



# UNIVERSITY OF WESTERN CAPE (UWC)

## RECRUITMENT POLICY FOR ADMINISTRATIVE AND SUPPORT STAFF

DATE OF LAST APPROVAL: C2006/1



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## HR POLICY DOCUMENT

### APPOINTMENT: ADMINISTRATIVE AND SUPPORT STAFF

Job level : Peromnes Grades 9 — 16.

Policy Owner: HR Consultant  
Bessie Tremble  
Human Resources Administration

Process Owner: To be appointed

Review date of Policy: 2006

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## 1. Introduction

Appointment is the process that the University follows both to attract applicants for a job within the organisation and to determine their suitability for the particular job through the use of various selection and assessment techniques e.g. short listing, scoring, interviews, and reference checks.

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## 2. Definition of Terms within the Policy

"Administrative and Support Staff" - means those employees of the University who are not academic employees,

"Co-opted Members" - stakeholders may participate in process but have no vote, if voting is required.

"Responsible Head" - Executive, Dean, HOD or Chairperson, (Delegated members can be appointed by the Executive or Dean).

## 3. Core purpose, outcome, impact and value of the Policy

The core purpose of the Policy is to communicate recruitment and selection rules and processes to all relevant parties at UWC. Rules and guidelines should help us to attract, identify and appoint the candidates that best fit UWC's needs on the basis of the excellence and relevance of their competence.

#### 4. Corporate Governance and Rules of the Policy

- Jobs may be filled through:
  - Internal/external advertisement,
  - Recruitment agencies,
  - Searches,
  - Internal Talent pools (where an agreed process has been established),
  
- All positions to be advertised internally. External advertising and search processes can happen simultaneously,
- Where internal career management processes have been established and agreed, the relevant positions need not be advertised,
- Temporary contracts will be entered into for no longer than twelve months. Contracts for a longer period must be advertised, unless filling them is part of a preagreed career management process,
- Candidates must submit CV's,
- EE targets will be a guiding force in all appointments made,
- An HR 24 Form must be completed to ensure optimal design consideration (Request for filling a vacancy needs to be completed see attached); and
- Students are regarded as internal candidates, in cases where they have worked at UWC.

#### 5. Relevant Legal Framework

The Policy must comply with the following:

- UWC policies,
- Basic Conditions of Employment Act,

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- Labour Relations Act; and
- Employment Equity Act

## 6. Policy Procedure

- The HR Department receives and records all applications and forwards them to the relevant Department for a schedule to be drawn up
- This schedule is distributed to the Selection Committee for short-listing
- All short-listed candidates are interviewed on an individual basis.

The Process for filling a Vacancy is as follows:

STEPS	ACTION	AUTHORISATION
VACANCY IDENTIFIED	Authorisation - HR24 to be submitted to HR.	Executive member or Dean/Relevant Committee
ROLE AGREEMENT  JOB EVALUATION	Role outline Job & profile evaluation (JE) (JE not immediate in case of new jobs; unless needed) Identify competence <sup>i</sup> criteria	Responsible Head and HR
RECRUITMENT	Select the best resourcing	Responsible Head and HR

Competence: knowledge, skill, behaviour, attitude and self esteem

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	<p>medium to attract desired candidates</p> <p>Advertising (Internally /Externally) is the only recruitment application, unless career management processes have been agreed and implemented</p> <p>Approval of advertisement.</p> <p>If internal IJWC Poo/ is unlikely to attract an idea/ candidate (Employment Equi5' considerations, comrtence, etc.)</p> <p>Leve/ 10 and lower should be advertise regiona//y for practical reasons national advertising at this /eve/s should only take place if strong motivation exist.</p>	
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LEGISLATIVE CONSIDERATION	Observe legal compliance as per the Labour Relations Act (LRA); EE act; EE targets will be a guiding force in all appointments made.	Responsible Head and HR
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SELECTION PROCESS	Communication will be with short listed candidates only	HR Consultant
	HOD' assistant; prepares a schedule of all applicants	Responsible Head's Assistant
SHORTLISTING	Short listing-decisions made based on criteria set in the advertisement YES: References are obtained at this stage NO: Regret letters sent; only on completion of process.	Responsible Head and HR Agree on assessment criteria Responsible Head responsible for short listing



	<p>Panel set up (All panel members to declare their relationship to candidates)</p>	<p>MINIMUM: 3 + Selected Stakeholders. 1. Executive/Dean and HOD/Chairperson and HR. Other Stakeholders can be added: 1.1. an external expert can be invited to assist. 1.2. Co-opted members e.g - union, EE, - Gender Equity and other stakeholders that can add value 1.1. and 1.2. categories will not participate in the voting process</p>
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ASSESS ALL SHORT LISTED CANDIDATES.	Reliance is mainly on competence based interviews; Guided by a structured interviewing format. If appropriate, other methodology can be introduced. Consistency per vacancy is required.	Panel chaired by the Responsible Head or Executive or Dean.  HR and Responsible line person to agree
RECOMMENDATION	Ratings to be integrated and recommendations made.  A preferred candidate plus a secundus if possible to be indicated.  Other complementary methods used must be discussed and the value of it agreed	Panel  -The Responsible line person has a casting vote. Dean/Executive do the final approval.  If panel members do not agree it will be submitted to HRC to advice on further process to be followed.
	Recommendation and Report.  Verbal reference checks to complete this process (refer to page 10)	Executive and or Dean to approve. HR to assist if necessary.  HR

APPOINTMENT	Final approval	HRC
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	<p>Letter of offer</p> <p>Salary decision (refer to page 10)</p> <p>Salary decision (refer to page 10)</p>	<p>HR to draw up letter of Executive/Dean or Responsible line person to sign (Ensure Dean, executive approved appointment.)</p> <p>HR and Executive/Dean or line manager</p>
	Process new employee details (refer to page 10)	
INDUCTION	Design an induction /orientation and socialisation process for the new employee	HR and Responsible line person.
FOLLOW UP DISCUSSION: Probation and general	Three-month follow up with candidate and HOD	HOD and HR

RECORD KEEPING	HR should keep copies of all application forms and documents relating to each staffs appointment process, including short listing and interview notes. This must be done for a minimum of nine months after the position has been filled. These documents may be	
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	required if a job applicant challenges an appointments decision. Such a challenge must be brought within six months of the decision to appoint.	
PROBATION PROCESS	Guidelines to be followed and records kept of discussions	HR and responsible line person.

Reference Checking:

- HR Department will do the reference checking of all short listed candidates
- The candidate's immediate superior should be contacted for reference purposes (internal candidates)
- Written authorisation must be obtained from the applicant to contact his/her current employer. Should such permission not be granted, an offer of employment may be extended subject to a satisfactory reference from the present employer at a later stage.
- Questions should be limited to the following:

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- The required competencies (see page 5)
- Periods of service
- Reasons for leaving
- Verification of information supplied by applicant
- Ability to collaborate with co-workers
- Evaluation of future potential



### Remuneration:

- Salary determination will be discussed with the Manager and Executive Director of Human Resources for both internal and external appointments; and
- The salary will be determined in line with the Universities Remuneration Strategy and Recognition for Prior Learning Policy, when applicable.

### Documents to be processed:

- On final selection, the following documents will be processed:
  - Acceptance of appointment
  - Certified copy of ID Document
  - Passport, work permit / permanent residence
  - Personal particulars for tax purposes
  - Next of kin details, telephone & address
  - Application for Membership of Pension Fund & Group Life

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- Application for Membership of Medical Aid
- Bank Account Details (if necessary)
- Other documentation as requested on first appointment checklist

- Appointments are made by the Head of Department/Executive /Dean with assistance from HR. All appointment contracts and regret letters must be issued by the HR consultant.
- A letter of appointment is issued by the Human Resources Department for the line Manager's signature.
- Acceptance of a job offer must be in writing, and must reach the HR Department within 10 working days from the date of offer.
- The candidate to be briefed in full by the HOD as regards the details of the probationary period; e.g: The setting of key result areas and performance standards.

Induction:

- An Induction programme is arranged by the Manager and HR Consultant immediately after the commencement date.
- Departmental orientaton is implemented by the Line Manager.
- Socialisation needs to ensure new employees understand their roles relative to the Vision and Strategies of UWC — The team that the new member joins needs to discuss this under guidance from the HOD.
- Probation Discussion — Written agreement needed on Role standards.

Related Processes:

- Movemen& e.g. transfers, secondment

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- Relocation Policy (if a move takes place from another city)
- Design and Restructure of a role of Department
- Temporary contract appointment
- Process for role design/review (Draft)



N • Probation process.

#### Audit Requirements and Controls:

- Ensure that competent and suitable candidates are recruited in a fair and equitable manner; considering the internal talent.
- Ensure that people with demonstrated potential for growth are recruited by the University when an approved process for determining potential has been agreed.
- Provide guidance on compliance with the provisions of all relevant legislation in recruiting staff.
- Assist the University to recruit and Select to specific job profiles and competence needs.
- Include key stakeholders and ensure they are well informed during the selection process.
- Provide guidance on the recruitment of staff, so as to comply with the provisions of the Constitution, Labour Relations Act of 1995 and the requirement of the Employment Equity Act (1998).

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## 7. Identification and Measurement of Risk, Audit Requirements, other Controls and Cost where applicable

Risks are listed in the table below:

No	Description of risk	Direct or indirect risk	Severity of the risk	Impact (on what and how)	Measurement	Control
001	Panel	Direct	1	Impact on the process. Unfair labour practise	Proper scrutiny of CV.	Ensure that panel members declare their relationship to candidates. Panel members cannot serve as referees. Consistency.
002	Not Requesting and checking Of referee reports	Direct	1	Impact on appointing the most suitable candidate.	Interview and non performance.	Following correct recruitment procedures.
003	Record Keeping	Direct	1	Impact on the process.	Proper filing systems	HR to keep records for at least 9 months.



				No proof if candidates challenge the process.		
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1=high risk (virtual collapse of the Policy)

2=medium risk (medium risk, but there is a work-around for a short period of time)

3=low risk

## 8. Revision Cycle and maintenance



- Within the HR Policy board, Policy owners and Process owners will be responsible for the revision of this Policy.
- Other stakeholders will be engaged as appropriate.
- The formal Governance system will apply.
- Policy is to be reviewed every year.

## 9. Feedback Loops

- Monthly appointment report
- Updated People Plan

## 10. Future Training in respect of the Policy

Learning/training can be a combination of various mediums such as classroom, elearning, interaction, on-the-job, mentoring, case studies etc.

## 11. Technology Requirements

Online applications for candidates to apply via HR Website.

## 12. Contacts

Policy owner: Bessie Tremble

-rel: (021) 959 3103



### 13. Bibliography

- UWC Conditions of Service Manual . 1984. section E1.
- Basic Conditions of Employment Act 75 of 1997
- Labour Relations Act 66 of 1995
- Employment Equity Act 55 of 1998.
- Code of Good Practise - 2004: Department Labour

## 14. Annexuæs / Appendices

- HR 24

HR 24- REQUEST  
FOR FIUUNG OF A W

- Schedule: Summary of Applicants

"schedule adm  
post.doc"

- Competency based Dimensions & Rating format(Example only)

"Competency Based  
Questions Example.c

- Design and Restructure of a role or Department

"DESIGN AND  
RESIUCTURE OF A R

- Process for role design/review

"Process for Role  
Design.doc"

