One other member of the Executive or one other Director of a Support division
• Two additional members, one of whom should be a Support Staff member, preferably at the same level from the Division/Department concerned
• Executive Director Human Resources and Equity or nominee

7.2.1.7. Support staff posts at Peromnes Grade 6 and 7
• Head of Division or Dean or nominee (Chairperson)
• Head of School/Department
• Line Manager if not the Head of School/Department.
• One person external to the School/Department at the same level
• One support staff member, preferably at the same level, from the Faculty, School, Department or Division

7.2.1.8 Support Staff posts at Peromnes 8 and below
• Head of Division or nominee / Head of School (Chairperson).
• Head of Department/Section.
• Line Manager if not the Head of School/Department.
• One person, external to the School/Department
• One support staff member at the same level from the School/Department or Division
7.2.2. Screening

The purpose of screening is to eliminate candidates who clearly do not meet the minimum criteria, prior to the shortlisting meeting. It is only conducted where there are a large number of applicants. Screening expedites the shortlisting process and prevents wasted costs in copying the curriculum vitae of persons who clearly do not meet minimum criteria. Screening may be conducted, on behalf of the selection panel by the Recruitment Centre, externally appointed agency or by nominated representatives from the selection panel, including the Chair and the Selection Officer.

7.2.3. Shortlisting

The purpose of shortlisting is to determine which applicants prima facie meet the selection criteria and shall proceed to the next phase of the selection process (typically assessment or interview). The entire selection panel shall determine the shortlist for interviews. Shortlisting shall be conducted in a fair and consistent manner where all candidates are measured against the minimum requirements for the post and other published selection criteria. Not all persons who meet the minimum criteria need to be interviewed. The shortlist for interviews should generally include up to five of the applicants who most closely match the requirements for the post. In determining the shortlist for interviews due regard must be given to the equity priorities of the operational unit.

7.2.4. Selection Tests and Assessments

Job related selection tests or skills tests may be administered to shortlisted candidates. Job related tests must be of good quality, consistent for all shortlisted candidates and should be culturally neutral.

Psychological tests and similar assessments may be administered, with the written approval of the Executive Director Human Resources and Equity, if the test/assessment is scientifically valid and reliable and can be applied fairly to all applicants and there is a rational basis for utilising the test.

Selection tests which test a minimum criterion may be used to shortlist or to narrow a shortlist.

7.2.5. Presentations

Candidates may be required to make a presentation to the selection panel. The topic for the presentation must be clear and should not favour one applicant or a category of applicants, e.g. internal candidates. Assessment standards must be predetermined by the selection panel.

7.2.6. Interviews

No candidate may be recommended for appointment unless they have been interviewed by a duly constituted selection panel. Where a shortlisted applicant is from outside South Africa, the selection panel should consider preliminary telephone interviews due to the high costs involved in arranging travel and accommodation.
Because preference is given to appointable South African citizens or permanent residents, the selection panel should consider interviewing South African citizens or permanent residents first.

Structured interviews shall be conducted where all candidates are treated consistently and fairly with respect.

7.2.7. References

The selection panel may request confidential referee reports for shortlisted candidates. If referee reports are to be used as part of the decision making, they must be used consistently for all short listed candidates. The University shall retain the right to approach additional referees to those provided by a candidate and shall inform short listed candidates accordingly. Referee reports may not be used as the sole basis for selection since they are subjective and constitute hearsay.

7.2.8. Decision-making

Decision-making shall be by consensus wherever possible. In the event of a vote, the Chair shall have a casting and deliberative vote. Prior knowledge of a candidate shall not be used as the sole basis for decision making but shall not be excluded. Panel members with prior knowledge should declare this to the Chair and if there are concerns regarding the candidate then these must be put to the candidate during the interview or verified by a suitable referee before being used as part of the decision.

7.2.9. Ranking of candidates

Candidates must first be assessed individually against the requirements for the post to determine if they are appointable.

Ranking of appointable candidates shall be in the following order:

- Candidates from the target designated group
- Internal candidates
- South African citizens and permanent residents

Where there are two appointable candidates who rank equally after applying the above, then traditional relative merit is applied to identify the best person for the job.

7.2.10. Recommendations for appointments that involve Academic promotion

All candidates who apply for posts at a higher academic level than their current position shall be required to provide details regarding the outcome of their last promotion application. The College Promotions Committee shall assess the application including the curriculum vitae and where possible an abbreviated teaching portfolio to determine whether the candidate is eligible for appointment to the level for which s/he has applied. The College Promotions Committee may request additional documents including further referee reports. Offers of employment to such candidates shall be made conditional on approval of the latter committee.

7.2.11 Salary Offers
All salary offers shall be made by the Division of Human Resources and Equity, in consultation with the Chair, in terms of the Remuneration Policy.

7.2.12. Foreign appointments

An offer of employment made to a foreigner shall be conditional on the person obtaining a valid work permit. The responsibility for obtaining such a work permit shall rest with the candidate.

8. EFFECTIVE DATE

This policy is effective from 20 October 2008 except for sections 7.1.3 and 7.2.10 which are effective from 28 November 2008.

9. REVIEW DATE

The policy shall be reviewed at minimum every three years from the effective date.