Regulations for the appointment and reappointment of a Chief Director

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Institutional functionary (curator) responsible for these regulations	Chief Director: Human Resources
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The English version of this document is the operative version and the Afrikaans version is a translation thereof.	

1. Introduction

The regulations below and the procedures contained in this Regulation must be interpreted and implemented within the context of the University's Vision 2040 and Strategic Framework 2019 – 2024. Where applicable, the provisions contained in any other policy document must be considered and applied.

2. Purpose

The purpose of this document is to provide guidelines for the appointment and reappointment of a Chief Director.

3. Initiation of the appointments process

The process for the appointment of a new Chief Director is initiated by the Rector at the Rectorate, at least nine (9) months before the expiry of the term of the incumbent of the post.

4. Principles/Points of departure

The following points of departure apply:

4.1   The Council approves the establishment of a Senior Appointments Committee (SAC) and delegates its authority to the SAC.

4.2   Appropriate consultation with and participation of all relevant stakeholders.

4.3   Final authority and oversight regarding the appointment resides with the SAC.

4.4   The SAC's membership must reflect appropriate levels of diversity in respect of race, gender and disability.

4.5   Human Resources will be the secretariat and the convenor of the SAC.

4.6   The Chairperson of the SAC is the Rector (or delegate).

4.7   The SAC reports the decision to Council via the Registrar's Office (Secretariat of Council).

5. Procedure

5.1   Council approves the establishment of a SAC of eight (8) members with the following composition:

5.1.1   The Rector (or delegate) – Chairperson;

5.1.2   One Deputy Vice-Chancellor appointed by the Rectorate;

5.1.3   The Chief Operating Officer;

5.1.4   One Dean appointed by the Executive Committee of Senate (EC(S));

5.1.5   An external senior expert from another HEI/private sector/public sector appointed by the Rector

5.1.6   One Member of Senate (from the academic members) appointed by the EC(S);

5.1.7   One member of the Institutional Forum (IF) appointed by the Executive Committee of the IF; and

5.1.8   The Chief Director: Human Resources* (non-voting member).

* Except in the case of the appointment of a Chief Director: Human Resources, then another Chief Director appointed by the Rector.

5.2   Process to appoint SAC members

5.2.1   All constituent bodies will be requested to nominate two members who may serve on the SAC, one member will serve as the primary SAC member and the other member will serve as the substitute member in the event of the primary member's absence.

5.2.2   HR will present the names of the persons nominated by the constituent bodies to the chair of the SAC. It is the chair of the SAC's responsibility to ensure that the SAC is sufficiently diverse.

5.2.3   HR will communicate the composition of the SAC to the Registrar's Responsibility Centre who will in turn communicate with the respective constituent bodies who has been selected as the primary and substitute members of the SAC.

6.   Delegation of Chairpersonship

6.1   The Chairperson may delegate the role as Chairperson of the SAC to any other member of the SAC including voting rights.

7.   Role of substitute members

7.1   A substitute member has the same duties, powers, and responsibilities as the

primary member.

7.2 A primary member is bound by any vote and/or decision taken by the substitute member in their absence.

7.3 Constituent bodies must ensure that both the primary member and the substitute members' term of appointment on the body they represent is valid for the duration of the SAC process.

8. Conflict of interest

8.1 All members of the SAC must declare any actual or potential conflict of interest in any appointment process, including one arising from any relationship with a candidate.

8.2 Where a substitute member is appointed as a result of any actual or potential conflict of interest of the primary member, such substitution will be for the entire appointment process.

9. Role of the SAC

9.1 General Principles and Procedures

9.1.1 The usual meeting procedures and rules apply at all meetings of the SAC.

9.1.2 All information relating to the candidates that is made available to members in the course of the proceedings of the SAC must be treated confidentially.

9.1.3 Two-thirds of the designated members of the SAC are required to constitute a quorum.

9.1.4 Minutes of the decisions of each meeting of the SAC must be kept and approved according to the usual procedures.

9.1.5 The SAC decides at the time of its convening on the procedures to be followed in drawing up the shortlist.

9.1.6 The SAC must ensure that candidates on the shortlist are given the opportunity to bring any information that the candidates deem necessary and important, to the attention of the SAC.

10. The Role of the Chair

10.1 The Chair is responsible for the orderly conduct of meetings of the SAC and must ensure that the procedures and rules for meetings are strictly adhered

to.

10.2   The Chair must ensure that SAC members have declared any conflict of interest.

10.3   The Chair also ensures that the questions and discussions are fair and equitable to the candidates at all times.

10.4   The Chair is responsible for ensuring that any ballots on the inclusion or exclusion of candidates from the shortlist are conducted by secret ballot and must obtain the SAC's agreement that all ballots have been conducted correctly and without any reason for being declared invalid.

11.   Recruiting Candidates

11.1   Individual members of the SAC may not recruit or nominate any potential candidate for the Chief Director post. Strategic Recruitment actions will be undertaken and coordinated by the Chief Director: HR. In the case of the appointment of a Chief Director: HR, strategic recruitment actions will be undertaken and coordinated by the Director: Employment Equity.

11.2   In order to prepare a shortlist, the Chief Director: HR will ensure that the SAC is presented with an adequate pool of suitable candidates. In the case of the appointment of a Chief Director: HR, the Director: Employment Equity will ensure that the SAC is presented with an adequate pool of suitable candidates.

12.   Report of the SAC

12.1   All members must agree to the accuracy of the content of the report.

12.2   The report must contain sufficient information in relation to the inherent requirements of the position as set out in the advertisement and the performance of the candidates with whom interviews have been conducted.

12.3   The report must contain an assessment by the members of the SAC of the equity and fairness of the process that has been followed.

13.   Term of appointment

13.1   The term of the appointment is normally five (5) years. Possible reappointment for subsequent terms (as provided in 15. below).

14.   Steps in the recruitment and selection procedure

14.1   The SAC drafts and finalizes an advertisement and specifies the inherent requirements of the position, qualifications, and other criteria (including leadership and managerial criteria) that the candidate must satisfy. HR will provide the draft advertisement.

14.2   HR advertises the post in the media and conducts strategic recruitment in order to broaden the pool of suitable candidates.

14.3   After the closing date for applications, the SAC, in the context of the Employment Equity Policy and the promotion of diversity, draws up a shortlist.

14.4   The SAC must repeat the recruitment process or a part thereof if, in its judgement, there are not adequate suitable candidates.

14.5   HR carries out the following actions regarding the shortlisted candidate's candidature before the interviews are conducted and feedback about the inquiry will be provided to the chairperson of the SAC:

14.5.1   Request and obtain written reference reports.

14.5.2   Background Information checks, including the following checks:

14.5.2.1   verification of qualifications and if applicable, publications – the Chair of the SAC must liaise with peers in the relevant disciplines to conduct a confidential review of the publications of each candidate on the shortlist;

14.5.2.2   criminal records;

14.5.2.3   identity document validation;

14.5.2.4   fraud; and

14.5.2.5   if applicable, a driver's license.

14.6   The candidates on the shortlist each prepare a vision statement of the University's future and of how they envision their role therein.

14.7   The candidates on the shortlist present their vision to the SAC during the interview process.

14.8   The SAC votes on each candidate on the shortlist to determine suitability taking into account the requirements of the position and advertised criteria. Each SAC member is entitled to vote, having one vote for each candidate. A ballot-paper is used for this purpose that is compiled as follows:

Names of candidates	Indicate with an "X" whether the candidates are suitable for appointment	
	YES	NO

14.9 The SAC is also given the opportunity to indicate their preference with regard to candidates who are found suitable for appointment (see 14.8) in that each SAC member entitled to vote has one vote to indicate their preferred candidate or to indicate whether they do not prefer any of the candidates. A ballot- paper is used for this purpose that is compiled as follows:

Names of candidates	Indicate with an "X" which candidate is your preferred candidate
Candidate 1	
Candidate 2	
Candidate 3	
None of the above	

14.10 The SAC makes the final decision for its preferred candidate for the position with an absolute majority (50% + 1) of votes of the members of the SAC present and voting. If, during the first round of voting no candidate receives an absolute majority of the votes cast, the candidate with the fewest votes is eliminated and a subsequent round of voting takes place.

14.11 The SAC may also decide not to appoint any of the candidates as its preferred candidate. If no appointment is made, the appointment procedure is repeated at least one more time. If this again does not lead to the appointment of any candidate, an alternative process is determined by the SAC.

14.12 The SAC reports its decision to Council via the Registrar's Office (Secretariat of Council).

15. Steps in the Reappointment procedure

15.1 The process for the reappointment of a Chief Director is initiated by the Rector at the Rectorate, at least nine (9) months before the expiry of the term of office of the incumbent of the post.

15.2 The line manager approaches the incumbent Chief Director and enquires whether they wish to continue for a subsequent term.

15.3 If the Chief Director wishes to continue for another term, they must submit the following documents to the line manager:

15.3.1 a report pertaining to performance achieved during their current term;

15.3.2 feedback from direct reports and key stakeholders;

15.3.3 a vision statement for a possible subsequent term;

15.3.4 an updated detailed curriculum vitae.

15.4 The documents must be submitted via the line manager to the Rector.

15.5 The Rector and the line manager must have a discussion with the incumbent after which the Rector, as the chairperson of the SAC for the appointment of a Chief Director, considers the reappointment and takes a final decision.

15.6 Human Resources notifies Council via the Registrar's Office (Secretariat of Council)

16. Supporting documents

Item no.	Name of document	Status *(e.g. identified, in process*
	Framework for the appointment/ reappointment of senior PASS Staff (Job Level 1 to 4)	