MEMORANDUM

To Members of the Rectorate

Meeting Date	21 January 2025				
Subject	**Proposed Amendments to the Revised Code for Employment Equity and Diversity**				
Time required	20 Minutes				
RC Head submitting the agenda item	Prof Nico Koopman				
Action required from the Rectorate (mark with x)	Approval X	Consultation	Discussion	Flag as risk item	For noting
Person(s) who will join the meeting	Sello Molapo Miriam Hoosain		**Email addresses**	sdm@sun.ac.za miriamh@sun.ac.za	
Presentation to be done (e.g. PowerPoint)		No X	**Indicate technical needs/ requirements**	None	

1. Background

Human Resources (HR) presented the Revised Code for Employment Equity and Diversity (the Code) at the Rectorate meeting on 01 October 2024. After careful deliberation and discussion, the Rectorate recommended that:

1.1. The revised Code with the incorporation of the Rectorate's broader inputs be resubmitted to the Rectorate for approval.

1.2. A section with guidelines for strategic recruitment be added to the Code.

1.3. Guidelines for career progression/promotion in relation to EE be added to the Code.

2. HR feedback regarding Rectorate inputs

2.1. Broader inputs

The Rectorate raised questions about the terminology "suitably qualified" and its relationship to the current use of "appointable," as well as the distinction between "minimum" and "inherent" requirements. These inputs have been carefully considered, and the proposed terminology has been aligned with the Employment Equity Act (EEA) to ensure compliance with labour legislation.

The EEA mandates the use of "suitably qualified" to ensure that employers consider a candidate's formal qualifications, prior learning, relevant experience, and the capacity to acquire the ability to perform the job. This approach prevents undue exclusion and promotes equitable access to employment opportunities.

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Similarly, the EEA emphasizes "inherent requirements" to ensure that only the essential and non-negotiable duties of a role are considered when determining job suitability. This distinction avoids arbitrary criteria and supports a fair and inclusive recruitment process. Adopting these terms will align the university's Employment Equity approach with legal standards, ensuring consistency and fairness in HR practices.

The proposed terminology has therefore been retained in the revised Code and the Rectorate is requested to indicate its support and approval for such alignment with the EEA.

2.2.   Strategic recruitment

During the preparation of a response to the Rectorate on this item, HR identified a need for a broader strategic recruitment policy and procedures, incorporating the principles of employment equity.

Given this, it is requested that HR be afforded the opportunity to develop and submit a comprehensive strategic recruitment policy that includes key considerations, criteria, and procedures for such appointments. The envisaged policy will address instances whereby such appointments are proposed by the Rector and will appropriately facilitate strategic appointments based on scarce skills and/or employment equity. The latter may include strategic appointments of non-designated groups where justified by institutional needs. Such a policy will incorporate existing relevant criteria and processes, such as those related to the strategic EE fund and applicable HR policies.

In light of this, it is proposed that the Rectorate support the development of a detailed and aligned policy for strategic recruitment at SU and the related procedures. The EE Code will then be duly amended to reflect what has been approved in terms of the overarching strategic recruitment policy.

2.3.   Incorporation of EE into career progression/promotion

Stellenbosch University (SU) is in the early stages of establishing HR frameworks and architecture, including standardized job descriptions and competency requirements for all positions. These foundational elements are critical for developing career maps and paths that will facilitate strategies for promotion and career progression.

Currently, employment equity (EE) is not integrated into the criteria for promotion or career advancement. The current approach is one of encouraging, and not mandating, the consideration of EE as part of the decision-making process for promotions.

If SU intends to strengthen the current approach, then key decisions will need to be made regarding how to incorporate EE into promotion and career pathing beyond what is currently required and/or encouraged. This is important, since it is especially on senior levels in both academic and PASS environments that adequate diversity is lacking.

To embed EE effectively within these processes, the university must deliberate on whether to develop and implement targeted strategies to advance SU's staffing EE goals, especially with regard to career progression and promotion.

These could include targeted approaches for designated groups and broader strategies that address all staff inclusively.

Given these considerations, it is proposed that SU's approach to embedding EE be thoughtfully designed to balance inclusivity with the imperative to drive meaningful change. This approach should promote and catalyse transformation while ensuring fairness and broad-based participation.

Once these elements are in place, the university's EE Code will be revised to align with and reflect the updated frameworks and strategies.

3. Request to Rectorate

To approve the revised Code in its current form, noting the work which needs to be done to develop core policies and procedures for strategic recruitment, career progression, and promotion.

Document(s) attached:

- Revised Code for Employment Equity and Diversity

Drafted by:
Sello Molapo, Director: Employment Equity

Inputs by:
Miriam Hoosain, Chief Director: Human Resources

Inputs and submitted by:
Prof NN Koopman, DVC: Social Impact, Transformation and Personnel

Date Prepared: 17 January 2025