



STAFF RECRUITMENT AND SELECTION POLICY

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STAFF RECRUITMENT AND SELECTION POLICY

Preamble

Against the background of our vision to discover new frontiers and opportunities that benefit society, thereby advancing our relevance and impact, the Council of the North-West University (“NWU”, “university”) adopted this policy on 19 November 2025 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 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; and
- 1.18 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, meaning that all its employees are its most valuable resource;
- 2.3 acknowledge that critical, scarce and key skills positions need to be retained, developed and acquired on a continuous basis; and
- 2.4 provide a comprehensive policy, procedure and guidelines for the NWU within a structured framework with uniform standards for advertising vacant or new positions, inviting applicants, shortlisting, interviewing, selecting and making appointment decisions.

3 Purpose

The purpose of this policy is to:

- 3.1 ensure that the University recruits, selects, appoints, develops, promotes and retains the best available talent with the required skills, competencies and knowledge, and
- 3.2 ensure the University's adherence to 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 (P4-P6) positions must be advertised concurrently internally and externally.
- 4.1.3 Positions for support employees at peromnes grade 7 and below must be advertised internally, except where inherent skills and abilities are required or no suitable internal candidate is identified.
- 4.1.4 An exception referred to in paragraph 4.1.3 must be approved by the relevant University Management Committee (UMC) member.
- 4.1.5 In the event that any advertisement relating to a particular position needs to be substantially amended after publication, the advertisement must be withdrawn and re-advertised.
- 4.1.6 All vacancies must be advertised on the official recruitment platform, and only online applications may be accepted. In exceptional circumstances, a deviation from this procedure may be approved by the Director: Client Services.

4.2 Headhunting

- 4.2.1 Headhunting may be used to encourage suitably qualified, skilled and competent applicants to apply for a position after it has been advertised, in order to conduct a thorough search for critical, scarce or specialised skills.
- 4.2.2 Headhunting for candidates with scarce skills that are 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 opportunities, fair treatment and employment equity, while optimising service delivery.
- 4.3.2 The selection process must include an interview with the shortlisted candidates, complemented by additional appropriate assessments.ⁱ
- 4.3.3 A selection committee consisting of a minimum of four persons must be appointed and be representative in terms of race and gender.

- 4.3.4 The selection committee members must be on a higher peromnes level than the position being filled. In exceptional cases, one of the panel members may be on the same peromnes level as the position being filled.
- 4.3.5 For the purposes of fairness and continuity, the selection committee for the shortlisting process must be composed of the same individuals who served on the selection committee for the interview process, unless a member or members become unavailable for reasons expressly accepted by the remaining committee members.
- 4.3.6 One member who is not involved in the business unit of the University where the appointment is being considered may be appointed to the selection committee on the basis of their subject matter expertise, provided the relevant UMC member approves.
- 4.3.7 Each selection committee member must ensure adherence to policy and employment equity targets.
- 4.3.8 In instances where the selection committee is compromised for any reason whatsoever, the selection process must be conducted afresh.

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 the South African Qualifications Authority (SAQA) for evaluation if this has not already been done.
- 4.4.3 Non-disclosure of any information that may affect the assessment of the candidate may be raised with the candidate during the interview, to give them the opportunity to respond, so that the selection committee can take this into account when making its recommendation.
- 4.4.4 Failure by a successful candidate to disclose material information during the interview constitutes grounds for disciplinary action.

4.5 Assessment tools

- 4.5.1 In addition to the interview process set out in paragraph 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 using scientifically valid and reliable instruments.

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 African candidates must be given preference.
- 4.6.3 Foreign nationals may be recruited, subject to applicable immigration laws, if a South African citizen with the required skills and competencies cannot be recruited following a diligent search.
- 4.6.4 The appointment of foreign nationals must be made conditional upon the transfer of skills to South African citizens employed by 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 any required visas and work permits during the period of employment.
- 4.6.7 The appointment process for foreign nationals with permanent residence is the same as for South African citizens.ⁱⁱ

- 4.6.8 Appointment of a non-designated candidate (i.e. white males, and non-South Africans)ⁱⁱⁱ must be approved as follows:
- 4.6.8.1 All non-designated appointments must be verified and recommended by the Director: Talent Management and Organisational Development or their designee before submission for recommendation and final approval.
 - 4.6.8.2 Appointments in the support divisions must be recommended by at least two UMC members (one from People and Culture and one from the appointing divisions), with final approval by the Vice-Chancellor (VC).
 - 4.6.8.3 Appointments in the faculties must be recommended by both the DVC R&I and the DVC T&L, with final approval by the VC.
 - 4.6.9 Approval of all designated appointments must be granted by the Chairperson of the Selection Committee and the next level manager.
 - 4.6.10 Feedback will be provided to all candidates regarding the outcome of their application by the People & Culture: Client Services Practitioner.
 - 4.6.11 Candidates who request feedback in writing shall receive it from the Chairperson of the Committee, in consultation with the People & Culture: Client Services Practitioner.
 - 4.6.11 Candidates who contest the outcome of their interview must be referred to the Director: Client Services for further engagement.

4.7 Probation

- 4.7.1 New employees must be provided with a job description, a personal development plan and a performance agreement. They must also receive adequate guidance from their line manager to enable them to perform to the required standard.
- 4.7.2 A new employee is appointed on a one-year probation period for academic staff and a three-month probation period for support staff and must attend a New Employee Orientation Programme within the first three months of employment. Newly appointed academic employees must also attend an additional orientation programme focusing on academia.
- 4.7.3 Probation may be extended by a further three months for both academic and support staff if their performance is not satisfactory or if further developmental areas are 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 an employee's probation not be confirmed after the required training, guidance, and extension of probation, such non-confirmation will be deemed a termination of employment with one calendar month's written notice.
- 4.7.6 Upon receiving confirmation from the line manager that the probationary period was completed satisfactorily, People and Culture must provide the employee with written confirmation of their permanent appointment.

4.8 Post-retirement appointment

- 4.8.1 On approval by the UMC, a person who has retired from permanent employment with the University may be re-employed on a contract basis for a maximum period of 12 months at a time.
- 4.8.2 In exceptional cases, to retain academic expertise, employees past retirement age may be employed for a period of three years, on the basis of a full motivation submitted by the Deputy Vice-Chancellor (DVC) Research and Innovation to the VC for approval.
- 4.8.3 The appointment of an academic employee past retirement age must be conditional upon them transferring their 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.

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- i 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 staff intranet](#).
- ii According to the LRA, foreign nationals with permanent residence enjoy the same rights as South African citizens. However, if they were not naturalised prior to 1994, their appointments will not contribute to EE progress and will therefore be considered non-designated appointments.
- iii In line with the EE Act 55, as amended from time to time, non-designated candidates are white males and foreign nationals. The University subscribes to a policy that promotes the appointment of underrepresented groups.