



RECRUITMENT AND SELECTION POLICY

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PEOPLE AND CULTURE POLICY

POLICY ON RECRUITMENT AND SELECTION

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 2018 to regulate the recruitment and selection for the university regarding all permanent, fixed-term and prospective employees.

1 INTERPRETATION 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 Skills Development Levies Act, 9 of 1999;
- 1.7 Skills Development Act, 97 of 1998;
- 1.8 Mental Health Care Act, 17 of 2002;
- 1.9 Compensation for Occupational injuries and Diseases Act, 130 of 1993;
- 1.10 Occupational Health and Safety Act, 85 of 1993;
- 1.11 The Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000;
- 1.12 Promotion of Access to Information Act, 2 of 2000;
- 1.13 Statute of the North-West University (2017)
- 1.14 National Skills Development Strategy (NSDS III)
- 1.15 Human Resource Development Strategy for South Africa (**current version**)
- 1.16 NWU Values Statement, and Code of Ethics
- 1.17 Behavioural Policy and Behavioral Manual
- 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 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 and uniform standards for the advertising of vacant or new positions, the invitation of applications, the shortlisting, interviewing and selection process 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 regulate the manner in which the acting appointments are made;
- 3.3 regulate the manner in which employees are transferred, deployed and placed;
- 3.4 comply with the provisions in terms of the NWU Behavioural Manual pertaining to probation and the confirmation of permanent appointments of employees, and
- 3.5 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 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

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.

4.3 SELECTION PROCESS

- 4.3.1. The selection process must promote equal opportunity, fair treatment, employment equity and advance service delivery.
- 4.3.2 Additional appropriate assessments must support the selection process, which must include an interview of selected candidates.
- 4.3.3 A selection committee comprising 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 component of the university where the appointment being considered must be made, must be appointed to the selection committee on basis of subject matter expertise.
- 4.3.5 The People and Culture representative attending the selection committee must ensure adherence to the policy and advise on employment equity targets
- 4.3.6 In instances where a selection committee is compromised for any reason whatsoever the selection process must be conducted *de novo*.

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 People and Culture practitioner 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 for evaluation.
- 4.4.3 Non-disclosure of any information that may have an effect on the assessment of the candidate should 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 in its recommendation.

4.5 ASSESSMENT TOOLS

- 4.5.1 In addition to the interview, other assessment tools such as competency assessments, case studies, simulation exercises, and simulation tests may be used, depending on the requirement 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, 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 must be given preference for purposes of redress as intended in the Employment Equity Act, 1998.
- 4.6.3 Foreign nationals may, subject to the applicable law 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 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 visas and work permits that may be required during the period of employment.
- 4.6.6 Appointment of Foreign Nationals with permanent residence will follow the same process as that of South African Citizens.

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 3 months after being employed, and newly appointed academic employees must attend additional orientation into the academia.
- 4.7.3 The Line Manager recommends and confirms the permanent appointment of the employee on probation.
- 4.7.4 Should the probationary employee not be confirmed after all the necessary training, guidance and extension of probation, this will be deemed to be a termination of employment with one calendar month's written notice.
- 4.7.5 Probation may be extended for an additional three months for both academic and support staff, should the employee's performance not be on standard.
- 4.7.6 Upon the satisfactory fulfilment of the probation expectation, confirmation of successful probationary period will be provided by the HR Practitioner via written correspondence.

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, in order to retain academic expertise, employees past 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.

4.9 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 may not be re-employed.

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