

# Framework for the appointment and reappointment of Senior Professional, Administrative, Support and Service Staff (PASS) on Grade 1 to 4

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HEMIS classification	
Aim	To provide a framework for the appointment and reappointment PASS Staff on Grade 1 to 4
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Keywords	points of departure, composition of senior appointments committees, management of process, appointing authority, role of the Senior Appointments Committee (SAC), terms of appointment
<i>The English version of this document is the operative version and the Afrikaans version is a translation thereof.</i>	

## 1. INTRODUCTION

The framework is driven by the following considerations:

- Appropriate consultation with and participation of all relevant stakeholders are adhered to;
- Final authority and oversight regarding senior appointments reside with Council;
- Council delegates authority of appointments on Grade 3 to 4 to relevant structures;
- Decisions are made by structures that are fully informed about the candidates.

In the framework for senior appointments a Senior Appointments Committee (SAC), plays a pivotal role. The SAC functions on the basis of duly delegated responsibilities, authority and accountability by the Council. In terms of its core membership, the SAC is constituted in such a manner that appropriate levels of inclusivity and responsibility are ensured.

## 2. SCOPE OF APPLICATION

All PASS appointments and reappointments at Grade 1 to 3, and appointments at Grade 4, i.e.:

- Rector and Vice-Chancellor (Grade 1)
- Vice-Rectors (Grade 2)
- Chief Operating Officer (Grade 2)
- Registrar (Grade 3)
- Deans (Grade 3)
- Chief Directors (Grade 3)
- Senior Directors (Grade 4)

## 3. POINTS OF DEPARTURE

- 3.1 The English version of this document is the operative version and the Afrikaans version is a translation thereof.
- 3.2 One committee, **SENIOR APPOINTMENTS COMMITTEE (SAC)**, with specific members.
- 3.3 The SAC must reflect diversity in terms of race and gender.
- 3.4 For the appointment process of the Rector, Vice-Rectors, Chief Operating Officer (COO) and the Registrar, the Chairperson of the SAC is the Chairperson of Council (or his/her delegate). Council is the final appointment authority.
- 3.5 For the appointment process of Deans, Chief Directors and Senior Directors, the Chairperson of the SAC will be the Rector (or his/her delegate). The SAC is the appointing authority with delegated authority from Council.
- 3.6 For the appointment process of the Rector, Vice-Rectors and Chief Operating Officer (COO), the Registrar's Office (as the secretariat of Council) in collaboration with Human Resources (HR), will be the convenor of the SAC.
- 3.7 For the appointment process of the Registrar, Deans, Chief Directors and Senior Directors, HR (as the secretariat) will be the convenor of the SAC.

- 3.8 Regulations outlining the practical implementation of the respective appointment processes, based on the framework for appointments and reappointments, is available on the Division for Human Resources' website.
- 3.9 University structures that are consulted in the appointment process of a Rector, Vice-Rectors, and COO vote only on preference, which serves as advice to the appointing authority.
- 3.10 For the appointment of a Registrar the Council appoints a candidate by majority vote on preference.
- 3.11 University structures that are consulted in the appointment process of a Dean, vote on suitability and preference, which serves as advice to the appointing authority.
- 3.12 For the appointment of a Chief Director and a Senior Director, the SAC votes on suitability and preference.
- 3.13 The practice of submitting nominations is discontinued.
- 3.14 The Chief Director: HR will be responsible for ensuring an adequate shortlist.
- 3.15 This document must be read in conjunction with the Regulations governing appointments/ reappointments of Senior Professional Administrative Support Services staff (PASS) on Grades 1 – 4.
- 3.16 Council determines the term of office for the Rector and Vice-Chancellor, Vice-Rectors and Deputy Vice-Chancellors, the Chief Operating Officer, the Registrar and Deans.

#### 4. COMPOSITION OF THE SENIOR APPOINTMENTS COMMITTEE (SAC)

Position to be filled	Management of appointment's or re-appointment's process	Members Total = 12	Appointing Authority	Role of the SAC	Terms of appointment
<b>Rector and Vice-Chancellor</b>	<ul style="list-style-type: none"> <li>• The Registrar as the Secretariat of Council in consultation with HR</li> <li>• Secretariat functions – Registrar.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Council (or delegate) – Chairperson;</li> <li>• Vice-Chair of Council;</li> <li>• Another member of Council appointed by Council;</li> <li>• An external expert from another HE Institution, which must be at the level of a Rector/Vice-Chancellor, appointed by the Chair of Council;</li> <li>• Two Deans appointed by the Executive Committee of Senate;</li> <li>• One Member of the Audit and Risk Committee of Council appointed by the Audit and Risk Committee of Council;</li> <li>• One Member of Senate (from the academic members) appointed by the Executive Committee of Senate;</li> <li>• Another Senate member appointed by the Executive Committee of Senate;</li> <li>• One member of the IF appointed by the Executive Committee of the IF;</li> <li>• One Student Representative appointed by the SRC;</li> <li>• The Chief Director: HR (non-voting member).</li> </ul>	Council	<ul style="list-style-type: none"> <li>• Drafts and finalises advertisement;</li> <li>• Compiles shortlist in consultation with HR;</li> <li>• Conducts interviews and makes a recommendation to Council for final approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Not more than 5 years;</li> <li>• May be reappointed for one more consecutive term without having to apply again, after which the person may apply again.</li> <li>• Where applicable, a fall-back option to the incumbent's academic department, exists.</li> </ul>

Position to be filled	Management of appointment's or re-appointment's process	Members Total = 11	Appointing Authority	Role of the SAC	Terms of appointment
<b>Vice-Rectors and Deputy Vice-Chancellors</b>	<ul style="list-style-type: none"> <li>• The Registrar as the Secretariat of Council in consultation with HR;</li> <li>• Secretariat – Registrar.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Council (or delegate) – Chairperson;</li> <li>• Another member of Council appointed by Council;</li> <li>• Rector;</li> <li>• One member from the Rectorate, on Grade 2, appointed by the Rectorate;</li> <li>• An external expert from another HE Institution, which must be at the level of Vice-Rector, appointed by the Chair of Council;</li> <li>• A Dean appointed by the Executive Committee of Senate;</li> <li>• One Member of Senate (from the academic members) appointed by the Executive Committee of Senate;</li> <li>• Another Senate member appointed by the Executive Committee of Senate;</li> <li>• One member of the IF appointed by the Executive Committee of the IF;</li> <li>• One Student Representative appointed by the SRC;</li> <li>• The Chief Director: HR (non-voting member).</li> </ul>	Council	<ul style="list-style-type: none"> <li>• Drafts and finalises advertisement;</li> <li>• Compiles shortlist in consultation with HR;</li> <li>• Conducts interviews and makes a recommendation to Council for final approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Not more than 5 years;</li> <li>• May be reappointed for one more consecutive term without having to apply again, after which the person may apply again.</li> <li>• Where applicable, a fall-back option to the incumbent's academic department, exists.</li> </ul>

Position to be filled	Management of appointment's or re-appointment's process	Members Total = 12	Appointing Authority	Role of the SAC	Terms of appointment
COO	<ul style="list-style-type: none"> <li>• The Registrar as the Secretariat of Council in consultation with HR;</li> <li>• Secretariat – Registrar.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Council (or delegate) – Chairperson;</li> <li>• Another member of Council appointed by Council;</li> <li>• Rector;</li> <li>• One member from the Rectorate, on Grade 2, appointed by the Rectorate;</li> <li>• An external expert from another HE Institution, which must be at the level of a Rector/Vice-Chancellor/Vice-Rector/COO, appointed by the Chair of Council;</li> <li>• A Dean appointed by the Executive Committee of Senate;</li> <li>• One Member of the Audit and Risk Committee of Council appointed by the Audit and Risk Committee of Council;</li> <li>• One Member of Senate (from the academic members) appointed by the Executive Committee of Senate;</li> <li>• Another Senate member appointed by the Executive Committee of Senate;</li> <li>• One member of the IF appointed by the Executive Committee of the IF;</li> <li>• One Student Representative appointed by the SRC;</li> <li>• The Chief Director: HR (non-voting member).</li> </ul>	Council	<ul style="list-style-type: none"> <li>• Drafts and finalises advertisement;</li> <li>• Compiles shortlist in consultation with HR;</li> <li>• Conducts interviews and makes a recommendation to Council for final approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Not more than 5 years;</li> <li>• Upon the expiry of that period, or any successive period, may be reappointed for a further period of not more than 5 years;</li> <li>• Where applicable, a fall-back option to the incumbent's academic department, exists.</li> </ul>

Position to be filled	Management of appointment's or re-appointment's process	Members Total = 11	Appointing Authority	Role of the SAC	Terms of appointment
<b>Registrar</b>	<ul style="list-style-type: none"> <li>Human Resources as the Secretariat.</li> </ul>	<ul style="list-style-type: none"> <li>Chair of Council (or delegate) – Chairperson;</li> <li>Another member of Council appointed by Council;</li> <li>Rector;</li> <li>One member from the Rectorate, on Grade 2, appointed by the Rectorate;</li> <li>An external expert from another HE Institution, which must be at the level of a Registrar, appointed by the Chair of Council;</li> <li>A Dean appointed by the Executive Committee of Senate;</li> <li>One Member of the Audit and Risk Committee of Council appointed by the Audit and Risk Committee of Council;</li> <li>One Member of Senate (from the academic members) appointed by the Executive Committee of Senate;</li> <li>One member of the IF appointed by the Executive Committee of the IF;</li> <li>One Student Representative appointed by the SRC;</li> <li>The Chief Director: HR (non-voting member).</li> </ul>	Council	<ul style="list-style-type: none"> <li>Drafts and finalises advertisement;</li> <li>Compiles shortlist in consultation with HR;</li> <li>Conducts interviews and makes a recommendation to Council for final approval.</li> </ul>	<ul style="list-style-type: none"> <li>Not more than 5 years;</li> <li>May be reappointed upon the expiry of that period or any successive period for a further period of not more than 5 years;</li> <li>Where applicable, a fall-back option to the incumbent's academic department, exists.</li> </ul>

Position to be filled	Management of appointment's or re-appointment's process	Members Total = 14	Appointing Authority	Role of the SAC	Terms of appointment
<b>Dean</b>	<ul style="list-style-type: none"> <li>• Human Resources as the Secretariat.</li> </ul>	<ul style="list-style-type: none"> <li>• Rector (or delegate) – Chairperson;</li> <li>• A Member of Council appointed by Council;</li> <li>• One member from the Rectorate, on Grade 2, appointed by the Rectorate;</li> <li>• An external expert from another HE Institution / private sector / public sector which must be at the level of a Dean / senior expert, appointed by the Rector;</li> <li>• One Member of Senate (from the academic members) appointed by the Executive Committee of Senate;</li> <li>• Another Senate member appointed by the Executive Committee of Senate;</li> <li>• Four Faculty Board members, appointed by the Faculty Board of the faculty concerned;</li> <li>• One member of the IF appointed by the Executive Committee of the IF;</li> <li>• The Chief Director: HR (non-voting member);</li> <li>• One Student Representative appointed by the Faculty Student Committee of the faculty concerned;</li> <li>• One support services staff member appointed by the Support Services Staff Members of the faculty concerned.</li> </ul>	The SAC	<ul style="list-style-type: none"> <li>• Drafts and finalises advertisement in consultation with the Faculty Board;</li> <li>• SAC compiles a preliminary shortlist, conducts interviews and compile final shortlist;</li> <li>• A presentation is done by the final shortlisted candidates at one meeting of the Faculty Board and IF;</li> <li>• Faculty Board and IF advise SAC;</li> <li>• SAC appoints;</li> <li>• Notifies Council of the decision via the Human Resources Committee of Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Not more than 5 years;</li> <li>• May be reappointed for one more consecutive term without having to apply again after which the person may apply again;</li> <li>• A fall-back option to an academic department is applicable for internal and external candidates.</li> </ul>



Position to be filled	Management of appointment's or re-appointment's process	Members Total = 9	Appointing Authority	Role of the SAC	Terms of appointment
<b>Chief Director</b>	<ul style="list-style-type: none"> <li>Human Resources as the Secretariat.</li> </ul>	<ul style="list-style-type: none"> <li>Rector (or delegate) – Chairperson;</li> <li>One Vice-Rector appointed by the Rectorate;</li> <li>COO;</li> <li>A Dean appointed by the Executive Committee of Senate;</li> <li>An external senior expert from another HE Institution / private sector / public sector appointed by the Rector;</li> <li>One Member of Council appointed by Council;*</li> <li>One Member of Senate (from the academic members) appointed by the Executive Committee of Senate;</li> <li>One member of the IF appointed by the Executive Committee of the IF;</li> <li>The Chief Director: HR (non-voting member).* *</li> </ul> <p>* (If deemed necessary, can be from the Audit and Risk Committee)</p> <p>** Except in the case of the appointment of a Chief Director: Human Resources, then another Chief Director (voting member)</p>	The SAC	<ul style="list-style-type: none"> <li>Drafts and finalises advertisement;</li> <li>Compiles shortlist;</li> <li>Conducts interviews and appoints;</li> <li>Notifies Council of the decision via the Human Resources Committee of Council.</li> </ul>	5 years, and possible re-appointment for subsequent terms.

Position to be filled	Management of appointment's process	Members Total = 8 / 9	Appointing Authority	Role of the SAC	Terms of appointment
<b>Senior Director</b>	<ul style="list-style-type: none"> <li>Human Resources as the Secretariat.</li> </ul>	<ul style="list-style-type: none"> <li>A member of the Rectorate, on Grade 1 or 2, appointed by the Rectorate – Chairperson;</li> <li>An external senior expert from another HE Institution / private sector /public sector appointed by the Rector;</li> <li>A Dean appointed by the Executive Committee of Senate;</li> <li>One Member of Council appointed by Council;*</li> <li>One Member of Senate appointed by the Executive Committee of Senate;</li> <li>One member of the IF appointed by the Executive Committee of the IF;</li> <li>The Chief Director: HR (non-voting member);</li> <li>One Student Representative appointed by the SRC in the case of Senior Director: Student Affairs;</li> <li>Option to co-opt e.g. students in case of other relevant Senior Director positions.</li> </ul> <p>* (If deemed necessary, can be from the Audit and Risk Committee)</p>	The SAC	<ul style="list-style-type: none"> <li>Drafts and finalises advertisement;</li> <li>Compiles shortlist;</li> <li>Conducts interviews and appoints;</li> <li>Notifies Council of the decision via the Human Resources Committee of Council.</li> </ul>	Not applicable.

## 5. CONSULTING STRUCTURES AND AUTHORITY FOR SPECIFIC APPOINTMENTS

Level	Consulting Structure(s)			Presentation at Senate	Presentation at IF	Presentation at Faculty Board	Authority for appointment	SAC Chaired by <sup>1</sup>	Communications Report
	Senate	IF	Faculty Board						
<b>Rector and Vice-Chancellor</b>	X	X		Yes	Yes		Council	Chair of Council	Council Senate
<b>Vice-Rectors</b>	X	X		Yes	Yes		Council	Chair of Council	Council Senate
<b>COO</b>	X	X		Yes	Yes		Council	Chair of Council	Council Senate
<b>Registrar</b>							Council	Chair of Council	Council Senate
<b>Deans</b>		X	X <i>Delegation from Senate</i>	No	Yes – one meeting of <i>Faculty Board and IF. Vote on appointability and preference</i>		SAC	Rector	Council Senate
<b>Chief Directors</b>							SAC	Rector	Council Senate
<b>Senior Directors</b>							SAC	A member of the Rectorate, on Grade 1 or 2	Council Senate

### Notes

- SAC is the responsible body for recruitment and selection of candidates for appointment on all levels.
- Where SAC is the appointment authority – SAC reports to Council.
- All new senior appointments will be communicated to Senate and Council via internal communication channels.

<sup>1</sup> Or his /her delegate

## 6. CONSULTING STRUCTURES AND AUTHORITY FOR SPECIFIC REAPPOINTMENTS

Level	Consulting Structure(s)			Presentation at Senate	Presentation at IF	Authority for reappointment	Communications Report
	Senate	IF	Faculty Board				
<b>Rector and Vice-Chancellor</b>	X	X		No	No	Council	Council Senate
<b>Vice-Rectors</b>	X	X		No	No	Council	Council Senate
<b>COO</b>	X	X		No	No	Council	Council Senate
<b>Registrar</b>				No	No	Council	Council Senate
<b>Deans</b>			X	No	No	Rector as Chairperson of the SAC	Council Senate
<b>Chief Directors</b>						Rector as Chairperson of the SAC	Council Senate