



POLICY ON RESOURCING

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Table of Contents

1.	Purpose.....	4
2.	Application.....	4
3.	Definitions	4
4.	Core Principles	5
5.	Duration of the Recruitment Process	5
6.	Workforce Planning and Job Profile.....	6
6.1	Workforce Planning	6
6.2	Job Profile	6
7.	Publication of Advertisements	6
8.	Recruitment Lock.....	7
9.	Job Application and Shortlisting.....	8
9.1	Job Application	8
9.2	Shortlisting	8
10.	Selection Panels.....	9
10.5.1	Academic Vacancies	9
10.5.2	Support and Service Vacancies.....	9
10.5.2.1	Peromnes Levels 4.....	9
10.5.2.2	Peromnes Levels 5.....	9
10.5.2.3	Peromnes Levels 6.....	10
10.5.2.4	Peromnes Level 7 to 8.....	10
10.5.2.5	Peromnes Level 9 to 10.....	10
10.5.2.6	Peromnes Levels 11 to 17	10
10.5.2.7	Panel composition for Critical, Scarce or Specialised Academic positions.....	10
10.5.2.8	Panel composition for Critical, Scarce or Specialised Professional/Support positions	10
10.6	Union and Student Representative Council (SRC) involvement and role	11
11.	Interviews	11
12.	Selection Technologies.....	12
12.1	Structured interviewing	12
12.2	Psychometric Assessments.....	12
12.3	Skills application testing.....	12
13.	Head-hunting.....	12
14.	Making the Appointment.....	12
15.	Pro-active Sourcing	13
16.	Employment of Ex-Employees.....	13
17.	Reference Checking.....	13

18.	Medical Examinations.....	14
19.	Communication of Recruitment Process.....	14
20.	Communication of Interview Results.....	14
21.	Employment of Family	14
22.	Relocation Expenses.....	14
23.	Induction.....	15
24.	Recruitment of International Residents	15
25.	Citizenship/visa requirements and qualification verification checks.....	15
26.	Recruitment Process for International Employees and Employees outside Gauteng	15
27.	Selection Criteria	15
28.	New Academic Appointments.....	16
29.	Appointment Process for Assistant Lecturers as Lecturers	16
30.	Employment Equity.....	17
31.	Post Selection practices	17
	Qualification Framework for ELG and Support Staff.....	18
	NQF Level Descriptors	20

UNIVERSITY OF JOHANNESBURG RESOURCING POLICY

1. Purpose

- 1.1 The purpose of this policy is to provide for guidelines and procedures that enable the University of Johannesburg (UJ) to recruit and select the best available talent in order to continuously enhance its intellectual capital in pursuit of global excellence and stature as well as to strive towards a workforce profile that is representative of the demographics of the Republic of South Africa.

2. Application

- 2.1 This policy applies to the recruitment and selection of all Permanent and three (3) to five (5) year fixed-term contract positions, excluding the appointment of Executive Leadership Group (ELG) members, which is contained in 'Appointment and Re-appointment of Members of the Executive Leadership Group, Excluding the Vice-Chancellor and Principal, at the University of Johannesburg'.

3. Definitions

- 3.1 "**Designated Groups**" are Black people (African, Coloured (including Chinese), and Indian), Women and People with Disabilities who – (a) are citizens of the Republic of South Africa by birth or descent; or (b) became citizens of the Republic of South Africa by naturalisation – (i) before 27 April 1994; or (ii) after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but were precluded by apartheid policies¹.
- 3.2 "**Family Relations**" are an employee's spouse, fiancée, parent, adoptive parent (by law or otherwise), grandparent, child, adopted child (by law or otherwise), grandchild, brother or sister, niece, nephew, cousin and all family-in-law that fall within these same categories.
- 3.3 "**Spouse or Life Partner**" means any person:
- a) to whom an employee is legally married, provided such marriage is substantiated by a marriage certificate or other proof acceptable to the Management Executive Committee; or
 - b) a permanent relationship, cohabitation, and/or mutual financial and emotional support²; or
 - c) when the Management Executive Committee (MEC) is satisfied has been living in a committed relationship with an employee for a period of at least six (6) consecutive months¹; or
 - d) who the MEC is satisfied is a party to a union with an employee according to South African Customary Law or is recognised as a marriage under any religious rites;
- 3.4 "**Workforce Planning and Job Design**" means the investigation of role activities and requirements, which is important for the establishment of appropriate Organisational

¹ Employment Equity Amendment Act, No. 47 of 2013 (30 May 2014)

² To prove the elements of permanent relationship, cohabitation and emotional support, it is common to require:

Note 1. an affidavit attesting to the permanency of the relationship and, in certain instances, exclusivity (no other living spouse, including proof of divorce or death);

Note 2. evidence of cohabitation

Note 3. evidence of shared financial responsibilities

structures.

- 3.5 **"People with Disabilities"** means people with a long-term or recurring physical or mental impairment, which substantially limits their prospects of entry into, or advancement in, employment.
- 3.6 **"Reasonable Accommodation"** refers to modifications or alterations in the workplace to equip a suitably qualified person with a disability to perform their jobs optimally.
- 3.7 **"Scarce Skills"** refers to those occupations in which there is a scarcity of qualified and experienced people, currently or anticipated in the future.
- 3.8 **"Critical Skills"** refer to a specific key or generic and "top-up" skills within an occupation".
- 3.9 **"Specialised Skills"** refers to someone with training or development in a particular area of knowledge or with niche expertise".

4. Core Principles

- 4.1 The UJ is an equal opportunity employer, and the UJ's approved *Employment Equity Plan* and Targets will be considered during the recruitment process³.
- 4.2 The UJ has a principle of open competition in its approach to recruitment.
- 4.3 The recruitment and selection process should, after considering a range of factors, ensure the identification of the person best suited to the job and the UJ.
- 4.4 The UJ wishes to encourage the recruitment of employees with disabilities and will make reasonable adjustments to all stages of the recruitment process as required in order for a successful candidate with a disability to participate.
- 4.5 The UJ will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle in point 4.4 above.
- 4.6 Recruitment and selection are key marketing opportunities and should enhance the reputation of the UJ. The UJ will treat all candidates fairly, equitably, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- 4.7 The UJ will promote best practices in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated and be efficient and effective.
- 4.8 An employee involved in the recruitment process with a close personal or familial relationship with an applicant must declare this as soon as they are aware of the individual's application and, as far as possible, avoid any involvement in the recruitment and selection decision-making process.
- 4.9 Participants in the recruitment process are not allowed to disclose any information unless authorised to do so. Any disclosure of unauthorised information will be treated as misconduct. A Declaration of Interest must be signed by all participants.
- 4.10 All documentation relating to applicants will be treated confidentially in accordance with the *Protection of Personal Information Act (POPIA), No 4 of 2013*. Applicants will have the right to access documentation held on them in accordance with the *Promotion of Access to Information Act (PAIA), No 2 of 2000*.

5. Duration of the Recruitment Process

- 5.1 The standard adopted by the Human Resources Division (HR) is that the entire recruitment

³ The appointment of international candidates, and candidates from non-designated groups, inclusive of white women, will be reviewed by the appropriate committee in accordance with the Employment Equity Targets as approved.

process, from the end date of the advert of a vacant position to the issuing of the first letter of appointment, should be completed within seven (7) weeks provided that all parties adhere to the information requirements and timelines as per the HR Service Charter.

6. Workforce Planning and Job Profile

6.1 Workforce Planning

6.1.1 When a position becomes vacant, the following needs to be considered by the Line Manager concerned before the position is advertised:

- a) whether operational requirements demand that the post be retained;
- b) whether sustainable funding is available to allow for the vacancy to be filled;
- c) whether the job profile for the position needs to be reviewed to meet current or emerging business requirements and in accordance with the Strategic Operational Plan; and consistent space use as above; and
- d) the contribution to the equity profile and B-BBEE attainment, considering the faculty⁴/division current demographic profile.

6.1.2 The HR Business Partners (HRBP) will assist and advise Line Managers on completing a workforce plan by the end of January for the current year.

6.2 Job Profile

- a) The Line Manager is responsible for ensuring that an approved updated job profile is submitted and available for any vacant post to be advertised and filled.
- b) The job profile should accurately reflect the elements of the post, and care should be taken when writing the job specification to ensure that the criteria used do not indirectly discriminate against certain groups of applicants.
- c) All adverts are to be electronically saved on the HR SharePoint portal.

7. Publication of Advertisements

7.1 The HRBP will assist Line Managers to draft the advert in line with the approved job profile for the Line Manager's approval prior to placement of advert by the Resourcing Office.

7.2 Any advertisement that appears in the media must comply with the University of Johannesburg corporate identity and approved style.

7.3 Advertisements for vacant positions will be placed by the Resourcing Office to ensure all advertisements are standardised and in compliance with policies and procedures.

7.4 All advertisements are placed on the UJ website at no cost to a particular Faculty/Division.

7.5 For the placement of advertisements in the media, HR provides the funding for scheduled print media advertisements or other recognised and emerging approaches throughout the year.

7.6 Any advertising requests other than the scheduled print media advertisements, i.e. international recruitment platforms, will be for the account of the relevant Faculty or Division on approval from the relevant ELG of the Faculty or Division in collaboration with the Executive Director: HR.

7.7 Advertising outside the scheduled print media adverts may be done via the approved internet portals such as the UJ intranet, UJ Applicant Tracking System, Social Media and international recruitment platforms.

⁴ Reference to Faculty includes College.

- 7.8 Advertisements should not be unjustifiably confined to areas or publications which exclude or disproportionately reduce the numbers of applicants from any particular racial group.
- 7.9 Positions (Academic and Support Staff), depending on position level, to be advertised internally and externally via the intranet, notice boards, and social media subject to approval by the Line Manager(s) concerned for transparency and to provide an opportunity to all employees.
- 7.10 Adverts for Support/Professional positions on Peromnes 9 to 17 will be published internally on the UJ Job board on a weekly basis and will run for two (2) weeks.
- 7.11 Positions on Peromnes 4 to 8 will be published internally and externally in Print media and social media once a month and be published for two (2) weeks.
- 7.12 Academic Positions will be advertised in Print Media when there is a critical mass and social media when there is no critical mass.

8. Recruitment Lock

- 8.1 Existing Permanent and Fixed-term employees applying for internally advertised Support positions (Peromnes 8 to 17) will only be considered for the position if they:
- (a) provide evidence that they possess the required qualification;
 - (b) have been in their current position for at least one (1) year;
 - (c) have no current performance improvement notifications or disciplinary hearings and have successfully completed their probationary period; and
 - (d) are not appointed on an existing conditional appointment at the UJ.
- 8.2 An advertisement may be waived for Scarce Skills, NRF Rated (A-rated, B-rated, or individuals evidently of such stature) specialised skills in both academic and professional support (Peromnes 5 and 6), and a headhunting process will follow as approved by the line function ELG member, in consultation with the relevant MEC member, and in conjunction with the Executive Director: HR.
- 8.2.1 All academic vacancies not listed in point 8.2 are simultaneously advertised internally and externally to the Institution, guided by the appropriateness, most cost-effective, fair and objective means to attract the best applications.
- 8.2.2 Preference may be given to an internal candidate where both internal and external candidates demonstrate similar competencies for the position, or the internal candidate can be the subject of development objectives that can be achieved in the short term.
- 8.2.3 Where an internal candidate is appointed subject to development objectives, be it training or attainment of a qualification as per the requirement of the position, the candidate will be appointed conditionally to ensure that the required standards are achieved.
- 8.2.4 All conditional appointments will be in line with the Conditional Appointments Guideline (MEC approved on 25 October 2016 and/or as revised), with an annual requirement to submit progress reports (which are evaluated by the ELG member or as delegated).
- 8.2.5 Internal applications are treated procedurally the same as external applications.
- 8.2.6 The advertisement should make it clear that the UJ is committed to employment equity and that it encourages applications from designated groups.
- 8.2.7 Where additional health or security clearances are justified by the inherent requirements of the work, this should be clearly stated in the advertisement.
- 8.2.8 Psychometric tests or practical application assessments will be conducted as determined by the level of the specific position and the required information evaluated.
- 8.2.9 Pre-employment screening, i.e. reference checks, police clearance, ITC credit checks (where applicable) and qualification verifications, will be conducted on all candidates invited to an

interview.

- 8.2.10 The UJ reserves the right to contact references other than those listed by the applicant, and consent is given by virtue of the candidate's application.
- 8.2.11 The advertisement must have a provision indicating that an applicant who does not hear from the UJ within three (3) months of the closing date thereof must consider their application unsuccessful⁵.
- 8.2.12 The advertisement of the post should state the person to be contacted for any queries regarding the job content of the advertised post.

9. Job Application and Shortlisting

9.1 Job Application

- 9.1.1 Candidates are required to complete and sign the UJ application form and submit a detailed curriculum vitae to HR, who will be responsible for initial screening.
- 9.1.2 All unsolicited applications received must be directed to the online recruitment section of the UJ website (jobs.uj.ac.za).

9.2 Shortlisting

- 9.2.1 The selection panels and procedures for shortlisting with regard to academic positions are specified in the policy 'Academic Categories, Appointment and Promotion Criteria and Processes'.
- 9.2.2 The HRBP is responsible for finalising and discussing a shortlist with the respective line management.
- 9.2.3 Shortlisting and Selection Panels for positions Peromnes 4 to 17 must meet the minimum composition requirements, as outlined, and should be constituted with due consideration to the promotion of Equality and Diversity. Shortlisting may be done by a full sitting of the Selection Panel or via round-robin.
- 9.2.4 Shortlisted candidates for academic and externally funded research appointments from Lecturer to Professor levels must, in addition to the minimum requirements, should submit a teaching philosophy statement or the equivalent thereof, which will form part of the evaluation at selection interviews.
- 9.2.5 Deviation from the submission of a Teaching Philosophy Statement will be approved by the Executive Dean at the commencement of the recruitment process, i.e. advertisement.
- 9.2.6 Prior to selection interviews taking place, the Chairperson of a Selection Panel must explain to the Selection Panel the shortlisting process. A detailed report of the shortlisting process should be available on request at the Selection Panel meeting for the purpose of transparency. A list of A (meet or exceed minimum requirements as advertised), B (partially meet minimum requirements as advertised), and C (do not meet minimum requirements as advertised) listed applicants for the position should be made available and reasons provided if requested to do so by any member of the Selection Panel why applicants have not been shortlisted. Reasons for not shortlisting candidates must be recorded on the Shortlisting Selection document.
- 9.2.7 All shortlist should be aligned to the UJ's Employment Equity Plan.
- 9.2.8 Preferably, a maximum of three (3) candidates who meet the essential criteria for the post should be shortlisted and invited for interviews, on the understanding that in exceptional circumstances, the Selection Panel Chairperson may approve that more candidates can be added.

⁵ Only candidates invited for an interview will receive feedback on the outcome of the interview process

10. Selection Panels

- 10.1 In accordance with the HR Delegation of Authority, the constitution of the Selection Panel is approved by the relevant MEC member, ELG member or Senior Director.
- 10.2 The Selection Panel makes recommendations for the appointment to the post. The approval is done in terms of the applicable delegation of authority and ratified by the relevant Executive. In some instances, ratification is required by the Management Executive Committee as per the relevant level defined in the Human Resources Delegation of Authority.
- 10.3 The requirement for the constitution of Selection Panels as per below will be waived in cases of specialist, scarce or critical skills, and a smaller panel will be convened to fast track the selection process.
- 10.4 Selection Panels should accommodate the needs of People with Disabilities.
- 10.5 Selection Panels are constituted as specified below:

10.5.1 Academic Vacancies

- 10.5.1.1 The process of selection for all academic post levels, including Assistant Lecturer, Lecturer, Senior Lecturer, Associate Professor and Professor, is contained in the policy document 'Academic Categories, Appointment and Promotion Criteria and Processes'.

10.5.2 Support and Service Vacancies

The composition of Support Selection Panels is revised as specified below:

10.5.2.1 Peromnes Levels 4⁶

- a) Relevant MEC member in accordance with portfolio (*Chairperson*);
- b) Another MEC member
- c) One (1) Executive Dean or Executive Director (subject matter expert on that level) nominated by MEC;
- d) Executive Director: Human Resources Division or delegated up to Director level; and
- e) Trade Union representatives (*as observers*).

10.5.2.2 Peromnes Levels 5⁷

- a) Applicable Line Manager at MEC Level or relevant ELG Member (*Chairperson*);

⁶ Note 1: The Vice-Chancellor may delegate the Chairpersonship to the applicable Deputy Vice-Chancellor (or MEC member for support Division), as required

Note 2: The Selection Panel recommends a candidate for appointment to the Management Executive Committee, who makes the final decision.

Note 3: At least 50% of the voting members of the Selection Panel must be from the designated groups

⁷ Note 1: Positions on a Peromnes 5 should be submitted to the Management Executive Committee (MEC) for approval

Note 2: At least 50% of the voting members of the Selection Panel must be from the designated groups.

Note 3: Relevant ELG member, at least at P3 level, serves as Chair in instances where the position reporting line is to a P4.

Note 4: The MEC would when considering the creation of a Senior Director position, also consider the reporting line to the Executive Director/Executive Dean or line function MEC

- b) Relevant Executive Director or Executive Dean;
- c) One (1) senior employee from the Faculty or Division concerned;
- d) One (1) Director from the Human Resources Division;
- e) External Subject Expert (optional);
- f) HRBP for relevant Faculty or Division; and
- g) Trade Union representatives (*as observers*).

10.5.2.3 Peromnes Levels 6

- a) Applicable Line Manager at MEC level or relevant ELG member or Senior Director (*Chairperson*);
- b) One (1) senior member of the relevant Faculty or Division concerned;
- c) External Subject Expert (optional);
- d) HRBP for relevant Faculty or Division; and
- e) Trade Union representatives (*as observers*)

10.5.2.4 Peromnes Level 7 to 8

- a) Director/Head of Department or Division or Unit or School (*Chairperson*);
- b) Two (2) employee(s) from the Department or Division or Unit or School;
- c) A representative from another internal Division or Unit or School (optional);
- d) HRBP; and
- e) Trade Union representatives (*as observers*).

10.5.2.5 Peromnes Level 9 to 10

- a) Director/Head of Department or Division or Unit or School (*Chairperson*);
- b) One (1) employee from the Department or Division or Unit or School;
- c) HR Officer; and
- d) Trade Union representatives (*as observers*).

10.5.2.6 Peromnes Levels 11 to 17

- a) Line Manager (*Chairperson*);
- b) One (1) employee from the Department or Division or Unit or School;
- c) HR Officer; and
- d) Trade Union representatives (*as observers*).

10.5.2.7 Panel composition for Critical, Scarce or Specialised Academic positions

10.5.2.7.1 The composition of panels for each level of appointment is specified in the policy document 'Academic Categories, Appointment and Promotion Criteria and Processes'

10.5.2.8 Panel composition for Critical, Scarce or Specialised Professional/Support positions

a) Peromnes levels P5 and P6

- i) Relevant MEC member or ELG member or Senior Director as delegated

- (*Chairperson*);
- ii) Relevant Executive Director/Executive Dean; and
 - iii) External Subject Expert (either internal or external).

10.6 Union and Student Representative Council (SRC) involvement and role⁸

10.6.1 Union and the SRC representatives have observer status in respect of the entire resourcing process at all levels of the Institution.

10.6.2 Observer status is conditional upon the following:

- a) the observer has completed a resourcing observation training;
- b) the observer provides informed comments on the process and on the suitability of the candidate(s), which are factored into the final decision, but the observer does not participate in the decision-making process;
- c) observation encompasses determining the position competency and behavioural profiling (pre-requisites) process in its entirety as well as the Structured Interview Process; and
- d) that the union representative is not from the same Division as the position recruited to avoid conflict of interest.

11. Interviews

11.1 Electronic Interview packs shall be prepared by HR for the selection. Interview Packs will be sent to the Chairperson and external Panel members.

11.2 Shortlisted candidates who meet the inherent requirements of a position are to be contacted for an interview by the Resourcing Office.

11.3 Interviews and final selection will be carried out by the Selection Panels as outlined in Section 10.

11.4 A declaration of confidentiality and interest form must be signed by all Interviewing Panel members to ensure that there is no conflict of interest with a candidate which may impact on the recruitment process.

11.5 It is recommended that a range of selection methods that are suitable for assessing both the essential and desirable criteria in the job profile are established as this will enhance objective decision making, which is difficult through interview alone (Section 12).

11.6 Due to language barriers, alternative selection methods, in lieu of competency-based interviews questions be utilised (Section 12.3) to assess the competencies for semi-skilled positions on Peromnes levels 15 to 17.

11.7 Selection criteria will be fair and non-discriminatory, objectively measurable and are used for transparent selection decisions.

11.8 Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the job profile.

11.9 Applicable relevant candidate assessment criteria outside of the structured interview are agreed to in advance by the recruiting Executive and the Human Resources Division and are incorporated in the selection process.

⁸ Following an invitation to attend the selection process (shortlisting or interview) the union will send a representative. Should the union representative be invited but not attend, the selection process will continue, and the selection panel deemed as duly constituted.

12. Selection Technologies

12.1 Structured interviewing

12.1.2 Behaviour/competency-based interviewing is strongly encouraged for all posts at Peromnes level 12 and upwards and advised for posts at Peromnes level 13 and lower. Skills testing is the preferred method of evaluation for posts at Peromnes Level 13 and lower.

- a) The Line Manager, with the assistance of the HRBP, should prepare the questions prior to the interview and will be responsible for providing the Selection Panel with relevant behaviour/competency and functional questions at the start of the interview; and
- b) if there is advanced knowledge that applicants have a disability, reasonable accommodation will be made during the interview.

12.2 Psychometric Assessments

- a) More extensive psychometric assessment is agreed to as required by the relevant Executive and the Executive Director: Human Resources Division. All assessments should be pre-arranged, and the information should be utilised to correlate or confirm the information obtained from the structured competency-based interview. Uniform ratings and assessments of candidates are applied to ensure total objectivity.

12.3 Skills application testing

- a) Practical Skills Application testing is pre-arranged and applied by the interviewing Executive.
- b) For semi-skilled positions P15 to P17, the use of simulations, job knowledge test, and work sample tests are applied to evaluate skills, knowledge (technical proficiency) and ability through practical demonstrations.
- c) Work sample tests typically involve having job applicants perform the tasks of interest while their performance is observed and scored.
- d) Uniform ratings/assessments of candidates are applied to ensure total objectivity.

13. Headhunting

13.1 For critical and scarce skill positions, the relevant ELG member can authorise and approve the use of the headhunting approach while concurrently advertising the position on the UJ website. This will greatly reduce the time to hire a suitable candidate.

13.2 Advertisements will be waived for scarce skills, namely NRF Rated (A-rated and B-rated) and specialised skills in both Academic and Professional Support (Peromnes 5 and 6), and a headhunting approach will be followed. The waiving of advertisements for P5 and P6 positions be approved by the MEC Resourcing Subcommittee

14. Making the Appointment

14.1 On completion of the interviews, the Panel should deliberate and recommend a suitable candidate for the position to the relevant authority in accordance with the HR

Delegation of Authority.

- 14.2 If applicable, the Panel should also make recommendations on the second or third appointable candidate in the event that the first candidate declines the offer of employment.
- 14.3 Should another similar position become available, the Executive Dean/Director/Registrar can sign off the appointment of the second or third candidate within a six (6) month period.
- 14.4 On the recommendation of the relevant Executive Dean/Executive Director/Registrar/Chairperson of Selection Panel, the appointment shall be noted by the Executive Director: HR.
- 14.5 The HRBP will then liaise with the successful candidate and finalise all relevant paperwork and documentation. The HRBP will also inform the unsuccessful interview candidates of the outcome.

15. Pro-active Sourcing

- 15.1 An Employee Referral Programme will be employed to identify suitably qualified candidates in the labour market for vacant positions at the University of Johannesburg. The preferred candidate will be subjected to the normal recruitment process in line with the Resourcing Policy. The recommendation was that social media, especially Twitter™, be used.

16. Employment of Ex-Employees

- 16.1 Ex-employees who possess requisite competencies and experience may be re-engaged to fill applicable positions in the Institution. This excludes employees who left the Institution under doubtful circumstances due to a breakdown in working relationships and/or potential disciplinary proceedings.

17. Reference Checking

- 17.1 The Resourcing Office shall ensure that applicable qualification screening, reference check, competency test, employment profile check, health and security clearance is conducted before or after the interview process as necessary.
- 17.2 Reference checks apply only to candidates shortlisted for interviews.
- 17.3 All applicants are required on the application to provide details of at least three employment references. To avoid allegations of an invasion of an applicant's privacy, the applicant will ensure that they grant permission for reference checks and that the names of the persons or parties from whom references may be obtained are indicated. The signature of the applicant on the form is sufficient permission to proceed with the references and that other relevant references which the employer deems appropriate may be obtained.
- 17.4 Reference checks are unique to each position and are designed to confirm findings derived from structured interviewing, person profiling, skills application and information provided in curricula vitae.
- 17.5 Reference checks are limited to permission granted by the applicant, except where the applicant has granted permission for the UJ to obtain references over and above the references mentioned.
- 17.6 Reference check questions are limited to restrictions imposed by law and are

contained in the Reference Check Guideline.

- 17.7 The process and purpose of and restrictions on reference checking applies to both external and internal reference checking. Reference checks are conducted by HR for the position that is sought to be filled unless otherwise specified by the Line Manager.
- 17.8 A minimum of two (2) reference checks or, where applicable, character references must be obtained prior to an offer of employment being made to a candidate. The referee reports should ideally be part of the interview pack.
- 17.9 Credit and criminal checks are permissible. In this regard, verification agencies will be used. An applicant must also sign to grant permission to conduct a credit or criminal check.
- 17.10 No information on perceived or actual disability will be requested from previous employers or third parties.

18. Medical Examinations

- 18.1 Pre-health checks will not be performed except where they constitute an inherent requirement of the job or where employees who have retired on medical grounds seek re-employment.

19. Communication of Recruitment Process

- 19.1 Each step of the resourcing process entails continuous communication and notification on progress by the HRBP to the Executive Deans/Executive Directors and the line management, from the placement of the job advertisement in the media to the acceptance by the candidate of the job offer.

20. Communication of Interview Results

- 20.1 All interview results will be communicated to candidates after approval by the Line Manager or relevant authority.
- 20.2 All unsuccessful external applicants are informed by the Resourcing Office of the outcome of the selection process via email or hard copy letter as soon as the successful candidate has accepted the offer. All unsuccessful internal applicants are provided feedback by the HRBP on request.
- 20.3 The UJ reserves the right to release information, and any information to be released will be confined to the specific affected person.

21. Employment of Family

- 21.1 Family relations of employees and partners of employees may not be employed in any capacity in the same Division/Department/School/Centre/Bureau/Dean's Office as the employee.
- 21.2 Exceptions to the employment of family relations and partners of employees are subject to the rules and procedures specified in the HR Delegation of Authority.
- 21.3 Existing employment of family prior to the merger process remains unaffected but ceases when vacancies in these positions occur.

22. Relocation Expenses

- 22.1 Relocation expenses may be incurred in the event that the UJ finds it necessary to

recruit individuals who reside outside the Province. Refer to the relevant section of *the Relocation Expenses Policy*.

23. Induction

23.1 The Induction of newly appointed employees will be conducted by HR as well as the respective Faculties/Divisions. Refer to the relevant section of *the Induction Policy* and Induction Guidelines for all new employees.

24. Recruitment of International Residents

24.1 This section must be read in conjunction with the relevant section of *the Policy for the Recruitment of Non-South African Residents*) and relevant legislature.

24.2 Approval to appoint International candidates will be in accordance with the Delegation of Authority and Employment Equity targets.

25. Citizenship/visa requirements and qualification verification checks

25.1 This section must be read in conjunction with Section D31 in the *Conditions of Service (Policy for the Recruitment of Non-South African Residents)*.

25.2 Once an offer of employment is made to an International candidate, the recruiting Executive, with the assistance of HR, must ensure that the applicant satisfies work visas or citizenship requirements and is eligible for appointment. It is recommended that the Chairperson of the Selection Panel, where appropriate, asks the question directly to the applicant.

25.3 Documentary evidence can be requested at any time during the selection process, as required by the *Immigration Act* (No 13 of 2002). A thorough qualification verification exercise must be done and confirmed by the Resourcing Office before a candidate is offered a position. The verification must be done through reputable companies.

26. Recruitment Process for International Employees and Employees outside Gauteng

26.1 This section must be read in conjunction with the relevant sections of *the Policy for the Recruitment of Non-South African Residents*.

26.2 Approval for the appointment of International candidates will be in accordance with the Delegation of Authority and Employment Equity targets.

27 Selection Criteria

27.1 The best available talent is engaged, guided by the *UJ's Employment Equity Plan*, to provide academic support and service excellence.

27.2 Selection criteria that are objectively measurable are used for transparent selection decisions.

27.3 Multiple objective correlating applicant assessment measures are applied to confirm a reasoned selection decision.

27.4 Applicable relevant candidate assessment criteria outside of the structured interview are agreed to in advance by the recruiting Executive and HR and are incorporated in the selection process. Such criteria include:

a) psychometric type assessments, which are scientifically validated as being

- objective, job-related and culturally fair to determine job behavioural competencies;
- b) practical application assessments, such as demonstration of teaching ability, use of computer and related software and writing skills, and meeting of associates to assess organisational culture fit; and
- c) structured reference checks, which are designed to confirm findings during the selection process (see 12.3).

28. New Academic Appointments

- 28.1. All candidates to include a reflection of their teaching approach, experience and excellence.
- 28.2 That the applicants who apply for a position be required to write a minimum of two (2) pages on their approach to teaching, which must include views on teaching excellence in relation to the advertised position.
- 28.3 That the applicants who have no previous teaching experience be invited to consider how they would approach teaching and what support they would require.
- 28.4 That the Faculty/Departments might have additional requirements which would be communicated to the applicants.

29. Appointment Process for Assistant Lecturers as Lecturers

- 29.1 The University of Johannesburg recognises the position of Assistant Lecturers in its Faculties.
- 29.2 Upon the successful completion of a Master's or Doctoral degree and after the submission of a satisfactory performance report and teaching evaluation report, the appointment of an Assistant Lecturer to the position of Lecturer can be considered, provided that a vacant Lecturer post is available.
- 29.3 The process for the appointment of an Assistant Lecturer as a Lecturer is as follows:
 - a) the relevant Head of Department (HoD) will make a recommendation to the Executive Dean of the Faculty with regards to the potential appointment of an Assistant Lecturer as a Lecturer;
 - b) if the Executive Dean is in support of such an appointment, the person will refer it to the Faculty Management Committee (FMC) or a similar body for approval;
 - c) if the Assistant Lecturer is an Equity candidate and if approval is granted by the FMC, the Human Resources Division will convene a Selection Panel identical to the Selection Panel for a Lecturer (in accordance with Section 10.1 of the Resourcing Policy) to consider the appointment of the Assistant Lecturer as a Lecturer;
 - d) should the Selection Panel approve the appointment of the Assistant Lecturer as Lecturer, the person will be appointed as a Lecturer in the vacant post on the entry-level (92.5%) of the Lecturer scale (in accordance with the Reward and Benefits Policy of 2014);
 - e) if the Assistant Lecturer is a non-designated candidate, the process followed will be subject to the approval process for the appointment of a non-designated candidate via Management Executive Committee members to consider the appointment of the Assistant Lecturer as a Lecturer;
 - f) should the Management Executive Committee approve the appointment of the non-designated candidate, the person will be appointed as Lecturer in the vacant post on the entry-level (92.5%) of the Lecturer scale (in accordance with the

- Reward and Benefits Policy of 2014*); and
- g) it should be noted that vacant Lecturer positions specifically earmarked for the appointment of Assistant Lecturers will be excluded from the list of posts at risk of being abolished for being vacant for twelve (12) months or longer.

30. Employment Equity

- 30.1 Unfair discrimination, whether direct or indirect, on all listed grounds, including but not limited to race, sex, marital status, religion or creed, age, pregnancy, culture, language, sexual orientation and HIV status, is expressly prohibited.
- 30.2 Employee composition is determined in accordance with the demographic profile as provided for in the *University of Johannesburg's Employment Equity Plan*.
- 30.3 Preference is given to candidates with merit from the designated groups when vacant positions are filled.

31. Post Selection practices

- 31.1 All successful candidates employed in environments where chemical exposure and noise exposure is a possibility will be required to give consent to a pre-placement medical examination and to comply with compulsory medical assessments to be done by the Occupational Health Services Unit of the UJ.
- 31.2 All unsuccessful external applicants are informed of the outcome of the selection process via email and hard copy as soon as the successful candidate has accepted the offer.
- 31.3 All unsuccessful internal applicants are given constructive personal feedback by the recruiting Executive or as suitably delegated. Feedback on reasons for non-acceptance and recommendations to succeed in the future plays a constructive part in such a session.

Approved by MEC in October 2014

Amendments as per the HR Delegation of Authority supported by MEC on 15 September 2015

Amendments as per the HR Delegation of Authority approved by HRSEC on 22 October 2015

Amendments as per the HR Delegation of Authority approved by Council on 09 June 2016 Titles aligned with approved ELG Organogram 2016

Title amendments, in line with MEC decisions, made on 19 September 2016

Addition of Appointment of Assistant Lecturers as Lecturers (point 26) approved by MEC on 25 April 2017

Amendments approved by MEC on 06 September 2017

Titles aligned with approved ELG Organogram 2018 Amendments approved by MEC on 30 October 2018

HR Division Title change approved by MEC on 16 November 2018

Aligned to MEC decision regarding approval of P5 positions on 30 April 2019 Amendments noted by SENATE on 14 November 2019

Amendments approved by Council on 22 November 2019

Aligned to ELG Organogram dated 02 December 2019

Amendments approved by Council on 22 September 2020

Qualification Framework for ELG and Support Staff

This policy document is relevant to the appointment of ELG members and Support Staff. The academic qualifications required for academic appointments are contained in the document 'Academic Categories, Appointment and Promotion Criteria and Processes'.

Table 1: Minimum Qualification Framework: ELG and Support Divisions

Peromnes Level	Qualification	Default experience requirement
P1	PhD (NQF 10)	At least ten (10) years' demonstrable executive experience
P2	<p>Academic Positions PhD (NQF 10)</p> <p>Professional Support Positions Master's Degree (NQF 9)</p> <p>Financial Support Positions Chartered Accountant /MBA / Actuary with CFA qualification or any relevant Finance qualification at NQF 9</p>	At least ten (10) years demonstrable executive/management experience
P3 to P4	<p>P3-P4</p> <p>Academic Positions PhD</p> <p>Professional Support Positions Masters' Degree (NQF 9) or equivalent</p>	At least ten (10) years' demonstrable experience related to the position
P5	<p>Directors of Schools Postgraduate qualification (NQF 10)</p> <p>Directors in Divisions Postgraduate qualification and/or advanced technical or professional certification (NQF 8)</p> <p>Industry-Specific Qualification (NQF 8)</p>	<p>Three (3) years' academic citizenship and academic leadership,</p> <p>Five (5) to eight (8) years' relevant experience</p>

Peromnes Level	Qualification	Default experience requirement
P6	Academic Administration (NQF 9) Support/Professional Postgraduate qualification (NQF 9) Technical Positions Degree with the Relevant Professional Certification (Technical/Specialised positions) (NQF 7)	Five (5) years' relevant academic administration experience Five (5) years' relevant experience Five (5) years' relevant experience
P7	Degree or any relevant qualification (NQF 7), with two (2) to three (3) years job-related experience, or Diploma (NQF 6) with relevant professional certification	Two (2) to three (3) years of job-related experience Three (3) to five (5) years of job-related experience
P8	Degree or - relevant qualification (NQF 7), Technical positions Diploma (NQF6) with Professional certification -	Two (2) to three (3) years of job-related experience, Three (3) to five (5) years job-related experience
P9 to P10	Relevant Qualification (Diplomas and Certification) (NQF 6) Technical position Diploma with relevant Professional Certification/Vocational Certificate/Trade certificate	Three (3) to five (5) years of job-related experience Three (3) to five (5) years of job-related experience
P11	Grade 12 (NQF 4) with relevant certificate Diploma (NQF6), Technical positions Vocational Certificate/Trade certificate	Three (3) to five (5) years of job-related experience Two (2) to three (3) years job-related experience,
P12 to P14	Grade 12 (NQF 4)	Three (3) to four (4) years' experience, and code 8 drivers' licence
P15 to 17	Grade 10 (NQF 2), or Vocational Certificate (NQF level 3)	With one (1) year of job-related experience

Should the candidate possess extensive experience but not meet the minimum qualification requirements, the RPL process may be followed.

NQF Level Descriptors

New NQF level	Vocational	Professional
10		Doctoral degree
9		Master's degree
8	Postgraduate diploma	Postgraduate diploma
7	Advanced diploma	Bachelor's degree Advanced diploma
6	Diploma	Diploma
6	Advanced certificate	
5	Higher certificate	
4	Senior Certificate	
3	Vocational Certificate	