



## **RECRUITMENT AND SELECTION POLICY**

<b>Reference number</b>	3P_3.1
<b>Accountable executive manager</b>	Executive Director: People and Culture
<b>Policy owner</b>	Executive Director: People and Culture
<b>Responsible division</b>	Client Services
<b>Status</b>	Approved
<b>Approved by</b>	Council
<b>Date of approval</b>	7 December 2022
<b>Date of amendments</b>	June 2019 June 2022
<b>Review date</b>	November 2025

## **RECRUITMENT AND SELECTION POLICY**

### **Preamble**

Against the background of the dream to be an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care, the council of the North-West University has adopted this policy on 17 November 2022 to regulate the recruitment and selection regarding all permanent, fixed-term and prospective employees for the university.

### **1 Interpretations and application**

This policy must be interpreted and applied in a manner consistent with the –

- 1.1 Constitution of the Republic of South Africa, 1996;
- 1.2 Higher Education Act, 101 of 1997;
- 1.3 Employment Equity Act, 55 of 1998;
- 1.4 Labour Relations Act, 66 of 1995;
- 1.5 Basic Conditions of Employment Act, 75 of 1997;
- 1.6 Protection of Personal Information Act, 4 of 2013
- 1.7 Skills Development Levies Act, 9 of 1999;
- 1.8 Skills Development Act, 97 of 1998;
- 1.9 Mental Health Care Act, 17 of 2002;
- 1.10 Compensation for Occupational injuries and Diseases Act, 130 of 1993;
- 1.11 Occupational Health and Safety Act, 85 of 1993;
- 1.12 The Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000;
- 1.13 Promotion of Access to Information Act, 2 of 2000;
- 1.14 Statute of the North-West University;
- 1.15 National Skills Development Strategy (NSDS III);
- 1.16 Human Resource Development Strategy for South Africa (current version);
- 1.17 NWU Values Statement, and Code of Ethics;
- 1.18 Behavioural Policy and Behavioural Manual; and
- 1.19 NWU Strategy and Annual Performance Plan.

### **2 Policy statement**

It is the policy of the NWU to -

- 2.1 acknowledge that the university's human capital represents its biggest competitive edge;
- 2.2 acknowledge that the university is in the knowledge business and all its employees are thus its most valuable resource;
- 2.3 acknowledge that critical, scarce and key skills and positions need to be retained, developed and acquired on a continuous basis; and

- 2.4 provide for a comprehensive policy, procedure and guidelines for the NWU within a structured framework with uniform standards for the advertising of vacant or new positions, the invitation, the shortlisting, interviewing and selection process of applicants and appointment decisions.

### **3 Purpose**

The purpose of this policy is to:

- 3.1 ensure strategic sourcing for the university to recruit, select, appoint, develop, promote and retain the best available employees with the required skills, competencies and knowledge;
- 3.2 comply with the provisions as outlined in the NWU Behavioural Manual pertaining to probation and the confirmation of permanent appointments of employees, and
- 3.3 ensure adherence by the university to the employment legislation and all relevant regulations.

### **4 Rules**

#### **4.1 Advertisements**

- 4.1.1 Vacant positions that form part of the NWU-funded structure or establishment, and for which an approved job description exists, may be approved for advertisement.
- 4.1.2 Executive (P1- P3) and Senior Positions (P4 – P6) must be advertised concurrently internally and externally.
- 4.1.3 Positions for support employees at job grade P7 and below must be advertised internally, except in cases where inherent skills and abilities are required, or if no suitable internal candidate is identified.
- 4.1.4 An exception referred to in paragraph 4.1.3 must be approved by the UMC member concerned.
- 4.1.5 In the event that any advertisement relating to a particular position needs to be substantially amended after publication, such advertisement must be withdrawn and be re-advertised.

#### **4.2 Headhunting**

- 4.2.1 Headhunting may be undertaken to encourage suitably qualified, skilled, and competent applicants to apply for a position after the position was advertised in order to conduct a diligent search for critical, scarce or special skills.
- 4.2.2 Headhunting for candidates with scarce skills not readily available internally may be undertaken concurrently with the advertisement process.

#### **4.3 Selection process**

- 4.3.1 The selection process must promote equal opportunity, fair treatment, employment equity and optimise service delivery.
- 4.3.2 The selection process must include an interview of selected candidates and be complemented by additional appropriate assessments<sup>1</sup>.
- 4.3.3 A selection committee consisting of a minimum of 4 persons must be appointed and be representative in terms of race and gender.
- 4.3.4 One member who is not involved in the business unit of the university where the appointment is being considered must be appointed to the selection committee on the basis of subject matter expertise, based on the approval of the UMC member concerned.
- 4.3.5 Each member of the selection committee must ensure adherence to policy and employment equity targets.
- 4.3.6 In instances where a selection committee is compromised for any reason whatsoever the selection process must be conducted afresh.

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<sup>1</sup> Recruitment and selection processes are contained in the [Rules for Recruitment and Selection of Permanent and Fixed-Term Employees, which is available on the P&C intranet page.](#)

#### **4.4 Verification of references**

- 4.4.1 Verification of all references must be conducted in a structured, fair and transparent manner and must be recorded.
- 4.4.2 A representative of People and Culture must ensure that the verification of all references and credentials (qualifications, citizenship and criminal record) is conducted prior to the interview, and foreign qualifications must be submitted to SAQA (South African Qualifications Authority) for evaluation.
- 4.4.3 Non-disclosure of any information that may have an effect on the assessment of the candidate may be put to the candidate during the interview to afford the candidate the opportunity to respond thereto so that the selection committee may take the response into consideration when making its recommendation.
- 4.4.4 Failure on the part of a successful candidate to disclose material information during the interview constitutes a ground for disciplinary action.

#### **4.5 Assessment tools**

- 4.5.1 In addition to the interview process as set out in 4.4 above, other assessment tools such as competency assessments, case studies, simulation exercises, and simulation tests may be used, depending on the requirements of the position.
- 4.5.2 Psychometric assessments must be conducted by a registered industrial psychologist or psychometrist, utilising instruments that are scientifically valid and reliable.

#### **4.6 Appointment process**

- 4.6.1 On approval of a recommendation by a selection committee and the next level line manager, an appointment offer must be made to the candidate in writing.
- 4.6.2 Where a choice must be made between South African and non-South African candidates, South Africans candidates must be given preference.
- 4.6.3 Foreign nationals may, subject to the applicable laws relating to immigration, be recruited, if a South African citizen with the required or critical skills and competencies, cannot be recruited following a diligent search.
- 4.6.4 The appointment of foreign nationals must be made conditional on the basis of the transfer of skills to South African citizens in the employ of the university.
- 4.6.5 Foreign nationals without permanent residence may be appointed for a maximum period of five years, subject to the validity of the visas and work permits that may be required during the period of employment.
- 4.6.6 Appointment of Foreign Nationals with permanent residence follows the same process as that of South African citizens.<sup>2</sup>
- 4.6.7 Appointment of a non-designated candidate (white males and white females)<sup>3</sup> must be approved as follows:
  - 4.6.7.1 All non-designated appointments must be verified and recommended by the Director: Talent Management and Organisational Development or his/her designate before submission for recommendation and final approval.
  - 4.6.7.2 Appointments in the support divisions must be recommended by at least two UMC members (People and Culture and one from the appointing divisions), with final approval by the VC's office.
  - 4.6.7.3 Appointments in the Faculties, both the DVC R&I and DVC T&L must recommend, with the final approval by the VC's office.
- 4.6.8 The approval of all appointments must be done by the Chair of the Selection Committee and the next level manager.

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<sup>2</sup> Foreign nationals with permanent residence enjoy the same rights as South African citizens according to the LRA. However, if they were not naturalised prior to 1994 their appointments will not contribute to the EE progress.

<sup>3</sup> Non-designated candidates are white females in line with the EE Act 55 of 1998; however, for the purposes of the NWU, white females are considered as non-designated because of their current overrepresentation status.

## **4.7 Probation**

- 4.7.1 New employees must be provided with a job description, performance development programme, performance agreement, and adequate guidance by the line manager concerned to enable the employee to perform at the required standard.
- 4.7.2 A new employee is appointed on a one-year probation for academic staff and three-month probation for support staff and must attend a New Employee Orientation Programme within the first three months after being employed, and newly appointed academic employees must attend additional orientation into the academia.
- 4.7.3 Probation may be extended for an additional three months for both academic and support employees, should the employee's performance not be satisfactory or further developmental areas be identified.
- 4.7.4 The line manager recommends and confirms the permanent appointment of an employee on probation in consultation with the next level line manager.
- 4.7.5 Should the probation of an employee not be confirmed after the required training, guidance and extension of probation, such non-confirmation must be deemed to be a termination of employment with one calendar month's written notice.
- 4.7.6 Upon receipt of the line manager's confirmation that the probationary period was completed satisfactorily, People and Culture must provide the employee with written confirmation of permanent appointment.

## **4.8 Post retirement appointment**

- 4.8.1 On approval by the UMC, a person who has retired from permanent employment by the university may again be employed on a contract basis for a maximum period of 12 months at a time.
- 4.8.2 In exceptional cases, and in order to retain academic expertise, employees past the retirement age may be employed for a period of 3 years, on the basis of a full motivation submitted by the DVC Research and Innovation to the VC for approval.
- 4.8.3 The appointment of an academic employee past the retirement age must be made conditional on the transfer of academic expertise and research skills to upcoming academic employees of the university.

## **4.9 Re-employment of employees**

- 4.9.1 A person who leaves the employ of the university in good standing may be re-employed.
- 4.9.2 Subject to the reasons for termination of employment, a person who was dismissed from the employ of the university or who resigned pending a disciplinary process may not be re-employed.

Original details: (10225676) C:\Users\NWUUSER\Documents\3P\_3.1 Recruitment and Selection Policy.docm  
7 December 2022

File reference: 3P\_3.1