



Regulations for the appointment and reappointment of a Chief Director

Reference number of this document	AP0064
HEMIS classification	
Aim	To provide regulations to Stellenbosch University (SU) for the appointment and reappointment of a Chief Director
Type of document	Regulations
Accessibility	General (external and internal)
Implementation date	1 April 2019
Review date/frequency	As the need for amendments arise
Previous reviews	New Regulations
Owner of these regulations	Vice-Rector: Social Impact, Transformation and Personnel
Institutional functionary (curator) responsible for these regulations	Chief Director: Human Resources
Date of approval	25 March 2019
Approved by	Council
Keywords	Regulations
<i>The English version of this document is the operative version and the Afrikaans version is a translation thereof.</i>	

1. Introduction

The regulations below and the procedures contained therein must be interpreted and implemented within the context of the University's Vision 2040 and Strategic Framework 2019 – 2024, as well as the principles and points of departure in other policy documents (the Guidelines for support services appointments and the Regulations for the appointment and reappointment of a Chief Director) and shall at all times be subject to them.

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 functions on the basis of duly delegated responsibilities, authority and accountability by the Council, and, in terms of its core membership, is constituted in such a manner that appropriate levels of inclusivity and responsibility are ensured.
- 4.5 The SAC must reflect diversity in terms of race and gender.
- 4.6 Human Resources will be the secretariat and the convenor of the SAC.
- 4.7 The Chairperson of the SAC is the Rector (or delegate).
- 4.8 The SAC reports the decision to Council via the Human Resources Committee of Council.

5. Procedure

5.1 Council approves the establishment of a SAC of nine (9) members with the following composition:

- 5.1.1 The Rector (or delegate) – Chairperson;
- 5.1.2 One Vice-Rector 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 Council appointed by Council*
- 5.1.7 One Member of Senate (from the academic members) appointed by the EC(S);
- 5.1.8 One member of the Institutional Forum (IF) appointed by the Executive Committee of the IF; and
- 5.1.9 The Chief Director: Human Resources** (non-voting member).

* If deemed necessary, can be from the Audit and Risk Committee.

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

All members of the SAC must declare any interests to ensure that the appointments process is fair and equitable and that it is carried out by an independent group of people.

5.2 Role of the SAC

5.2.1 General Principles and Procedures

- 5.2.1.1 The usual meeting procedures and rules apply at all meetings of the SAC.
- 5.2.1.2 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.
- 5.2.1.3 Two-thirds of the designated members of the SAC are required to constitute a quorum.

- 5.2.1.4 Minutes of the decisions of each meeting of the SAC must be kept and approved according to the usual procedures.
- 5.2.1.5 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.

5.2.2 The Role of the Chair

- 5.2.2.1 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.
- 5.2.2.2 The Chair must ensure that SAC members have declared any interests
- 5.2.2.3 The Chair also ensures that the questions and discussions are fair and equitable to the candidates at all times.
- 5.2.2.4 The Chair is responsible for ensuring that any ballots on the inclusion or exclusion of candidates from the provisional or final shortlists 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.
- 5.2.2.5 The SAC decides at the time of its convening on the procedures to be followed in drawing up the shortlist.
- 5.2.2.6 The Chief Director: HR will be responsible for ensuring an adequate preliminary shortlist. In the case of the appointment of a Chief Director: HR, the Director: Employment Equity will be responsible for ensuring an adequate preliminary shortlist.

5.2.3 Recruiting Candidates

- 5.2.3.1 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.
- 5.2.3.2 The Chief Director: HR will ensure that the SAC is presented with a suitable pool of candidates. In the case of the appointment of a Chief Director: HR,

the Director: Employment Equity will ensure that the SAC is presented with a suitable pool of candidates.

5.2.4 Report of the SAC

- 5.2.4.1 All members must agree to the accuracy of the content of the report.
- 5.2.4.2 The report must contain sufficient information in relation to the requirements as set out in the advertisement on the candidates with whom interviews have been conducted.
- 5.2.4.3 The report must contain an assessment by the members of the SAC of the equity and fairness of the process that has been followed.

6. Term of appointment

- 6.1 The term of the appointment is normally five (5) years. Possible reappointment for subsequent terms.

7. Steps in the recruitment and selection procedure

- 7.1 The SAC drafts and finalises an advertisement and specifies the qualifications and other criteria (including leadership and managerial criteria) that the candidate must satisfy. HR will provide the draft advertisement.
- 7.2 HR advertises the post in the media and conducts strategic recruitment in order to broaden the pool of suitable candidates.
- 7.3 After the closing date for applications, the SAC, in the context of the Employment Equity Policy, draws up a shortlist.
- 7.4 The SAC may repeat the recruitment process or a part thereof if, in its judgement, there are not adequate appointable candidates; provided further that, should the SAC exercise its choice not to attempt further recruitment, the SAC may continue with the interviewing process.
- 7.5 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:
 - 7.5.1 Request and obtain written reference reports.
 - 7.5.2 Background Information checks, including the following checks:

- 7.5.2.1 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;
- 7.5.2.2 criminal records;
- 7.5.2.3 identity document validation;
- 7.5.2.4 fraud; and
- 7.5.2.5 if applicable, a driver's license.
- 7.6 The candidates on the shortlist each prepare a vision statement of the University's future and of how they envision their role therein.
- 7.7 The candidates on the shortlist present their vision to the SAC during the interview process.
- 7.8 The SAC votes on each candidate on the shortlist to determine suitability taking into account the job requirements 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 a tick if the candidates are suitable for appointment	
	YES	NO

- 7.9 The SAC is also given the opportunity to indicate their preference with regard to candidates who are recommended (see 7.8) in that each SAC member entitled to vote has one vote to indicate his/her preferred candidate. A ballot-paper is used for this purpose that is compiled as follows:

Names of candidates	Indicate with a tick which one of the candidates is your preferred candidate

- 7.10 The SAC makes the final decision for its preferred candidate for the position with a majority of the members of the SAC present and voting. If, during the first round of voting no candidate receives a majority of the votes cast, the candidate with the fewest votes is eliminated and a subsequent round of voting takes place.
- 7.11 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.
- 7.12 The SAC reports its decision to Council via the Human Resources Committee of Council.

8. Steps in the Reappointment procedure

- 8.1 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 the incumbent of the post.
- 8.2 The line manager approaches the Chief Director and asks if he/she wants to continue for a subsequent term.
- 8.3 If the Chief Director wants to continue for another term, he/she must submit the following documents to the line manager:
- 8.3.1 a report pertaining to performance achieved during his/her current term;
 - 8.3.2 a vision statement for a possible subsequent term;
 - 8.3.3 an updated detailed curriculum vitae.
- 8.4 The documents must be submitted via the line manager to the Rector.

- 8.5 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.
- 8.6 Human Resources notifies Council via the Human Resources Committee of Council.

9. Supporting documents

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