



ANNEXURE A

TALENT ACQUISITIONS GUIDELINES

REQUEST TO FILL A VACANCY

A form to request to fill a vacancy is submitted by Line Manager to the Human Resources Business Partner with the following signatures:

- Approval by the relevant line manager
- Approval by Directorate of Employment Equity & Diversity
- Approval by the Remuneration Manager

NEEDS ANALYSIS MEETING

The Human Resources Business Partner arranges a meeting with the line manager to discuss and agree on the following:

- The structure of the job advertisement
- The date of the shortlist
- The date of the interviews
- The interview question and the assessment topic where necessary

DRAFTING OF ADVERTISEMENT

The Human Resources Business Partner designs the job advertisement in line with the approved job profile with the following structure:

Preamble/Overview of the post

Present a positive and realistic image of the job, emphasizing interesting aspects which could capture the attention of the reader.

Minimum Requirements

These requirements generally refer to minimum skills, qualifications and experience that are required to perform the requirements of the post. These could be objectively measurable from a curriculum vitae and cover letter as they used during screening and shortlisting.

Additional Requirement

These requirements are equally important to the minimum requirements but are generally assessed in an interview, skills test, personality test, presentation or from referee reports.

Preferences/Advantages

Preferences or advantages are the 'nice to have' which are not essential to performing the functions of the post but which could result in improved performance.

Salary Range

The post level of the position together with the salary range should reflect on the advert.

ADVERTISEMENT PLACEMENT

Selecting the most appropriate means of advertising and creating a suitable advertisement to attract the right candidate is one of the most important aspects of the recruitment and selection process. To ensure transparency and equal opportunity as well as the widest pool of applications, all posts must be advertised.

The media in which adverts are placed is determined on the basis of relevance to the professional field, potential readership and publication costs. Advertisements are generally placed in the following media depending on the level and particular requirements.

- Sunday Times
- Mail & Guardian
- Sowetan
- Academic Careers Online
- Local based publications
- Social Media

Advertisements on South African newspapers are placed on the first week of every month.

Advertisement in the professional journals are governed by the frequency of publication of the journal and the journal's prescribe deadlines dates.

TIMING OF ADVERTISEMENTS

Advertising during holidays periods or over long weekends should be avoided as this impacts on the number of potential applicants that might miss the advertisement.

HEAD HUNTING

Best practise indicates that most of the highly sought applicants in senior or scarce do not actively apply for posts but rather expect to be personally approached by individual persons or agencies to encouraged and invite them to apply. After failure to attract suitable qualified candidates through advertisements attempts should be made to contact potential applications, appraise them of the vacancy and persuade them to submit an application to Human Resources.

SHORTLISTING

During shortlisting all candidates are assessed against the advertised minimum criteria. Only candidates who meet all the minimum criteria may be shortlisted.

Three lists are prepared:

- a) More than meets minimum criteria
- b) Meets minimum criteria
- c) Does not meet minimum criteria

If the number of candidates on the shortlist is too high the panel must decide on a suitable, fair and reasonable shortlist for interviews, usually no more than 5 five candidates. When determining the shortlist for interviews, considerations should be given to employment equity



priorities and should try to include persons from the targeted designated groups from both A and B lists if necessary.

ASSESSMENTS

Assessments such as psychometric tests, skills test and credential verification will be carried out to assist the interviewing panel to determine the candidate's skills and aptitudes. They are useful after the shortlisting to assist the interviewing panel in its deliberations. The assessments, psychometric tests and skills test shall be performed by an appropriately independent and trained person.

The report of the assessments conducted shall be tabled before the interviewing committee for consideration in decision making.

PRESENTATIONS

Shall be used in predominantly senior or academic positions, presentations can be a good method of testing the applicants presentation skills (particularly if this is responsibility of the candidate). They provide an opportunity for an applicant to show their research skills, creativity and initiative when answering the presentation question or topic.

INTERVIEWS

The interview provides information about the personal qualities of the applicant and will allow the applicant to elaborate and or verify information about particular skill and attributes.

The interviewing panel is actually a two – way process as the panel can select the best applicant against specific requirements but simultaneously applicants can select the University through exposure to staff and the expectations of the role. Not only do candidates have to set out to impress, but the selection panel too, is expected to project the Faculty/Division in an appealing fashion to secure the best applicant.

DECISION MAKING BY INTERVIEW PANEL

Decision making is most effective when the collection of information about the applicants is conducted in a structured and systematic manner using an integrated assessment report and then thoroughly evaluated against a predetermined set of criteria and standards (the job description/profile)

The panel's decision is reached after all the evidence required has been obtained about all the applicants. Applications are deemed to be either appointable, in which case they are ranked on equity considerations, or not appointable.

REFERENCE CHECKING

Applicants can nominate referees who can account for their current skills and attributes relevant to the position. Referees could include members of the selection panel in which case the panel member should declare this at the beginning of the recruitment process.

The maintainance of confidentiality of referee reports is essential and all documentation in the possession of the panel members in relation to the recruitment should be returned to Human Resource Representative responsible for that recruitment process.



Referee reports can have limitations, include:

- Candidates usually name referees who they believe will provide only positive comments
- Referees will not always have a detailed understanding of the position and the work environment
- Referees may have an interest in either keeping or losing employee
- Referees may only report on positive aspects and not report on any weaknesses.

The University shall reserve a right to approach additional referees including previous line managers. A candidate who has been shortlisted is usually advised of this and asked to indicate if they have any objection in general or to a specific referee e.g. their current line manager

APPOINTMENTS

The interviewing panel must rank all appointable candidates and identify a preferred candidate upon completion of an integrated assessment report.

The Human Resources official shall prepare an offer to the appointable candidate taking into account the candidate's current earnings. Knowledge, skills, experience, market benchmarks and parity with other staff at TUT in similar roles.

All unsuccessful interviewees are advised of the outcome and reasons for non are only provided as per the individual's request.

Letters of Appointment are prepared once the offer has been accepted and the employment should be signed by both the relevant University signatory and the candidate.

PANEL COMPOSITIONS & RESPONSIBILITIES

Composition of Shortlisting Panel

- Line Manager
- Human Resource Representative
- A representative from each union (Observers)

Composition of Interview Panel

Academic staff

Junior Lecturer/ Lecturer/ Senior Lecturer: Head of Academic Department

- The Executive Dean of the faculty concerned / Associate Dean (chairperson).
- The Head of Department concerned.
- H.R Representative
- A representative from each union (Observers)

Head of Academic Department

- DVC: TLT (Chairperson)
- Dean of the Faculty concerned
- HR Representative
- A representative from each Union (Observers)

Sectional Head

- Dean of the Faculty concerned (Chairperson)
- Head of the Department concerned
- HR Specialist
- A representative from each Union (Observers)

Associate Professorship/Professorship

- DVC: RIP (chairperson).
- DVC: TLT.
- The Executive Dean of the faculty concerned.
- One external member from commerce or industry.
- The Head of Department concerned (if it is not the HOD being considered).
- HR Specialist
- A representative from each union (Observers)

Technical support staff (Academic Support)

Laboratory and Technical Assistants /Junior Technician/Technician (Post level 15-10)

- The Head of Academic Department concerned (Chairperson).
- The Section Head or Programme Coordinator.
- HR Specialist.
- A representative from each union. (Observers)

Senior Technician / Technologist / Senlor Technologist (Post level 9-7)

- Executive Dean/Associate Dean (if applicable) of the Faculty concerned (Chairperson)
- The Head of the Academic Department concerned.
- The Section Head or Programme Coordinator.
- HR Specialist.
- A representative from each union. (Observers)

Support staff.

Post level 17-13.

- Head of Department/ Divisional Head/ Campus Director (where applicable) (chairperson).
- Immediate supervisor.



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- H.R. Officer.
- A representative from each union. (Observers)

Post level 12-7.

- Head of Department/ Divisional Head/ Campus Director (where applicable) (chairperson).
- Immediate supervisor.
- Senior H.R. Officer.
- A representative from each union. (Observers)

Post level 6

- Executive Director (Chairperson)
- Director/ Head of division/ Campus Director (where applicable)
- H.R Specialist
- A representative from each union. (Observers)

Post level 5

- Deputy Vice-Chancellor. (Chairperson)
- Executive Director
- H.R. Manager.
- A representative from each union. (Observers)

Management staff reporting to the Vice Chancellor.

- Vice-Chancellor (chairperson).
- Deputy Vice-Chancellor/ Registrar/CFO
- H.R. Manager.
- A representative from each union. (Observers)

Responsibilities of the Interview Panel

The Chairperson shall:

- Conduct and be responsible for the meeting proceedings and ensure that the committee is objective in all instances.
- The chairperson shall adhere to the rules of this policy at all times
- The chairperson shall take responsibility of the procedures

The Interview Panel Members shall:

- Systematically measure the candidates against the set of explicit job related criteria based on competencies,
- Ensure that all candidates are measured against the same criteria,
- Weigh the applicants' skills, abilities, qualifications and experience against a set explicit job related criteria.

The HR Representative shall

- In addition to duties in paragraph above, the HR Representative shall ensure that all records of the proceedings are recorded and signed by the Chairperson and kept safely.
- Provide support and advisory role to committee
- Provide guidance and direction on HR and recruitment technicalities

Union Representatives

The nominated union representatives shall maintain an observer status and provide an oversight role. Where there are serious deviation(s), misrepresentations or unbecoming conduct or behaviour by any of the interview panel member(s) or during proceedings, such shall be reported to the Executive Director: Human Resources and Transformation

TALENT ACQUISITION PROCEDURE

STEP 1

REQUEST TO FILL VACANCY

The HR Representative receives the request to fill the vacancy from the line manager with all relevant signatures.

Applications must be received by the last Wednesday of every month.

STEP 2

INFORMATION SESSION (NEEDS ANALYSIS)

The HR Representative engages the line manager to finalize logistical arrangements.

The following should be discussed:

Date of Advert, Internal / External Advertisement, Interview Questions, Panel Composition, Assessment and Interview Dates, Shortlisting Process and Date(s)

STEP 3

PLACEMENT OF ADVERTISEMENT

The internal adverts will be placed by the HR Representative on TUT Intranet.

All external adverts must be forwarded to the office of the Director: Recruitment & Benefits for placement in the relevant media.

The last day for all adverts to be submitted is the last Wednesday of each month, at 12h00 for advertisements to be placed in first week of the following month.

STEP 4

RUN PERIODS OF ADVERTISEMENTS

External and internal adverts to be placed simultaneously and will run for one week and two weeks for specialized and senior positions. The HR Representative will ensure that preference, if any, is given to woman and internal candidates during selection.

STEP 5

PRELIMINARY SCREENING

HR Representative to start with the screening of applications as and when they come in and not to wait for the closing date.

The HR Representative will present to line Manager three files. The first file will be top five candidates that meet all requirements. The second file will be of candidates that meet some of the requirements. The third will be of candidates who do not meet the requirements.



STEP 6

PRESENTATION OF FILES TO THE LINE MANGER

All three files must be presented to the line manager within two days after closing date. The line manager and HR Representative will agree and finalize the list of three (3) candidates that will be interviewed.

STEP 7

ASSESSMENT TESTS AND SKILLS CHECK

Short listed candidates will be subjected to assessment tests and skills check before interviews

STEP 8

INTERVIEWS

Interviews should be held within 5 working days after the short-listing process is finalized.
The interview panel will be constituted as stipulated in the policy.
Interviews shall be Competency based

STEP 9

REFERENCE CHECKS AND SECURITY VETTING

The HR Representative will liaise with the relevant authorities for reference checks and/or security vetting.
The appointment letter shall be issued upon receipt of reference and vetting reports and approval by responsible authority.

STEP 10

OFFER OF APPOINTMENT AND APPOINTMENT PACKS

Contract and offer of appointment will be approved by the Executive Director : Human Resources and Transformation
After the candidate has accepted the offer , an appointment pack must be handed over to the new appointee prior to the date of assumption of duty

STEP 11

ON-BOARDING

The HR Representative shall meet and welcome the new appointee on the first day of assumption of duty, and ensure that the appointment pack is handed over and preliminary administrative processes are taken care of.
The HR Representative must inform HRD of the new appointees on a monthly basis to ensure that the new appointee attends Orientation session.
The HR Representative must conduct post-appointment interviews after three months