



# UNIVERSITY OF WESTERN CAPE (UWC)

## RECRUITMENT POLICY FOR MANAGEMENT COUNCIL

DATE OF LAST APPROVAL: C2006/1



UNIVERSITY of the  
WESTERN CAPE

A place of quality, a place to grow, from hope to action through knowledge

**HR POLICY DOCUMENT**

**APPOINTMENT: MANAGEMENT STAFF**

**Policy Owner:** HR Consultant  
Bessie Tremble  
Human Resources

**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. It further supports optimising internal talent by using related internal processes in alignment with this policy.

## 2. Definition of Terms within the Policy

**"Management "** means those persons included in the definition of "senior management" as well as those support and administration employees of the University designated by the council as managers;

**"Co-opted Members"** stakeholders may be requested to participate in the process but will not vote.

## 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, and retain 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:
  - A Career Management process. This includes Internal Talent pools (Should one have an internal talent/succession plan process that is

transparent and agreed to by all stakeholders one is not legally obligated to advertise the positions. Eg. Candidates from the respective pool can apply).

- o Internal/external advertisement
  - o Recruitment agencies
  - o Searches
- 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 pre-agreed 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.
  - Students with UWC work experience are regarded as internal candidates.
  - Executive Management to approve all vacancies, job evaluation, advertisements, appointments and the panels that will assist.

## 5. Relevant Legal Framework

The Policy must comply with the following:

- UWC Conditions of Service Manual of 1994.
- Basic Conditions of Employment Act (BCEA), Act 75 of 1997.
- Labour Relations Act (LRA), Act 66 of 1995.
- Employment Equity Act (**EEA**), Act 55 of 1998.
- Skills Development Act (SDA), Act 97 of 1998.

## 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 Panel for short-listing.
- All short-listed candidates are interviewed on an individual basis by an approved panel.

The Process for filling a Vacancy is as follows:

| STEPS              | ACTION  | AUTHORISATION                                  |
|--------------------|---|--|
| VACANCY IDENTIFIED | Authorisation - HR24 to be submitted to HR.   | Executive Management to approve all vacancies. |
| ROLE AGREEMENT     | Role outlines, Job & profile evaluation (JE).   | Executive Management                           |
| JOB EVALUATION     | JE's will be done at the discretion of the Executive Committee:<br>Jobs can be benchmarked.<br>JE can be postponed.<br>JE can be done to assist with the role design; by identifying 'competence' criteria. |  |
| ROLE DESIGN        | Re-design of jobs/roles; or new roles; within the context of new strategies or structures. New will constitute that the job has   |  |

|                           |   |  |
|---------------------------|---|--|
|                           | changed significantly (approximately 70%: See re-design of a role or; and structure attached).  |  |
| RECRUITMENT               | Select the best resourcing medium to attract desired candidates.<br><br>Advertising (Internally /Externally) & Searches are the only recruitment applications, unless career management processes have been agreed and implemented.<br><br>Approval of advertisement. | Executive Management<br><br><br><br><br><br><br><br><br><br>Executive Management |
| LEGISLATIVE CONSIDERATION | Observe legal compliance as per the Labour Relations Act (LRA); Employment Equity Act; EE targets will be a guiding force in all appointments made.   | Executive Management   |
| SELECTION PROCESS         | Panel Members   | HR coordinates the process<br>Executive Management approves panel members        |
| SHORTLISTING              | Short listing-decisions made based on criteria set in the advertisement.  | Panel and relevant Executive Member and/or Dean                                  |

|                                     |  |   |
|-------------------------------------|--|---|
|                                     | <p><b>YES:</b> References are obtained at this stage.</p> <p><b>NO:</b> Regret letters sent; only on completion of process.<br/>(All panel members to declare their relationship to candidates).</p> | Chair of panel.   |
|                                     | Panel set up.  | <p>1. Minimum members: 3 + Selected Stakeholders. Executive/Dean and HOD/Chairperson and HR. Other Stakeholders can be added:</p> <p>1.1. An external expert can be invited to assist.</p> <p>1.2. Co-opted member's e.g - Union, EE, - Gender Equity and other stakeholders that can add value.</p> <p>1.1. and 1. 2. categories will not participate in the voting process.</p> |
| ASSESS ALL SHORT LISTED CANDIDATES. | Reliance is mainly on competence based interviews; Guided by a structured interviewing format. If appropriate,   | <p>Panel chaired by the Dean or Executive.</p> <p>A set, customised format will be used in line with</p>  |



|                |  |  |
|----------------|--|--|
|                | other methodology can be introduced. Consistency per vacancy is required.  | current HR practices.  |
| RECOMMENDATION | Ratings to be integrated and recommendations made to the senior management committee. A preferred candidate plus a secundus if possible to be indicated.<br>Other complementary methods used must be discussed and the value of it agreed. | Panel<br>If consensus is not reached Executive Committee to direct/advise on further action. HR to assist if necessary.                              |
|                | Recommendation Report.<br>Verbal reference checks to complete this process. (refer to page 10)   | and Executive and or Dean to approve prior to submission to Executive Management.<br>HR  |
| APPOINTMENT    | Final approval.<br>Letter of offer.<br>Salary decision (refer to page 11).   | Final approval by Executive Management<br>o HR to draw up letter of offer<br>o Executive/Dean or HOD/Chairperson to sign<br>HR and Executive or Dean |

|  |   |   |
|--|---|---|
|  | Process new employee details( refer to page 11).  | HR  |
| INDUCTION                                      | Design an induction /orientation and socialisation process for the new employee.  | HR, Director, Dean, HOD, Chairperson (as appropriate) |
| PROBATION                                      | To be discussed with Employee.  | Dean/Executive or HOD                                 |
| FOLLOW UP DISCUSSIONS<br>Probation and general | Three (3) -month follow up with candidate and HOD/Chairperson Dean, Director (as appropriate).  | HOD and HR  |
| RECORD KEEPING                                 | HR should keep copies of all application forms and documents relating to each employees 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 required if a job applicant challenges an appointments decision. Such a challenge must be brought within six months of the decision to appoint. | HR  |
| PROBATION PROCESS                              | Guidelines to be followed and records kept of discussions.  | HOD/CHAIR/DEAN/EXECUTIVE/ as appropriate              |

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

### Remuneration:

- Salary decisions will be made by the HR department and the Executive or Dean for 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:
  - o Acceptance of appointment
  - o Certified copy of ID Document
  - o Passport, work permit/ permanent residence
  - o Personal particulars for tax purposes

- o Next of kin details, telephone & address
  - o Application for Membership of Pension Fund & Group Life
  - o Application for Membership of Medical Aid
  - o Bank Account Details (if necessary)
  - o Other documentation as requested on first appointment checklist
  - o Prove of qualification to be kept on file.
- 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 ten (10) working days after offer was made.

**Induction:**

- An Induction programme is arranged by the Manager and HR Consultant immediately after the commencement date.
- Departmental orientation is implemented by the HOD/Chairperson.
- The Unit team will assist with the socialisation needs to ensure new employees understand their roles relative to the Vision and Strategies of UWC.
- Copies of probation documents to be send to HR. Role Discussion document Probation Standards to be agreed.

**Related Processes:**

- Staff Movement Policy.
- Relocation Policy (if a move takes place from another city).
- Design and Restructure of a role of Department.

- Temporary contract appointments.
- Process for role design/review.

Audit Requirements and Controls:

- Ensure that competent and suitable candidates are recruited in a fair and equitable manner; also 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 and selecting 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 (**LRA**) Act 66 of 1995 and the requirement of the Employment Equity Act (**EEA**), Act 55 of 1998.
- Efficient communication with referees and applicants where the clause: will only communicate with short listed candidates

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

| 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.<br>-correctly phrased questions<br>-legally acceptable<br>-Non-leading<br>-assessment based on Competency based criteria evaluation. | Ensure that panel members declare their relationship to candidates.<br>Panel members cannot serve as referees.<br>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. No proof if candidates challenge the process. | Proper record keeping systems | HR to keep records for at least nine (9) months. |
|-----|----------------|--------|---|--|-------------------------------|--|

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 HR:** HR Policy board and policy owners will be responsible for the revision of this Policy.
- Other stakeholders will be engaged as appropriate.
- Relevant committees will approve policy.
- The Policy is to be reviewed every year.

## **9. Feedback Loops**

Monthly appointment report

Updated People Plan

Probation report

## **10. Future Training in respect of the Policy**

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

## **11. Technology Requirements**

HR website for online applications.

## **12. Contacts**

Policy owner: Bessie Tremble

Tel: (021) 959 3103

## **13. Bibliography**

UWC Conditions of Service Manual of 1984. Section EI.

Basic Conditions of Employment Act (BCEA), Act 75 of 1997.

Labour Relations Act (LRA), Act 66 of 1995.



Employment Equity Act (**EEA**), Act 55 of 1998.

Department Labour Code of Good Practise of 2004.

Skills Development Act (SDA), Act 97 of 1998.

#### **14. Annexures / Appendices**

- HR 24

HR 24- REQUEST  
FOR FILLING OF AW

- Competency based Dimensions & Rating format(Example only)

liW'I  
cl

"Competency Based  
Questions Example.c

- Design and Restructure of a role or Department

liW'I

"DESIGN AND  
RESTUCTURE OF A R

- Process for role design/review

"Process for Role  
Design.doc"

- Schedule: Summary of Applicant

"schedule adm  
post.doc"

- General Approval Process

"GENERAL  
APPROVAL PROCESS