



# Regulations for the appointment of a Senior Director

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Aim	To provide regulations to Stellenbosch University (SU) for the appointment of a Senior Director
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Institutional functionary (curator) responsible for these regulations	Chief Director: Human Resources
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<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 Regulations for the appointment of a Senior Director), and shall at all times be subject to them.

## **2. Purpose**

The purpose of this document is to provide guidelines for the appointment of a Senior Director.

## **3. Initiation of the appointments process**

The process for the appointment of a new Senior Director is initiated by the Responsibility Centre Head at the Rectorate.

## **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 a member of the Rectorate, on post level 1 or post level 2.
- 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 eight (8) / nine (9) members with the following composition:**

- 5.1.1 A member of the Rectorate (on Level 1 or 2), appointed by the Rectorate - Chairperson;
- 5.1.2 A Dean appointed by the Executive Committee of Senate (EC(S));
- 5.1.3 One member of Council appointed by Council\*;
- 5.1.4 One Member of Senate appointed by the EC(S);
- 5.1.5 One member of the Institutional Forum (IF) appointed by the Executive Committee of the IF;
- 5.1.6 An external senior expert from another HE Institution/private sector appointed by the Rector;
- 5.1.7 The Chief Director: Human Resources (non-voting member);
- 5.1.8 One student representative appointed by the SRC in the case of a Senior Director: Student Affairs; and
- 5.1.9 Option to co-opt, e.g. students in case of other relevant Senior Director positions.

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

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 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.
- 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 Senior 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 Senior Director post. Strategic Recruitment actions will be undertaken and coordinated by the Chief Director: HR. In the case of the appointment of a Senior 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 Senior 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. Steps in the recruitment and selection procedure**

- 6.1 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.
- 6.2 HR advertises the post in the media and conducts strategic recruitment in order to broaden the pool of suitable candidates.
- 6.3 After the closing date for applications, the SAC, in the context of the Employment Equity Policy, draws up a shortlist.
- 6.4 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.
- 6.5 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:
  - 6.5.1 Request and obtain written reference reports.
  - 6.5.2 Background Information checks, including the following checks:
    - 6.5.2.1 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;

6.5.2.2 criminal records;

6.5.2.3 identity document validation;

6.5.2.4 fraud; and

6.5.2.5 if applicable, a driver's license.

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

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

6.8 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

6.9 The SAC is also given the opportunity to indicate their preference with regard to candidates who are recommended (see 6.8) 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

- 6.10 The SAC makes the final decision for its preferred candidate for the position with a majority of 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.
- 6.11 The SAC may also decide not to designate 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.
- 6.12 The SAC reports its decision to Council via the Human Resources Committee of Council.

## 7. 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)	