Cape Peninsula
University of Technology
creating futures

PO Box 1906, Bellville, 7535
Symphony Way, Bellville, South Africa
+27 21 959 6767 info@cput.ac.za
www.facebook.com/cput.ac.za www.cput.ac.za

POLICY DEVELOPMENT FRAMEWORK

TALENT ACQUISITION AND SELECTION POLICY AND PROCEDURE FOR SENIOR MANAGEMENT ON LEVELS 1 TO 4

Policy Number	Version 2.0
Date of Approval	15 March 2025
Policy Sponsor	VC
Next Review Date	March 2028
Approver	Council
Department/Unit	Human Capital/Talent Management

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1. PURPOSE

The Cape Peninsula University of Technology (CPUT) strives to be a transformative, diverse, and inclusive employer of choice that, through its talent acquisition processes, seeks to attract, recruit, employ and retain high calibre senior managers to provide visionary and strategic leadership to achieve its strategy.

2. SCOPE

2.1. Institutional Scope

2.1.1. This policy is applicable to staff in Peromnes levels 1 to 4 positions and must be read in conjunction with CPUT statute and other applicable policies.

3. OBJECTIVE (S)

3.1. The objectives of this Talent Acquisition and Selection Policy and Procedure for Senior Management levels 1 to 4 are to:

3.1.1. Establish the principles and procedures governing the talent acquisition, selection, and appointment of Senior Management.

3.1.2. Determine the conditions of employment for Senior Management.

3.1.3. Ensure that CPUT attracts, employs, and retains competent and talented individuals to enable the University to achieve its strategic objectives.

3.1.4. Establish a transparent, fair, consistent, and dependable framework for talent acquisition and selection of Staff Members.

3.1.5. Ensure that the talent acquisition and selection process is compliant with labour laws, employment equity statutes and directives regarding the University's Employment Equity targets; and

3.1.6. Promote a diverse workforce that espouses the University values and dimensions of Oneness and Smartness.

4. Policy Principles

4.1. The Search and Selection Committee for Senior Appointments (SSCSA) shall be expected to uphold the confidentiality of the entire selection process, obliged to always keep all confidential documents safe and secure, not divulge information related to the talent acquisition and selection process and are required to sign and/ or declare confidentiality at the start of the shortlisting and interviews process.

4.2. Should there be a breach of confidentiality the University shall invoke the relevant corrective action in accordance to University policies and procedures.

4.3. All applicants shall be treated fairly, consistently, and with respect.

4.4. The University shall endeavour to make merit-based appointments that align with the University's commitment to Transformation and Employment Equity Plan and relevant Targets.

4.5. Generally, no applicant may be shortlisted or appointed if the applicant does not meet the minimum requirements for the position.

4.6. All vacancies shall be dealt with transparently to ensure equal opportunity and to reach the broadest possible pool of applicants. At a minimum, all vacancies shall be advertised on the CPUT website.

4.7. All talent acquisition and selection processes shall be transparent and confidential to applicable parties.

4.8. The University reserves the right to stop the talent acquisition process for any vacancy/ ies at any stage.

4.9. No offer of employment may be made without the candidate's qualifications, previous employment, and criminal record having been duly verified by a reputable service provider.

4.10. Credit checks shall be mandatory for all senior management positions.

4.11. If an adverse finding is made regarding 4.7, the SSCSA will deal with these matters on a case-by-case basis in consultation with the Employee Relations and/or Legal Services departments.

4.12. Preference shall be given to shortlistable and/or appointable South African Citizens.

4.12.1. Where less than two South African Citizens have been shortlisted during the screening process, the SSCSA is allowed to shortlist permanent residents or foreign nationals.

4.12.2. Permanent residents may be considered for appointment on a five year (5) fixed-term contract but will not be given preference regarding the University Employment Equity plans and strategy.

4.13. Foreign Nationals may only be considered for appointment in exceptional circumstances where no suitable and/ or competent South African Citizens have been identified in the Talent Acquisition and Selection process.

4.14. All applicants shall be fairly and consistently measured against the minimum requirements for the position and where applicable as per the criteria stated in the Policy on the Promotion of Academic Staff.

4.15. The assessment of a candidate's appointability is a holistic one, taking into account information and outcomes from applications, CVs, assessments, interviews, employment equity considerations, candidate verification, and references.

4.16. The University does not support nepotism and whilst the employment of family members at CPUT is not precluded, immediate family members may not be appointed in a direct reporting line to an existing Staff Member.

4.16.1. Any recommendation to appoint must be in line with the Policy on the Employment of Family Members, Anti-Bribery and Corruption Policy, and University Code of Conduct

4.17. Existing permanent staff who are appointed to senior management positions may be granted a secondment for the duration of the appointment and shall return to their permanent substantive position on conclusion thereof on the same terms and conditions applicable thereto. During their secondment, they will not be entitled to accumulative or sabbatical leave. The granting of a secondment is subject to Council approval.

4.17.1. Notwithstanding the contract term, an appointee who reaches the maximum normal retirement age of 65 shall be expected to retire at the end of the month in which they turn 65..

4.18. Applicants who will reach the maximum normal retirement age of 65 before the end of the five-year term of office shall only be considered in exceptional circumstances.

5. CREATION OF NEW POSITIONS

5.1. All new senior management positions must be approved by the Council on recommendation by Executive Management (EM). (APPENDIX A – Creation of new positions)

6. FILLING OF NEW AND EXISTING POSITIONS

6.1. When a vacancy arises in respect of an existing position at levels 1 to 4, the Council, on the recommendation of Executive Management, shall use the opportunity to review the position to ascertain if there is a continuing need for it (i.e. whether it should be filled, restructured, placed on hold, or disestablished).

7. COMPOSITION OF SELECTION PANEL

7.1. The Council shall determine the composition of the selection panel members for different roles.

7.2. The Chair of Council and/or their designate (e.g. the Deputy Chairperson) shall Chair the SSCSA and in the Chair of Council's absence, their designate shall chair the SSCSA, failing which the SSCSA members shall elect a chair for the meeting from amongst the Council Members who are present.

7.3. The selection committee shall generally comprise the following:

7.3.1. Chair of Council (Chair) ex officio or their designate for Vice-Chancellor (VC) position

7.3.2. Deputy Chair of Council ex officio

7.3.3. Chair of the Human Resources Committee of Council (HRCC) ex officio

7.3.4. Between two and four external Council Members with relevant expertise, nominated by the Council

7.3.5. One representative nominated by Convocation

7.3.6. Vice-Chancellor for Grades 2 - 4

7.3.7. Two representatives of Management nominated by the Management Committee with at least one being the direct reporting line

7.3.8. One representative of the Senate nominated by the Senate

7.3.9. One representative of the SRC nominated by the SRC

7.3.10. One representative of the Institutional Forum nominated by the Forum

7.3.11. Up to two co-opted external experts may be asked to attend as advisors to the above committee (for example, an Industrial Psychologist and a person holding the same or similar office as the vacant post, at another office as the vacant post, at another institution)

7.3.12. The Registrar as secretariat, compliance and governance

7.3.13. DVC: Operations as the process owner

7.3.14. Human Capital as process support and advisor; One Representative from each recognised Trade Union as an observer;

7.3.15. Centre for Diversity, Inclusivity and Social Change as an observer and

7.3.16. The Employment Equity Specialist as an observer

7.4. The selection committee shall, where possible be representative of race, gender, and disability.

7.5. The quorum shall be fifty percent (50%) plus one (1) of all voting members with at least three (3) Council members (excluding Observers and those in attendance).

7.6. The duly appointed SSCSA members must remain the same from the start of the process to its finalisation (i.e. advert approval, shortlisting and interviews).

7.7. No alternatives are permitted for nominees of University committees/bodies and a nominee may not be replaced once the process commences. When making nominations

University committees/bodies should consider the nominee's relevant expertise and knowledge relative to the post.

7.8. SSCSA members nominated by other committees or structures, do not represent the interests of such committees or structures and participate as individuals exercising their independent judgement in the talent acquisition process.

8. ADVERTISING

8.1. Before advertising a vacant existing post or a new post, the advertisement and the job profile shall serve at the SSCSA for consideration.

8.2. In preparation for the SSCSA first meeting, the Human Capital Department shall:

8.2.1. Prepare a draft advertisement (based on the job description) for consideration and/or approval by the SSCSA.

8.2.2. Prepare a project plan for approval by the SSCSA.

8.3. The Selection Committee (SSCSA) shall meet in-person, virtually or hybrid to:

8.3.1. Consider and/or endorse the draft advertisement, and written inputs received from Committee members who may have not been able to be physically present at the meeting.

8.3.2. Develop a shared understanding of the role based on the Council approved job description and other relevant directives,

8.3.3. Consider and identify the minimum criteria, and preferences,

8.3.4. Determine the media for advertising, and /or the engagement of search agencies and the appointment of a search sub-committee if deemed necessary,

8.3.5. Agree on the selection indicators/tools including presentations, assessments and informal pre-interview discussions with applicants,

8.3.6. Agree on key competencies to be assessed during interviews,

8.3.7. Approve the draft project plan and associated timelines as presented by Human Capital.

8.4. Selection Committee members who due to exceptional circumstances, are not able to attend and want to be part of the talent acquisition process, may make written

inputs on the advertisement for consideration by the Selection Committee members present.

8.4.1. Selection Committee members referred to in clause 8.4 shall be bound by the decision taken by the Selection Committee members present at the meeting.

8.5. The draft advertisement and job profile that served at the SSCSA shall be consulted with the relevant stakeholders, including where applicable, the Institutional Forum, Executive Management, and Senate for Academic positions on the content of the advertisement as informed by the relevant job description and advise the selection committee accordingly;

8.5.1. After consulting with the relevant stakeholders, at least seven days before advertising the position, the Registrar's Office shall circulate the feedback received to the SSCSA via email.

8.5.2. The chairperson on behalf of the committee shall via email approve the final advertisement**.**

8.5.3. Human Capital shall thereafter place the approved advertisement in the chosen media and where applicable engage the relevant search and selection (headhunting) agencies to assist with the selection process.

9. APPLICATIONS

9.1. Applications shall be submitted to Human Capital or through an external agency where applicable, which shall acknowledge receipt.

9.2. Where possible, the SSCSA shall meet within 15 working days of the closing date of applications.

10. SHORTLISTING

10.1. The selection committee shall meet (in-person, virtually or hybrid) as soon as possible to scrutinise applications and supporting documents, and ideally within 15 working days of the closing date for applications

10.2. The selection committee shall finalise the shortlist for interviews by measuring candidates against job-related criteria.Generally, the shortlist should have:

10.2.1. A minimum of two applicants.

10.2.2. A maximum of five applicants.

10.2.2.1. Where more than five applicants meet the minimum requirements for the position, the panel should apply objective criteria to further shortlist *(for example employment equity and advantageous requirements of the position)*.

10.2.2.2. The committee may agree to use a first round of semi-formal interviews to narrow the final shortlist.

10.2.3. Shortlisting Rating Scale

RATING SCALE		
A	**B**	**C**
Meets all the academic qualification requirements and all other criteria AND, where applicable, the Academic Staff Promotions criteria and professional membership etc.	Meets all academic qualification/s requirements but fall short on other criteria (e.g. experience, professional membership etc)	Does not meet the qualification requirements
May be interviewed	**To aid succession planning, internal applicants that meet EE and or Female who fall short by 12 months, may** be interviewed **if insufficient 'A' candidates**	Will **not** be interviewed

10.3. The selection committee shall confirm the interview date.

10.4. Following the SSCSA short-listing meeting, HC shall inform:

10.4.1. The applicants who have been shortlisted and request for their consent to verify qualifications , employment history, reference checks and conduct assessments *(e.g. psychometric assessments etc).*

10.4.2. Non–shortlisted candidates whose application was unsuccessful.

10.5. The filling of any vacancy must follow the approved guidelines, including:

10.5.1. Creation of New Positions (APPENDIX A)

10.5.2. Request to Fill a Vacancy (APPENDIX B)

10.5.3. Advertising of Vacancies (APPENDIX C)

10.5.4. Talent Selection Process (APPENDIX D)

10.5.5. Composition of SSCSA (APPENDIX E)

10.5.6. The Interview Process (APPENDIX F)

10.5.7. Applications and Targeted Searches (APPENDIX G)

10.5.8. Pre-employment Offer Process (APPENDIX H)

10.5.9. Logistics (APPENDIX I)

11. TERMS AND CONDITIONS APPLICABLE TO SENIOR MANAGEMENT APPOINTMENTS

11.1. **General:**

11.1.1. All senior management appointments, including secondments, shall be on a Council-approved fixed-term performance-based contract, for a maximum term of five years.

11.1.2. Senior managers shall be subject to annual performance management, (read in conjunction with the Performance Leadership and Engagement Policy)

11.1.3. The Remuneration Commmitte of Council decides on the salaries and benefits for senior management, and negotiations with candidates shall be within the parameters recommended by RemCom and/or approved by the Council.

11.1.4. Applicants who shall reach the maximum normal retirement age of 65 prior to the end of the five-year fixed term of office shall only be considered in exceptional circumstances.

11.1.5. Notwithstanding the five (5) year fixed term contract, an appointee who reaches the maximum normal retirement age of 65 years before the five (5) year fixed term contract expires shall be required to retire in accordance with CPUT policy.

11.2. New appointments

11.2.1. Generally, new senior management appointments shall be five-year fixed-term performance-based contracts, subject to CPUT retirement age policy. Where the Council has approved the creation of a temporary position (less than five years), the appointment shall generally be linked to the term of the temporary position.

11.2.2. Should an internal staff member be appointed to the position, it may be required for that particular staff member to serve a reasonable notice period in their current position in line with their contractual obligations to allow time for the Line Manager to arrange a replacement.

11.3. Re-engagement

11.3.1. Re-engagement of senior managers occurs where the Council agrees that the position filled by the senior manager should continue past the fixed term end date either:

11.3.1.1. as defined under the current job profile (refer to Appendix A); or

11.3.1.2. as defined under an amended job profile (approved by the Council) where the needs of the organisation have changed (refer to Appendix A).

11.3.2. Where a senior manager is re-engaged and approval is granted to retain their services, a new fixed-term contract of employment (of a maximum term of 5 years or retirement age of 65 whichever comes first) shall be issued.

11.3.3. At the expiry of the first term contract, a senior manager may be offered a maximum of one (1) fixed-term re-engagement contract based on operational needs, individual performance, and Council approval. The post must be advertised at the end of the fixed- term of re-engagement contract. If in good standing, the current incumbent may

apply for the advertised position. Council may, in its sole discretion, elect to offer the incumbent a re-engagement contract for less than the full five-year term.

11.4. Secondments

11.4.1. A secondment of a permanent staff member can apply under two scenarios, namely:

11.4.1.1. Council approved recommended candidate secondment

11.4.1.1.1. This applies where the Council approves the appointment of a permanent staff member, identified via the full Talent Acquisition process, to a senior management position on a secondment basis (maximum 5-year term). The granting of a secondment, as opposed to a new appointment (refer to 11.2), is not automatic and is subject to approval by the Council.

Council may, in its sole discretion, elect to offer the seconded staff member a secondment contract for a period of less than the full five-year term.

11.4.1.2. Acting appointments

11.4.1.2.1. This applies where there is an operational requirement for a suitable candidate to be temporarily appointed to a position while the Talent Acquisition process is being finalised.

11.4.1.2.2. An acting appointment shall require Council approval if it is longer than three months.

11.4.1.2.3. Should the duration be less than three months, Executive Management must approve.

11.4.1.2.4. In the case of a VC position, the Council shall approve the appointment even if it is less than three months.

11.4.1.2.5. The secondee shall retain the grade of their substantive position and shall be paid an allowance for the secondment period.

11.4.2. Upon completion of the secondment period, the incumbent shall return to their permanent substantive position or an equivalent position within CPUT, on the same general terms and conditions applicable to the contract of employment before the secondment.

11.4.3. A fixed-term secondment contract, specifying the terms and conditions applicable during the secondment period, shall be issued to the staff member.

11.4.4. During the secondment period, the seconded staff member's permanent contract and associated terms and conditions shall be put on hold.

11.4.5. The seconded staff member will not be entitled to utilise their accumulative leave or sabbatical leave.

11.5. Foreign Nationals

11.5.1. All appointments of Foreign Nationals shall be subject to (*a suspensive condition*) that the candidate procuring a valid work permit for the duration of the fixed term contract (maximum term of 5 years) as soon as reasonably possible, but in all instances prior to the start date of the contract.

11.5.1.1. It is the responsibility of the appointed Foreign National to ensure that all relevant documentation from Home Affairs that needs to be completed by the Foreign National is obtained. (This should be read in conjunction with the Policy on Employment of Foreign Nationals)

11.5.2. If the Foreign National fails to secure a work permit on or before the agreed start date, the Foreign National shall not be allowed to commence work, and the VC, as delegated by Council, may based on the situation either:

11.5.2.1. Withdraw the offer/contract of employment, because the Foreign National failed to meet the suspensive condition attached to the contract; or

11.5.2.2. Extend the period in which the Foreign National shall meet the suspensive condition (that is to secure a valid work permit for the duration of the fixed term contract).

12. RE- EMPLOYMENT OF FORMER CPUT STAFF

12.1. Whether a person who was previously employed by CPUT may be reemployed by the University shall depend on the reasons for, and circumstances under which, the previous contract of employment was terminated.

12.2. Generally, a person not in good standing at the point of exit from the University may not be reemployed.

13. Commonly Used Terms & Definitions

13.1. Advantageous requirements of the position	Additional criteria which is not essential for job performance but may result in improved performance.
13.2. Ad hoc SSCSA panel	A panel established by Council to conduct a targeted search for a position that requires a candidate to have highly specialised, scarce or critical skills.
13.3. Applicant	A person who has made a formal application (via the procedures outlined in this policy) for a vacant position at CPUT.
13.4. Appointable	Description of candidate who meets all and/ or exceeds most of the requirements and is likely to perform very well in the position.
13.5. Appointment	Act of appointing or placing a candidate. The candidate may be an existing Staff Member of the University or new entrant.
13.6. Academic staff	Any person appointed to teach or to do research at the University and any other Staff Member designated as such by the Council of the University.
13.7. Benchmarking	The process by which internal job descriptions are matched to external job descriptions with similar responsibilities to identify the market grade for each position.
13.8. Candidate	An applicant who has been shortlisted for, and invited to, an interview/s for a vacancy within CPUT.
13.9. Canvass	To promote or lobby for support for any candidate(s) with SSCSA members or other people ahead of the selection committee, or to act in any other way that could introduce bias or be perceived to introduce bias in this process.
13.10. Chair of Council	Person appointed by Council in terms of the Institutional Statute for the Cape Peninsula University of Technology.

13.11.	**Chair of SSCSA**	Person appointed by Council to serve as the chairperson on the SSCSA panel for a Council-approved position.
13.12.	**Competent**	Description of a person who has the required knowledge, skills, abilities, and personality characteristics to perform a position at the required performance level.
13.13.	**Confidential information**	Information disclosed and/ or discussed as part of the Talent Acquisition process, including but not limited to, the deliberations and decisions taken by the SSCSA members, candidates shortlisted and their personal information, candidates interviewed and their personal information, documentation submitted as part of the Talent Acquisition process (e.g. CV's, references, copies of qualifications, etc), assessment reports and marks allocated to candidates.
13.14.	**Council**	Organisational structure established in terms of the Institutional Statute for the Cape Peninsula University of Technology and includes sub-committees of council.
13.15.	**Critical skills**	Those positions which the incumbent is required to exert critical influence on the strategic and operational objections of the University.
13.16.	**Designated groups**	Groups as defined in the Employment Equity Act, and includes Black people (African, Coloured and Indian), women and people with disabilities.
13.17.	**Foreign National**	An individual who is not a South African citizen as defined by the Employment Services Act No.4 of 2014 or does not have a permanent residence permit issued in terms of the Immigration Act No.13 of 2002 (as amended).

13.18. Good standing	A Staff Member or ex-Staff Member of CPUT who, at the time of their application for a vacancy: • Has complied with all their obligations to CPUT; • Was/ is not under suspension (currently or at the time of their termination); • Was/ is not facing a pending disciplinary hearing (currently or at the time of their termination); • Has not previously been dismissed from CPUT for serious misconduct (especially dismissals where dishonesty was involved)
13.19. Hiring Manager	• The Line Manager in a higher-level position in the reporting line of that particular unit/ department who endorses an existing position to be filled.
13.20. Immediate family members	Family members that include the following: spouse, child, adopted child, sibling, parents, parents and sibling's in-law or any other relevant immediate family (e.g., cousin, nephew, niece, aunt, uncle etc)
13.21. Incumbent	The person appointed to a particular position.
13.22. Internal Applicant	The following categories of persons qualify as internal candidates for the purposes of this policy: • Permanent Staff Members; • Fixed-term contract Staff Members.
13.23. Job evaluation	Process of analysing and assessing various jobs systematically to ascertain their relative worth within the CPUT structure. CPUT currently uses the Peromnes job grading system.
13.24. Line Manager	The person with direct managerial responsibility over the position being recruited for.

13.25. Listed grounds	Characteristics which may not be used to unfairly discriminate/ differentiate between applicants or candidates and include: race, gender, sex, pregnancy, marital status, family responsibility, ethnic of social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth or any other arbitrary ground.
13.26. Merit	The candidate has the qualifications and competence (skills, abilities and knowledge) deemed to be most suitable for the job.
13.27. Minimum requirements for the position	Reflect the inherent requirements for the position, which are used for screening and shortlisting. The criteria may include qualifications, experience, knowledge, skills, and behaviours (competencies) that are necessary for performing a particular position at the requisite level of excellence. This criterion must be objectively measurable from CV or application.
13.28. Organogram	A diagrammatic representation showing the hierarchical structure of the University and the relationships and relative ranks of its parts and positions.
13.29. Permanent Resident	A person (immigrant) who is allowed to reside indefinitely within South Africa although the person is not a citizen.
13.30. Peromnes Level	The outcome of an assessment of the impact, seniority, accountability, and expectations for a specific position in order to group positions with equal value. CPUT utilises the Peromnes job grading system to evaluate positions within the University.
13.31. Position	A role which has been approved within the organisational structure that has a defined set of minimum requirements that need to be performed by the incumbent. Positions can either be Council funded or externally funded.
13.32. Promotion	The advancement of a Staff Member within the University to a position at a higher level.

13.33. Recommended Candidate	The person the panel recommends as the most suitable candidate post the selection process having been followed.
13.34. Redeployment	The process of moving a Staff Member to a different position or requiring a Staff Member to work in a different location or unit. Redeployment generally occurs where there is a legal requirement for the University to consider reasonable accommodation (consider alternative suitable employment) of the Staff Member due to circumstances affecting the Staff Member's position, which has resulted from no fault of the Staff Member or the University. For example: redundancy, organisational change/ redesign, incapacity (poor work performance or ill health).
13.35. Referee	A person nominated by the applicant who is willing to provide information on a confidential basis regarding the candidate's suitability for the position.
13.36. Scarce skills	Those are skills that have been identified by the South African Government and/ or the University as being of critical influence, and for which a shortage of suitably qualified applicants exists in the marketplace, or where the skills are not available in the short term to meet the replacement demand.
13.37. Secondment	Arises when a temporary vacancy is created (e.g. due to sabbatical leave, long sick leave, emergency replacement, etc.) and an existing permanent Staff Member is deployed to this position but retains his/ her permanent position to which s/he returns on completion of the secondment term.
13.38. Senior Manager	Any of the following; Vice-Chancellor, DVC, Deans, Executive/ Senior Directors and Registrar, as per CPUT statute.
13.39. Senior management position	A Council approved position at CPUT that has been graded between levels 1 to 4.

13.40. South African Citizen	People who have acquired citizenship through: a) birth; b) decent or c) who became citizens by naturalisation before 27 April 1994, or who would have been entitled to acquire citizenship by naturalisation prior to 27 April 1994 but were precluded by apartheid policies.
13.41. Support staff	Any person appointed to a position which does not involve teaching at the University and/ or has not been designated as an academic position by the Council of the University. Support staff includes Staff Members employed in technical positions.
13.42. Talent Acquisition	Process of finding, acquiring, assessing, and hiring applicants to fill positions that are required to meet the University's goals and fill project requirements.
13.43. Temporary vacancy	Employment situation where the work requirement is of a temporary nature due to the permanent incumbent being temporarily unavailable (e.g. maternity leave, Incapacity Ill Health, suspension, etc) or where there is a need to temporarily fill a position whilst a talent acquisition process is underway.
13.44. Trade Union	An association of employees whose principal purpose is to regulate relations between employees and employers.
13.45. Trade Union Representative	A CPUT Staff Member who has been duly appointed by a recognised Trade Union with section 14 organisational rights to act in this position.
13.46. Transfer	A horizontal or lateral movement of a Staff Member from one position, section or department to another position, section or department at the same or another location. In this regard, the Staff Member's salary, terms and conditions of service, status and responsibilities may change to reflect the position that the Staff Member will be performing subject to any collective agreements that may apply. (This must be read in conjunction with the Acting, Additional Responsibility and Secondment Policy).

13.47.	**Transformation**	A multifaceted and integrated process that provides diverse and inclusive environment, staffing, policies, recruitment, administration and talent development to enhance the quality of work-life for the university community (i.e. academic, administrative/support). It ensures different diversity and inclusivity dimensions, reasonable access, success, equity, equality and redress to enhance cohesive staffing, benefits, services, opportunities and institutional culture. It advocates for social-responsive work-life that is aimed at redressing past inequalities through the elimination of discriminatory practices based on race, gender equality and diversity including gender-based violence, culture, disability, language and related intolerances.
13.48.	**University**	Cape Peninsula University of Technology
13.49.	**Vacancy**	An approved permanent or temporary position within the University's organisational structure which is unoccupied due to it being a new position or the departure of the previous incumbent.

In this policy, unless inconsistent with the context, words referring to any one gender shall include a reference to the other gender; the singular shall include the plural and vice versa.

14. Responsibility

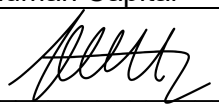
14.1. Council
14.2. Human Resource Committee of Council
14.3. Search and Selection Committee for Senior Appointments
14.4. Senior Management
14.5. Deans and Directors
14.6. Heads of Department
14.7. Human Capital Department
14.8. Human Capital Business Partners

Accountability and Authority:	
Implementation:	Human Capital Department
Compliance:	Human Capital Department, Senior Management, and Line Management
Monitoring and Evaluation:	Human Capital Department (Talent Management Unit)
Development/Review:	Human Capital Department, Human Capital Committee of Council (HRCC)
Approval Authority:	Council
Interpretation and Advice:	Human Capital Department

<table>
<tr><th colspan="6">Policy Development Framework</th></tr>
<tr><td>Policy Type(s):</td><td colspan="5">A: Administrative Policy

B: Institutional Governance Policy</td></tr>
<tr><td>Policy Group(s):
Delete categories that are not relevant</td><td colspan="5">A: Governance and Academic</td></tr>
<tr><td rowspan="2">Type:
Tick document category</td><td>Policy</td><td>√</td><td>Guideline</td><td></td><td>Manual</td></tr>
<tr><td>Procedure</td><td></td><td>Regulation</td><td></td><td>Plan</td></tr>
<tr><td>CPUT Statute and/or Regulation Reference no. and date:</td><td colspan="5">• Cape Peninsula University of Technology Statute, Government Notice No 46382 of 20 May 2022</td></tr>
<tr><td>Relevant Legislation and/or Policy, Codes of practice, Professional authorities:</td><td colspan="5">• Basic Conditions of Employment Act, No. 75 of 1997 (as amended)
• Codes of Good Practice as embedded in Employment Equity Act (as amended)
• Constitution of the Republic of South Africa, 1996 as ammended
• Department of Home Affairs. 2023. Immigration Act. 2002, (No. 13 of 2002). (as amended)
• Critical Skills List. Notice 11628. Government Gazette,49402:700, 3 October 2023. (as amended)
• Employment Equity Act, No. 55 of 1998 (as amended)
• Employment Services Act, No. 4 of 2014 (as amended)
• Higher Education Act, No. 101 of 1997 (as amended)
• Immigration Act, No, 13 of 2002 (as amended)
• Labour Relations Act, No. 66 of 1995 (as amended)
• Promotion of Access to Information Act, No. 2 of 2000 (as amended)
• Protection of Personal Information Act, No. 4 of 2013 (as amended)
• Refugees Act, No. 130 of 1998 (as amended)
• Skills Development Act, No. 97 of 1998 (as amended)</td></tr>
</table>

	• South African Citizenship Act, No. 88 of 2005 (as amended)
Relevant Institutional Policies/ documents/manuals/ handbooks	• Acting, Additional Responsibility and Secondment Policy • Anti-Bribery and Corruption Policy • Business Continuity Management (BCM) Policy • Business Continuity Management (BCM) Strategy and Plans • CPUT Ethics Framework • CPUT Statute 20 May 2022 as ammended • Combined Assurance Framework • Compliance Management Policy • Compliance Management Strategy and Programmes • Conflict of Interest Policy • Disability Policy • Employment Equity Plan • Enterprise Risk Management (ERM) Framework and Methodology • Enterprise Risk Management Strategy and Plans • Internal Audit Charter • Internal Audit Strategy and Plans • Learning and Development Policy • Performance Leadership and Engagement Policy • Policy on Employment of Foreign Nationals • Policy on the Employment of Family Members • Policy on the Promotions of Academic Staff • Relocation Policy • Remuneration and Benefits Policy • Risk Management Policy • Quality Assurance and Management Policy

Policy Reference and Version no.:					
Consultation Process To be verified and signed off before approval					
Policy Owner/Sponsor		Council			
Compliance Officers		Human Capital			
Certification of Due process: To be verified and signed once approved by the relevant authority		 Vice Chancellor		25.08.2025 Date	
Approval Date		**Commencement Date**		**Review Date**	

REVISION HISTORY: Only applicable to amended or reviewed Policies. Record details of amendments/revision.					
Version No.	**Approved/ Rescinded**	**Date**	**Approving Authority**	**Resolution Number/** (Minute number)	**Date for next review** (start date for review process)
1.0			Council		

For office use only	
Policy Group (Broad Policy field)	Governance and Administration
Subject (Policy sub-field)	Policies
Reference Number	
Version Number	
Key Words:	Talent acquisition, selection, recruitment, advertising, vacancies, promotion, panel, interview, shortlisting, senior management

APPENDIX A

Approval for Senior Management Structure

1. All senior management positions must be approved by the Council on recommendation of EM and have a post number included on the organogram
2. As part of its quarterly activities, HRCC is required to analyse the senior management structure to establish:

Role Category	Change?	Approval Required	Documentation required
Vacant role[1]	Unchanged	HRCC	HRCC minute
	Redundant	Council	See section 3 below
	Amended	Council	
New role	New[2]	Council	See section 3 below

Notes:

i) Either due to an incumbent leaving prior to the end of the fixed term contract (for any reason), due to the expiry of the fixed term contract or temporary incapacity due to ill health, etc.

ii) The need for the creation of a new role can be identified by Council or Executive Management.

3. In the event of a new role and an amendment to an existing role, the Chairperson of HRCC will be required to submit a motivation to the Council for approval which must include the following :

3.1 Job profile

3.2 Grade

3.3 Benchmark

3.4 Budget and financial implications

3.5 Strategic pillar the role will address

3.6 Outcome of a cost-benefit analysis

3.7 Summary of any cost savings from other areas that can be utilised to fund the creation of the new position

4. In the event of a redundant role, the Chairperson of HRCC shall be required to submit a motivation to the Council detailing why the role should be declared redundant and removed from the senior management structure.

5. Where the Council approves a new or amended position, it should be included in the organogram for senior management structure and the relevant faculty/ department (as applicable), with an approved position number allocated.

	ROLE APPROVAL		**FILLING OF AN APPROVED VACANCY**	
	Identify	**Preparatory steps**	**TAF Form (Draft)**	**TAF (Sign-off)**
New	• Management Team • Council • HRCC	• Job Profile • Grade • Benchmark • Budget • Motivation	• Line manager • HC	• See Matrix below
Existing (no change)	• HRCC	• Benchmark • Budget	• Line manager • HC	• See Matrix below
Existing (change)	• Management Team • Council • HRCC	• Job Profile • Grade • Benchmark • Budget • Motivation	• Line manager • HC	• See Matrix below

APPENDIX B
FILLING AN APPROVED VACANCY

1. Where Council has approved filling an approved senior management position vacancy, the Line Manager must complete a Talent Acquisition Form (TAF) which is then submitted to HC for verification and processing.
2. No senior management talent acquisition process may be initiated:
   - 2.1 If there is no Council (refer to Appendix A) approval;
   - 2.2 If there is no proof that the senior management position is in the establishment and is budgeted for;
   - 2.3 Unless the TAF has been signed by the appropriate designated person (see table below);
   - 2.4 If there is no job analysis and job grading and/ or benchmarking confirmed by HC;
   - 2.5 If the position is not included in the organogram (with a position number) for the senior management structure and the relevant faculty/ department (as applicable); and
   - 2.6 If a copy of the approved Employment Equity Plan for the senior management structure is not included in the TAF.
3. The TAF form must be signed by the appropriate designated person(s) as per the below Delegation of Authority Matrix:

Delegation of Authority Matrix	
Peromnes level	**Approval**
1	Chairperson of Council
2	VC and Chairperson of Council
3-4	DVC, VC and Chairperson of Council

4. For scarce or critical skills positions, the Council shall approve any deviation from the minimum qualification requirements.

5. Approved and funded vacant positions must be advertised and filled as soon as possible from the date of approval of the vacancy or from the date of approval of a new position. This should ordinarily be done within three (3) to six (6) months for academic staff and immediately and up to three (3) months for support staff which is in line with talent management's value proposition, unless there are valid reasons not to do so.

APPENDIX C

Advertising of Vacancies

1. ADVERTISING PROCESS

1.1 Prior to advertising a vacant existing position or a new position, the Council shall consult with relevant stakeholders, including, where applicable, the Institutional Forum, Executive Management, and Senate, regarding the priorities for the position and the job description and direct the selection committee accordingly.

1.2 The SSCSA should meet early in the process to:

1.2.1. Develop a shared understanding of the role based on Council-approved job description and other directives;

1.2.2. Identify the minimum criteria, and advantageous requirements of the position;

1.2.3. Determine the media for advertising, and /or the engagement of search agencies and the appointment of a search sub-committee if deemed necessary;

1.2.4. Agree on the selection indicators/ tools including presentations, assessments, and informal pre-interview discussions with applicants;

1.2.5. Agree on key competencies linked to the approved job profile to be assessed during interviews;

1.2.6. Agree on the draft project plan, with timelines, prepared by HC.

2. Subsequent to this meeting, HC shall:

2.1 Prepare a draft advertisement (based on the agreed requirements and the job description) for the Chairperson to approve and finalise on behalf of the committee.

2.2 The advert shall be submitted to all committee members for confirmation by email at least seven (7) days before advertising (a draft advertisement may also be prepared ahead of the meeting if sufficient information is available).

2.3 Finalise the project plan for approval by the Chairperson on behalf of the Committee.

2.4 Place the approved advertisement in the chosen media.

2.5 Liaise with the relevant recruitment agency and/or Executive Search agencies where applicable.

3. An advertisement shall only be placed where the following has been complied with:

3.1 An updated/ current job profile (validated by the Organisational Design Specialist).

3.2 An approved Talent Acquisition Form (TAF) which is in line with an updated/ current job profile.

3.3 The advertisement content approved by the Line Manager, in consultation with the Human Capital Business Partner (HCBP), and

3.4 It is the responsibility of the HCBP to submit the required documentation to the relevant office as per clause.

4. PLACEMENTS OF ADVERTISEMENTS

4.1 All approved abridged advertisements shall be placed as follows:

4.1.1. University Website; and

4.1.2. In one or more of the following media:

4.1.2.1. One or more National newspapers

4.1.2.2. Other approved digital platforms (i.e. social media, websites)

4.1.2.3. Other relevant platforms/forums e.g. Research Gate and National Deans forum. etc,

4.2 In compliance with CPUT commitment to transformation, and the need to source the best candidates for vacant positions, the primary means for advertising vacancies, internally and externally, shall be the University's website.

4.3 The cost of advertising shall be borne by HC.

5. ADVERTISEMENT REQUIREMENTS

5.1 All advertisements must clearly state that appointments shall be made in accordance with CPUT Policies, Procedures and Practices.

5.2 Advertisements must clearly and unambiguously state the minimum requirements for the position which will be used for screening and shortlisting. Other relevant assessment criteria (including advantageous requirements for the position) shall be stipulated in the advertisement.

5.3 A composite advertisement/s shall be placed in external media, and the full-length advertisements shall be placed on the University website.

5.4 All advertisements on the University's website shall carry a caption that clearly states the employment equity intent of the University, but advertisements shall not place specific restrictions on applicants applying for the position based on race, gender, or disability status.

5.5 All advertised vacancies (internal and external) shall remain open for two to three weeks, depending on their nature and the need to source scarce or critical skills for the position. The closing date must be specified on the advert.

5.6 Where there are no suitable applicants or appointable candidates, the Chair of SSCSA, in consultation with the SSCSA members, may approve/ decline the re-advertising of positions where justified.

APPENDIX D

Talent Selection Process

1. APPLICATIONS

1.1 Applications shall be submitted to HC, which shall acknowledge receipt.

1.2 Incomplete applications, and those submitted through channels that are not defined in the advert or agencies that have not been preferred with the search assignment, shall not be considered.

1.3 The SSCSA and Human Capital are not obliged to follow up on missing information in an application.

1.4 After the closing date, the Human Capital department shall:

1.4.1. Prepare a matrix in which applicants are classified according to whether they meet the stipulated requirements or not.

1.4.2. In cases where there is no sufficient candidates to proceed, the Senior Manager HC may approve the headhunting process without going back to SSCSA.

1.4.3. Submit to the Secretariat a bundle that consists of the advert, project plan, and the matrix for circulation to the SSCSA members as soon as possible but not less than three days prior to the shortlisting meeting

2. SCREENING AND SHORTLISTING

2.1 HC administers the shortlisting process.

2.2 After the closing date, the HC department shall:

2.2.1. Prepare a matrix of all applicants filtered as per the minimum requirements for the position, clearly indicating those that meet the minimum requirements and those who do not and, where applicable, filtered based on the screening questions for the position;

2.2.2. Submit the project plan, advertisement, and matrix (separated into screened-in and screened-out) to the Secretariat to prepare the agenda for distribution to the SSCSA members as soon as possible on behalf of the Chairperson of the SSCSA, but not less than three days prior to the SSCSA shortlisting meeting;

2.3 As soon as possible (ideally within 15 working days of the closing date for applications), the SSCSA shall meet in-person, virtually or hybrid to:

2.3.1. Review applications;

2.3.1.1. The SSCSA members may not vary the requirements during the process.

2.3.1.2. If the minimum requirements or other assessment criteria in the advert or job profile are missing or incorrect, the SSCSA shall stop the shortlisting process, and the position should be re-advertised with the correct minimum requirements or other assessment criteria.

2.3.2. Finalise the shortlist by assessing applications against job-related criteria as per the advertisement.

2.4 Generally, the shortlist should have:

2.4.1. A minimum of two (2) applicants.

2.4.2. A maximum of five (5) applicants.

2.4.3. Where more than five applicants meet the minimum requirements for the position, the panel should apply an objective criteria to further shortlist (for example employment equity and requirements defined as advantageous for the position).

2.4.3.1.1. The committee may use preliminary interviews to narrow the final shortlist.

2.4.3.2. **The following rating scale shall be utilised for shortlisting:**

RATING SCALE		
A	**B**	**C**
Meets all the academic qualification requirements and all other criteria AND, where applicable, the Academic Staff Promotions criteria and professional membership etc.	Meets all academic qualification/s requirements but fall short on other criteria (e.g. experience, professional membership etc)	Do not meet the qualification requirements

May be interviewed	**To aid succession planning, internal applicants that meet EE and or Female who fall short by 12 months may** be interviewed **if insufficient 'A' candidates**	Will **not** be interviewed

3. ASSESSMENT OF ACADEMIC APPLICANTS BASED ON POLICY ON PROMOTION OF ACADEMIC STAFF

3.1 All shortlisted applicants for applicable academic senior management positions shall submit a detailed CV on the designated template and a portfolio of evidence, which shall be assessed against the Policy on Promotion for Academic Staff criteria to determine their suitability for consideration at an appropriate Academic level as per CPUT policy.

3.2 The promotion assessment process:

3.2.1. The Talent Management Team requests that the shortlisted applicants submit a comprehensive CV using the Promotion of Academic Staff CV template and a portfolio of evidence as per the Guidelines embedded in the Policy on Promotion of Academic Staff.

3.2.2. After receiving the documents mentioned in 3.2.1, the Talent Management Team shall submit them to the DVC: Research, Technology Innovation and Partneships, who convenes a committee as per item 4.3 and Appendixes B, E, and F of the Policy on Promotion of Academic Staff to assess the applications against the criteria.

3.2.3. The DVC: RTIP communicates the outcome of the assessment process in writing to Talent Management which shall give feedback to the Chairperson of SSCSA, VC, and relevant DVC/s,

3.3 In cases where the assessed candidate does not meet the Academic Staff promotions criteria, the VC, in consultation with the Chairperson of the SSCSA shall advise on excluding the candidate from the shortlist.

4. PROCESS TO BE FOLLOWED AFTER THE SSCSA SHORT-LISTING MEETING

4.1.1. In case of the VC position for internal non-shortlisted applicants, the SSCSA Chairperson or his or her designate shall give verbal and written feedback on the outcome of their application.

4.1.2. For levels 2 to 4, in a case of internal non-shortlisted applicants, the VC or his/her designate will have delegated authority to give verbal and written feedback on the outcome of their application.

4.1.3. For external applicants, HC shall provide written feedback that their application was unsuccessful.

4.1.4. HC Inform the applicants who have been shortlisted and request their cooperation with verifying their credentials, (e.g. qualifications, criminal record, professional body registration, etc.), employment history, and reference checks.

4.1.5. In line with the University's Employment Equity Plan, South African Citizens shall be given preference.

4.1.5.1. Where there are sufficient shortlistable South African citizens, the committee may only interview them.

4.1.6. Where there is insufficient shortlistable South African applicants, the SSCSA may shortlist applicants who are permanent residents or foreign nationals.

5. INTERVIEW PROCESS

5.1 **All interviews shall generally be conducted virtually, unless required otherwise.**

5.2 **INTERVIEW DATES**

5.2.1. The interview date should be set for SSCSA to conduct the interviews as soon as possible (ideally within twenty (20) working days after the shortlisting).

5.2.2. Human Capital shall be granted a minimum of fifteen (15) working days to conduct background checks on all shortlisted candidates prior to the interviews, and any adverse findings shall be communicated to the Chairperson and the VC for guidance.

5.2.3. In the case of an adverse finding under 3.8, the SSCSA will deal with these matters on a case-by-case basis in consultation with the Employee Relations and/ or Legal Services departments.

5.3 **EVALUATION CRITERIA**

5.3.1. Interview questions and the presentation topic should not be arbitrary and shall be determined in advance as follows:

5.3.2. Process for VC vacancy

5.3.2.1. The Chairperson of Council, or his/her designate shall provide HC with a presentation topic to be communicated to shortlisted candidates.

5.3.2.2. The Chairperson of SSCSA, supported by HC, shall formulate and finalise competency-based interview questions, which shall be used to assess the competency of the candidates against the requirements of the position.

5.3.3. Process for Grades 2 - 4

5.3.3.1. The reporting line manager shall provide HC with a presentation topic that has been endorsed by the Chairperson of the SSCSA to be communicated to shortlisted candidates.

5.3.3.2. The VC or relevant reporting line and the Chairperson of the SSCSA supported by HC, shall formulate and finalise competency-based interview questions to assess the competency of the candidates against the requirements of the position.

5.4 Only position-related criteria contained in the advert or job profile, may be used in evaluating a candidate's competency and may include:

5.4.1. Qualifications

5.4.2. Experience

5.4.3. Skills/ competencies

5.4.4. Knowledge

5.4.5. Applicable behaviour relative to the role

5.4.6. Recognition of Prior Learning (RPL)

5.5 The assessment of a candidate's appointability is holistic, taking into account information and outcomes from applications, CVs, assessments, interviews, employment equity considerations, candidate verification, and references.

5.5.1. The candidate's performance in the interview should not be the sole basis for decision-making on appointability.

5.6 When an applicant is known to a committee member(s), they must declare to the Chairperson.

5.6.1. In the case of the Chairperson, a declaration must be made to the SSCSA. The SSCSA must consider the declaration/s and determine whether the committee member will be able to bring an independent mind to the process. If not, the committee member must recuse themself.

5.6.2. Committee members may not motivate for or against a candidate based on their prior knowledge of, or the relationship with the candidate, and must confine the assessment to the information made available through the process.

5.6.3. In cases where such prior knowledge relates to proven fraud, misconduct or misrepresentation, the committee member must inform the committee at the shortlisting meeting and/or prior to the interviews. Such allegations by a committee member must be tested and/or verified before being used to inform any decision.

5.6.4. Selection committee members should not rely on hearsay information.

5.7 **ASSESSMENTS**

5.7.1. The SSCSA members shall decide on the applicability of any competency-based assessment.

5.7.2. Where a competency-based assessment is applicable, the SSCSA members must decide on the format and the weighting it will have, if any, in the selection process.

5.7.3. Reliable and culturally unbiased psychometric tests and/or questionnaires shall be utilised in the selection process in a fair and equitable way, in conjunction with other assessment tools.

5.7.4. HC shall procure a reputable Service Provider to conduct any assessment/s and present the outcome to the SSCSA members. The cost of assessment will be borne by HC.

APPENDIX E

ROLE OF THE COMMITTEE MEMBERS

1. THE CHAIRPERSON OF SSCSA's ROLE IS TO ENSURE THAT:

1.1. There is compliance with CPUT Policies and Procedures and Ethics Framework.

1.2. The entire talent acquistion and selection process is dealt with in a confidential manner.

1.3. The advert approved by the SSCSA is aligned with the job description/ profile.

1.4. The SSCSA is appropriately constituted in terms of the Senior Management Talent Acquisition , Selection Policy and Procedure, and applicable Appendices.

1.5. There is consistency and fairness during all stages of the talent acquisition and selection process.

1.6. All applicants are treated fairly, consistently and with dignity.

1.7. The structure and process for all stages of the talent acquisition and selection process is outlined.

1.8. The SSCSA is briefed on acceptable and unacceptable categories of questions. Questions that enquire about any of the listed grounds should be avoided unless relevant to the inherent requirements for the position.

1.9. All oral objections by observers/ SSCSA members are fully addressed by the SSCSA in Committee and reasons for the SSCSA's response to the objection raised are provided.

1.10. Should the objection/s not be upheld, the observer or SSCSA member may refer to the escalation procedure in Clause 8 in this policy.

1.11. Facilitate discussions amongst SSCSA members to reach a consensus during the selection process.

1.12. If the Chairperson of SSCSA cannot obtain consensus, arrange a vote by show of hands and exercises a casting vote in the event of a tie.

1.13. With the delegated responsibility from the Council and with the support of VC, and Human Capital, extend the offer of employment to the duly approved recommended candidate.

1.14. In the case of a VC position, the Chairperson of Council or designate with the support of the Human Capital extends the offer of employment to the dully approved recommended candidate.

1.15. Where there are no suitable appointable candidates, the Chairperson of SSCSA in consultation with the SSCSA members may decide to approve the re-advertising of the position

1.16. With the support of the Human Capital, ensure all candidates are in good standing.

2. THE ROLE OF VOTING SELECTION PANEL MEMBERS IS TO ENSURE THAT:

2.1. They conduct themselves in a fair and transparent manner, and comply with the Senior Management Talent Acquisition and Selection Policy and Procedure, CPUT Policies and Procedures and Ethics Framework.

2.2. They uphold the confidentiality of the entire selection process by ensuring that, all confidential documents are kept safe and secure.

2.2.1. They do not divulge information related to the talent acquisition and selection process and shall sign and / or declare commitment to uphold its confidentiality at inception.

2.3. Should there be a breach of confidentiality, a disciplinary process shall be instituted against the SSCSA member responsible for the breach.

2.4. Where references have been received, these should mainly be used (post interview process) by the selection panel members to confirm factual information such as the applicant's employment and/or academic history, conduct, experience and competency.

2.5. They take notes on the interview guide reflecting the candidates' answers and give a rating per question during interviews to aid decision-making process.

2.6. Dully completed interview guides must be signed and handed/ or forwarded to Human Capital at the end of the process.

2.7. Questions are competency-based and clear, and where necessary, they follow-up with probing questions related to a candidate's response to an agreed question.

2.8. They systematically and independently assess each candidate using CV's, applications, referee reports, assessments, and interviews to identify the best person for the position.

2.9. They determine whether each candidate is appointable or non-appointable and attempt to reach a consensus with the rest of the SSCSA members.

2.10. Where more than one candidate has been deemed appointable, the SSCSA members shall discuss and agree on an appropriate rank order of appointable candidates based on fit for purpose.

2.11. They raise any objection/s in the SSCSA meeting in the first instance and refer to clause 8 below. The SSCSA shall deliberate on the objection and if the objection is not upheld, note its reasons.

2.12. Should the SSCSA member not be satisfied with the reasons for not upholding the objection, the SSCSA member should follow the correct escalation procedure detailed in clause 8.

3. THE ROLE OF THE OFFICE OF THE REGISTRAR IS TO:

3.1. Provide administrative support and coordination for the entire talent acquisition and selection process.

3.2. Through the Secretariat, provide secretarial services (i.e. arranging of meetings, document circulation, process communication, and minute taking at the meetings).

3.2.1 Handle all official communication to selection committee members through the Secretariat

3.3. Coordinate all logistical arrangements during the talent acquisition and selection process, including, but not limited to, SSCSA travel arrangements where applicable.

3.4. Provide Council resolution on recommendations for approval after Council meeting.

3.5. All communication with the recommended candidate/s including offers shall be done through the Office of the Vice-Chancellor or the Chairperson of Council or designate as directed by Council (if the position is that of Vice-Chancellor).

4. THE ROLE OF HUMAN CAPITAL IS TO:

4.1. Support the talent acquisition and selection process.

4.2. Endeavour that members of SSCSA are trained in the talent acquisition and selection procedures and to conscientise them of the relevant employment legislation and directives that must be complied with.

4.3. Act in an advisory and guidance capacity and does not have a vote on the selection panel.

4.4. Get inputs from Line Manager for the job profile, draft advert, compiles project plan, arranges for the advertising of the position.

4.5. Pre-screens applicants by preparing a matrix that categorises applicants in accordance with the minimum requirements.

4.6. Prepare a bundle comprising a project plan, advert and the matrix of applicants to be handed over to the Secretariat for distribution to the SSCSA as soon as possible but not less than seven days prior to the shortlisting meeting.

4.7. Following the shortlisting meeting, inform the applicants who have been shortlisted and request for their consent with required disclosures to verify qualifications, employment history, reference checks, credit checks, criminal record, and other related verifications; and conduct psychometric assessments.

4.8. Inform the non-shortlisted applicants of the outcome of their applications.

4.9. Collaborate with the line manager to provide HC with interview questions and a presentation topic.

4.10. Inform candidates of the interview date and the presentation topic they need to prepare on.

4.11. Procure the service provider for psychometric assessments and furnish them with the interview date, list of shortlisted candidates and a job profile to assist with competency profiling and selection of the test battery.

4.12. Brief the service provider on the format of the presentation of the pyschometrics results to SSCSA on the date of the interview.

4.13. Prepare a bundle for the SSCSA, consisting of matrix of shortlisted candidates, advertisement, interviewees' CVs and referee reports and submit to Secretariat for circulation prior to the interview date.

4.14. Provide logistical support to the interviewees and the service provider on the day of the interview.

4.15. Collect dully completed interview questionnaires from the panel to assist with the compilation of the recommendation to appoint, report and for record keeping.

4.16. Compile a recommendation to appoint report and submit it to the Chairperson of SSCSA for endorsement and signature.

4.17. With the support of the Office of the Registrar, consult with the IF for both academic and support positions, and Senate for academic positions.

4.18. Ensure continuous communication with all candidates throughout the process.

4.19. Handle all general administration and communication pertaining to the talent acquisition and selection process .

5. THE ROLE OF THE ADVISOR/S IS TO:

5.1. Act in an advisory capacity to the SSCSA, as outlined by the Chairperson of SSCSA, and does not hold a vote.

6. ROLE OF THE OBSERVER/S

6.1. The role of observers who shall be bona-fide staff members of the University employed on a permanent or 2-year or longer contract is to:

6.2. Monitor policy and procedural compliance during the interview process, and do not hold a vote.

6.3. Not to pose questions to candidates, motivate for or against shortlisting or appointment of any candidate, make or second proposals, or vote,

6.4. Raise any issues or concerns regarding the process or compliance with the Talent Acquisition and Selection Policy and Procedure, at the request of the Chairperson,

6.5. Raise objections in committee during the relevant meeting of the SSCSA to allow for deliberation prior to final decision-making by the SSCSA members and if the objection is not upheld, to note its reasons.

6.6. Should the observer not be satisfied with the reasons for not upholding the objection, the observer should follow the correct escalation procedure detailed in clause 8.

7. THE ROLE OF EMPLOYMENT EQUITY REPRESENTATIVE IS TO:

7.1. Monitor policy and procedural compliance during the interview process, and does not hold a vote.

7.2. Raise any issues or concerns regarding compliance with, or concerns relating to, CPUT's Employment Equity Plan and/ or the Talent Acquisition and Selection Policy, and Procedure for Senior Management at the request of the Chairperson.

7.2.1. Raise any objections in committee during the relevant meeting of the selection panel to allow for deliberation prior to final decision-making by the selection panel members.

7.2.2. Should the observer not be satisfied with the reasons for not upholding the objection, the observer should follow the correct escalation procedure detailed in clause 8.

8. ESCALATION PROCEDURE FOR OBJECTIONS

8.1. Where an SSCSA member or an Observer wishes to escalate an objection raised but not upheld by the SSCSA, the SSCSA member or observer:

8.1.1. May lodge a formal objection in writing through the Office of the Registrar copying in the Chairperson of the selection panel, within one (1) working day of the relevant selection panel meeting having taken place and

8.1.2. Should request that the objection be brought to the attention of Council, before approval of the recommendation within one (1) working day.

8.2. The Council may constitute an ad-hoc dispute resolution committee to investigate the veracity of the objection and may defer the consideration of the recommendation to appoint.

8.2.1. The ad-hoc dispute resolution committee shall make a recommendation on its findings to the Council which shall make the final decision.

APPENDIX F

Interview Process

1. EVALUATION CRITERIA

1.1. Interview questions and the presentation topic should not be arbitrary and shall be determined in advance as follows:

1.1.1. Process for VC vacancy

1.1.1.1. The reporting line manager shall provide HC with a presentation topic endorsed by the Chairperson of the SSCSA (if different from the former) to be communicated to shortlisted candidates.

1.1.1.2. In the case of the VC position, the Chairperson of SSCSA supported by HC shall formulate and finalise competency-based interview questions to establish the extent to which each candidate meets the required criteria and competencies of the position.

1.2.2. Process for Grades 2 - 4

1.2.2.1. The reporting line manager shall provide HC with a presentation topic that has been endorsed by the Chairperson of the SSCSA to be communicated to shortlisted candidates.

1.2.3. Process for the VC,

1.2.3.1. The relevant reporting line, the Chairperson of SSCSA supported by HC shall formulate and finalise competency-based interview questions which shall be used for establishing the extent to which each candidate meets the required criteria and competencies.

1.3. Only position-related criteria contained in the advert or job profile, may be used in evaluating a candidate's competency and may include:

1.3.1. Qualifications
1.3.2. Experience
1.3.3. Skills/ competencies

1.3.4. Knowledge

1.3.5. Applicable behaviour relative to the role

1.3.6. Recognition of Prior Learning (RPL)

1.4. The SSCSA members may not vary the requirements during the process. If the SSCSA members identify missing or in-correct minimum requirements or other assessment criteria as contained in the advert or job profile, the SSCSA must stop the shortlisting process and the advert must be returned to HC with the correct minimum requirements for the position.

1.4.1. The position must then be re-advertised to ensure all eligible applicants have equal opportunity to apply.

1.5. The assessment of a candidate's appointability is holistic, considering information and outcomes from applications, CVs, assessments, interviews, employment equity considerations, candidate verification, and references.

1.5.1. The candidate's performance at an interview should not be the sole basis for decision-making on appointability.

1.6. In instances where an applicant is known to a panel member(s), he/she must inform the Chairperson of this knowledge.

1.6.1. In the case of the Chairperson, a declaration must be made to the SSCSA. The SSCSA must consider the declaration/s and determine whether the panel member can bring an independent mind to the process and if not, the panel member must recuse themselves.

1.7. Committee members may not motivate for or against a candidate based on their prior knowledge of, or relationship with the candidate, but must confine the assessment to the information made available through the process.

1.8. In cases where such prior knowledge relates to proven fraud, misconduct or misrepresentation, the panel member must inform the panel. Allegations made by a panel member must be tested and/or verified before being used to inform any decision.

1.9. Selection panel members should not rely on hearsay information.

2. INTERVIEWS

2.1. ASSESSMENTS

2.1.1. The SSCSA members shall decide on the applicability of any competency-based assessment.

2.1.2. Where a competency-based assessment is applicable, the SSCSA members shall decide on the format of the assessment, who will administer it, where it will be done, and what weight (if any) it will have in the selection process.

2.1.3. Valid, reliable and culturally unbiased psychometric tests and/or questionnaires shall be utilised in the selection process in a fair and equitable manner, in conjunction with other assessment tools.

2.1.4. HC shall procure a reputable service provider to conduct any assessment/s and present the outcome to the SSCSA members. The cost of assessment shall be borne by HC.

2.1.5. The assessment/s may take place before or after the interviews.

2.1.5.1. Where assessment/s are conducted after the interview process the selection panel should only do the final assessment of competence and rank ordering once all the relevant information has been obtained.

2.1.6. The assessment/ test results are only one indicator of a candidate's ability. As such, should be used as part of the holistic assessment of the candidate and not as the sole basis for decision-making.

2.1.7. Where assessment includes a presentation, the selection panel must prior to the presentation agree on how the presentation shall be objectively assessed and scored,

2.1.8. **Feedback on all assessments conducted:**

2.1.8.1. Internal applicants shall be given by the SSCSA Chairperson or his or her designate who could be the reporting line for the position.

2.1.8.2. Feedback to external applicants shall only be given on request and will be provided by HC.

2.1.9. Feedback from psychometric testing shall be provided by a registered psychometrist and/ or registered psychologist.

2.2. The University is not obliged to reschedule interviews to accommodate a candidate, but SSCSA members should carefully consider the circumstances surrounding a candidate's need to reschedule.

2.3. No person may be appointed to the University if they have not been interviewed by a duly constituted selection panel, except where approved by the University Council.

2.4. Telephonic and video-conferencing platform interviews are permitted as part of the selection process, however, the selection panel members may decide to call the recommended candidate for an in-person interview before an offer is made.

2.5. The Office of the Registrar and HC shall perform the necessary administration functions for interviews.

2.6. Selection panel members must pose the agreed-upon questions to the candidate, and probe for further insights and information, if needed.

2.6.1. The selection panel members should be clear on the type of response required for each question to facilitate consistent and fair scoring.

2.7. Individual selection panel members shall objectively rate each candidate's responses to the various questions as follows:

RATING SCALE					
0	**1**	**2**	**3**	**4**	**5**
No Evidence	Unsatisfactory	Requires Development	Acceptable	More than Acceptable	Superior
Unable to rate against the selection criteria.	Fails to meet the criterion. Applicant unable to demonstrate adequate skills, abilities and personal attributes in relation to the criterion.	Marginally meets the criterion. Applicant has limited skills, abilities and personal attributes related to the criterion.	Adequately meets the criterion. Applicant exhibits the relevant competency and personal attributes to meet the criterion.	Comfortably meets the criterion. The applicant has highly developed work-related qualities in relation to the criterion.	Highly meets the criterion. Applicant has exceptionally developed work-related qualities in relation to the criterion

2.8. At the end of each interview, the selection panel members shall individually revisit the criteria, and based on the candidate's application, assessments (that are available), referee reports, and interviews, determine the candidate's appointability.

2.8.1. The SSSCA scores the candidates interviewed on the interview guide.

2.8.2. The total score of each SSCSA member shall be submitted through the Chairperson, and the totals shall be calculated.

2.8.3. Members may be asked to motivate scores that differ significantly from the other Committee members.

2.9. A selection panel member makes an independent evaluation regarding the appointability of each candidate.

2.9.1. The SSCSA shall collectively discuss the ranking of the candidates, with a view to reaching a consensus on the candidate's appointability.

2.9.2. If consensus is not reached, the selection panel shall vote to determine the appointability and ranking of the candidate/s.

2.9.3. The Chairperson of SSCSA shall have a casting vote in a split vote scenario.

2.10. At the end of the process, the selection panel shall consider all appointable candidates and where more than one appointable candidate is identified, rank the candidates as per the steps listed in the table below.

Peromnes level 1 to 4	
Step 1	Relative merit and "fit for purpose"
Step 2	Internal Employment Equity candidates that contribute towards the EE Plan
Step 3	External Employment Equity candidates that contribute towards the EE Plan

2.11. **RECOMMENDATION**

2.11.1. The HC shall compile the recommendation to appoint a report (Form B) based on the SSCSA decision and submit it to the Chairperson of SSCSA, for endorsement enroute to the Council for final approval, via the Registrar's Office.

2.11.2. Where the panel recommends more than one appointable candidate for the position, the Chairperson of SSCSA shall include the list of appointable candidates recommended by the SSCSA to the Council, clearly indicating the rank ordering of the candidates as determined by the SSCSA.

3. CONSULTATIONS

3.1. The report is submitted, by the Secretariat as follows:

3.1.1. The SSCSA recommendation shall be consulted with the Institutional Forum and Senate for Academic appointments.

3.1.2. The SSCSA recommendation shall be consulted with the Institutional Forum for Support appointments.

3.1.3. The Registrar collates the recommendations from the Senate and the Institutional Forum and prepares a report for the Council.

3.2. The above report and the Registrar's report on the consultation process serve before the Council which makes the final decision.

3.3. Once the Council has made a decision, Secretariat shall communicate the outcome to HC within seven (7) working days.

4. COMMUNICATION OF THE INTERVIEW OUTCOME

4.1. PROCEDURE AFTER COUNCIL APPROVAL TO EXTEND AN OFFER OF EMPLOYMENT

4.1.1. On confirmation of approval to extend an offer of employment to an appointable candidate, the VC (or Chair of Council when appointing the VC), with the assistance of HC, shall:

4.1.2. Advise the successful candidate of the outcome and extend a written offer of employment and applicable terms and conditions attached to it.

4.1.3. Negotiations with a candidate on the remuneration applicable to the appointment shall be within the parameters recommended by RemCom.

4.1.4. Advise the interviewed candidates who were found not appointable of the outcome of their applications.

4.1.5. Advise the Council of the successful candidate's acceptance or rejection of the offer of employment.

4.1.6. Advise other candidates who were found to be appointable of the outcome after written acceptance by the successful candidate.

4.1.7. Submit relevant documentation to Human Capital Administration for processing and filing.

4.1.8. Retain records of the interview and selection process for a minimum period of three (3) years post-appointment of the successful candidate.

4.2. FEEDBACK TO UNSUCCESSFUL CANDIDATES

4.2.1. REGRETS AFTER THE APPROVED CANDIDATE HAS ACCEPTED

4.2.2. Feedback to interviewed candidates:

4.2.2.1. The SSCSA Chairperson or his or her designate who could be the reporting line for the position shall give verbal and written feedback to internal candidates.

4.2.2.2. HC shall provide written feedback to external candidates.

4.2.3. The University shall generally not provide detailed reasons to unsuccessful candidates, unless requested by a candidate within fourteen (14) days of being notified of the status of their application.

APPENDIX G

Applications and targeted searches

1. APPLICATIONS

1.1. Applications for vacant positions should be submitted on-line using the e-recruitment system, as approved from time to time and/ or via email where applicable.

1.2. Where an external recruitment and/ or search agency has been appointed for response handling or headhunting, clause 1.1 above does not apply.

1.3. The SSCSA shall not consider incomplete applications.

Late applications (received before the short-listing process), sent via email, may be considered in the following circumstances:

1.3.1. Late applications due to technical difficulties experienced by the applicant (supported by relevant evidence) will only be accepted where approved by the HCBP.

1.3.2. In cases of scarce skills positions, late applications submitted via email may be considered at the sole discretion of the selection panel.

2. TARGETED SEARCHES

2.1. Targeted head hunting searches, are an important recruitment tool to source suitable candidates, particularly for highly specialised, scarce, or critical skills.

2.2. PROCESS FOR TARGETED SEARCHES

2.2.1. A properly constituted *ad hoc* SSCSA panel shall be constituted, shall include the Chair of Council (or a designate), a minimum of one subject matter specialist with established networks in the field, and the HC whose primary aim shall be to source appropriately qualified candidates for consideration by the SSCSA (as per Annexure E).

2.2.2. HC shall provide guidance and advice to SSCSA, where necessary.

2.2.3. Use of external service providers (recruitment/ search agencies) is discouraged and should only be used where suitable candidates have not been sourced via the normal advertising process.

2.2.4. Applicants who apply through a headhunting or referral process shall be subjected to the normal CPUT selection process.

2.2.5. In all appointments, employment equity considerations shall be considered as per the University's Employment Equity Plan.

2.2.6. In cases where employment equity applicants (as defined by the University's Employment Equity Plan) cannot be found through a targeted search for critical and/ or scarce skills positions, the SSCSA, through the Chairperson of the SSCSA, may motivate to the Council to deviate from the University's Employment Equity Plan. This is to be done as part of the normal approval process.

APPENDIX H

PRE-EMPLOYMENT OFFER PROCESS

1. REFERENCES AND VALIDATION

1.1. All candidates invited to an interview must submit the names and contact details of a minimum of three (3) confidential referees, two (2) of whom should be work-related and at least one of which should be for the current or a previous Line Manager.

1.1.1. The employer may contact their current line manager for a reference should the candidate be successful .

1.1.2. Candidates should be encouraged to provide work-related referees, including (where possible) their Line Manager or previous Line Manager, a peer, and a subordinate to ensure 360-degree input.

1.2. HC shall contact each candidate's referees prior to the SSCSA panel interviews and submit a written referee report to the SSCSA panel.

1.3. A member of the SSCSA panel may ordinarily not provide a reference for a candidate; unless it can be shown that the candidate will be prejudiced in instances where the SSCSA member is their only Line Manager.

1.3.1. Where an SSCSA member has provided a reference for a candidate or candidates, the Chairperson of the SSCSA shall establish whether the SSCSA member shall be impartial and unbiased during deliberations about the candidate/s.

1.3.2. The SSCSA member shall not advocate for the candidate and may not be asked to clarify and/or expand on the reference given during discussions. The reference will be treated the same way as all other referee reports.

1.4. The SSCSA panel shall discuss the necessity for additional references, if need be, and if agreed upon, HC shall request the candidate to provide additional references.

1.4.1. SSCSA members shall not individually solicit references on behalf of a candidate.

1.5. Before a candidate is invited to an interview, HC shall verify the candidate's:

1.5.1. Formal qualifications, employment record, professional body registration (where applicable), credit record (where applicable), criminal record etc through an approved service provider as identified by HC.

1.6. All reference checks (credit, criminal, academic qualifications, employment history, etc.) shall be done by the HC based on informed consent granted by the candidate.

1.7. Where the verification is inconclusive and or presents an irregular outcome, HC shall seek clarification from the candidate to assist further verification processes.

1.7.1. If the follow-up (as per 1.7 above) still does not assist the verification process, HC shall accordingly inform the SSCSA about the outcomes and the committee shall decide on the way forward.

1.7.2. Where a candidate's referee feedback presents factual inconsistencies, a negative reference, and/ or adverse information, HC shall contact the candidate prior to the interview process, except where this is not possible, and afford the candidate an opportunity to respond to the negative reference and/ or provide additional references.

1.7.2.1. The negative reference and the candidate's response to it and/ or additional reference shall then be provided to the SSCSA panel for consideration during the interview process.

2. RECOMMENDATION AND APPROVAL

2.1. Once the Chairperson of the SSCSA has endorsed the recommendation to appoint report, the Chairperson of the SSCSA, through the Registrar's Office, shall submit the recommendation to appoint report and related documentation to Council for approval. Where the first-choice candidate does not accept the offer of employment or resigns within six (6) months of assumption of duty, an offer may be made to the next appointable candidate (as approved by Council) without re-advertising.

APPENDIX I

LOGISTICS

1. The following logistical guidelines apply during the talent acquisition and selection process where the interview is in person:

1.1. Accommodation

1.1.1. The University shall only book accommodation (within a reasonable radius of the interview venue) for candidates coming from areas with limited and/ or no outbound flights to their destination on the same day.

1.1.2. Candidates wanting to extend their stay shall be liable for their accommodation costs.

1.2. Transportation

1.2.1. Where appropriate, flight or bus ticket bookings by CPUT shall only be considered where a candidate resides more than 100 km from the interview venue.

1.2.2. CPUT shall ordinarily make same-day return flight or bus bookings for candidates attending an interview.

1.2.3. Where a candidate who resides more than 100 km from the interview venue, indicates a preference to travel to the interview in their own vehicle, CPUT shall only reimburse the candidate up to a maximum amount equal to the flight or bus ticket.

1.3. Generally, CPUT shall use the University's Fleet Management when transporting out-of-town candidates from the Airport to the approved accommodation (where applicable) and/or the interview venue and back to the hotel and/ or airport.

1.3.1. Where appropriate, CPUT will arrange a shuttle service as part of the travel bookings for the candidate.

1.4. Parking (airport, other)

1.4.1. CPUT shall not be liable for the reimbursement of any parking expenses incurred by the candidate.

1.5. Reimbursement for incidental expenses

1.5.1. CPUT shall not be liable for the reimbursement of any incidental expenses (food, calls, traffic fines etc) incurred by the candidate.

1.6. Venue

1.6.1. The Secretariat shall arrange the interview venue and or shall advise the modalities through which the interview shall be conducted.

1.7. Catering and refreshments for the panel and interview process

1.7.1. The Registrar's Office (Secretariat) shall be responsible for any catering and/ or refreshment costs incurred.

1.8. Cost of advertisement (external)

1.8.1. HC shall bear the costs of external advertisements.

1.9. Verification fees (criminal checks, etc)

1.9.1. HC shall bear the costs of any verification checks conducted.

1.10. Headhunting and placement agency fees

1.10.1. HC shall bear the costs of headhunting and placement fees, where prior approval has been granted.

1.11. Assessment cost

1.11.1. HC shall bear the cost of assessments (i.e. psychometric testing) where applicable.

1.12. Relocation costs

Please refer to the Relocation Policy.

Cape Peninsula University of Technology

RECOMMENDATION TO APPOINT REPORT

(STRICTLY CONFIDENTIAL)

PART A: POST BACKGROUND				
Position Title:				
Faculty/ Support Department:				
Unit/ Department:				
Post Level (grade):				
Post Code:				
Advert Reference Number:				
Type of appointment (please mark the option with an X):	**Permanent Contract:**		**Fixed-Term Contract:**	
If a fixed-term contract, please state the length of the term:				
Media where post was advertised:				

PART B: SELECTION PANEL						
Name & Surname:	**Position:**	**Constituency/ Department/ Faculty:**	**Role on Panel:**	**Race:**	**Gender:**	**Disability:**

PART C: DECLARATIONS OF CONFLICT OF INTERESTS (PANEL MEMBERS)		
Name & Surname:	**Nature of Conflict of Interest:**	**Decision Taken:**

PART D: EQUITY PRIORITY IN TERMS OF EQUITY PLAN												
Plan	Occupational Level	Demographics (all staff)										
			Male				Female				Foreign Nationals	
			A	C	I	W	A	C	I	W	Male	Female
University	Insert occupational Level	Target										
		Actual										
		Variance *										
Support Department / Faculty	Insert occupational Level	Target										
		Actual										
		Variance *										
* Target - Actual (negative = over representation)												
Plan	Occupational Level	Demographics (PERSONS WITH DISABILITIES)										
			Male				Female				Foreign Nationals	
			A	C	I	W	A	C	I	W	Male	Female
University	Insert occupational Level	Target										
		Actual										
		Variance *										
Support Departme	Insert occupational Level	Target										

		Actual										
		Variance *										

*** Target - Actual (negative = over representation)**

Preference should be given to successful candidates in the following underrepresented categories (mark with an X)	**Male**				**Female**			
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**
	Persons with Disability							
	Male				**Female**			
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**

PART E: APPLICATIONS RECEIVED

Applications Received Include all Race, Nationality, Gender and Disability:	Male	Female	Total	Indicate total number of Persons with Disability	Total	Indicate total number of NON-SA:	Total	

PART F: SHORT-LISTING

Date		Time		Venue	

Number of short-listed candidates per Race, Nationality, Gender

Male					Female				
A	C	I	W	F	A	C	I	W	F

Number of short-listed candidates with Disability per Race, Nationality, Gender

Male					Female				
A	C	I	W	F	A	C	I	W	F

Names of shortlisted candidates

Name	Surname	Race	Gender	Nationality	Attendance	If no attendance record reasons

PART H: LIST OF COMPETENCIES TESTED DURING THE INTERVIEW		
Competency (definition of the competency being tested):		
No.:	**Competency:**	**Competency Definition:**

PART I: THE FOLLOWING CANDIDATE(S) WAS/ WERE DEEMED APPOINTABLE BY THE SELECTION PANEL AND ARE RECOMMENDED (RANK ORDER):						
Rank Order:	**Name & Surname:**	**SA (if SA, please add race):**	**NON-SA (If NON-SA, please indicate visa/ permit conditions):**	**Gender:**	**Disability :**	**Reason *(Please include succinct details of competencies, rank, EE*, etc.)**

PART K: CANDIDATES NOT APPOINTABLE					
Name & Surname	**SA (if SA, please add race):**	**NON-SA (If NON-SA, please indicate visa/ permit conditions):**	**Gender:**	**Disability:**	**Reason *(Please include succinct details of competencies, rank, EE*, etc.):**

PART L: ADDITIONAL MOTIVATION (IF APPLICABLE)

PART M: SIGNATURES		
Compilation of the report by the BP based on the panel recommendation :		
	Date:	
Verification and approval of the report by the Chairperson of the Selection Committee as a true and accurate reflection of deliberations and recommendations of the selection panel:		
	Date:	

Approval of the report by the Chairperson as a true and accurate reflection of deliberations and recommendations of the selection panel and/or endorsement of the report:		
	Date:	
Endorsement of the report by :		
	Date:	
Comments by Chair of Council		
Approval by Chair of Council:		
Date :		
	Decline Appointment:	
	Date:	