

POLICY DEVELOPMENT FRAMEWORK

EMPLOYMENT OF FOREIGN NATIONALS

POLICY

Policy Number	Version 2.0
Date of Approval	November 2024
Policy Sponsor	Human Capital
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Department/Unit	Human Capital Department

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1. PURPOSE

- 1.1. The purpose of this policy is to align and ensure compliance of the University's processes and procedures with national government regulations in the employment of foreign nationals. This should be read in conjunction with the relevant Talent Acquisition and Selection Policies.

2. SCOPE

2.1. Institutional Scope

- 2.1.1. This policy is applicable to all foreign nationals who are currently in the employ of CPUT and those who wish to be employed by the University on a permanent or a fixed-term contract at Peromnes levels 1-18 in the scarce skills areas identified by the Immigration Act, No. 13 of 2002, as amended.

3. OBJECTIVE(S)

3.1. The objective of this policy is to:

- 3.1.1. Guide the University in instances where there is scarcity of skills amongst South African citizens, and the University contemplates employing a foreign national.
- 3.1.2. Provide guidance to ensure that the talent acquisition and selection process with regard to foreign nationals is compliant with the Immigration Act, labour laws, employment equity statutes and the relevant directives regarding the University's Employment Equity targets.
- 3.1.3. Establish a transparent, fair, consistent and dependable framework for talent acquisition and selection of employees.
- 3.1.4. Ensure that CPUT attracts, employs and retains competent and talented persons with appropriate expertise and experience who shall strengthen the University's capacity and capability to achieve strategic and operational goals.
- 3.1.5. Promote a diverse workforce that espouses the University's values and strategic dimensions of Oneness and Smartness.
- 3.1.6. Ensure that there are skills transfer plans in place to capacitate South African citizen.
 - 3.1.6.1. Skills Transfer contracting with a foreign national employee shall commence immediately for both academic and support employees and shall be

monitored by the hiring manager and the line manager e.g Dean and the Head of Department (HoD).

- 3.1.6.2. The skills transfer process shall be evaluated every six (6) months until the expiry of the foreign national's contract of employment, and a report shall be produced to assess the progress made.

4. POLICY PRINCIPLE

4.1. All applicants shall be treated fairly, consistently and with respect.

4.2. It is the policy of the CPUT that:

- 4.2.1. Preference will be given to appointable South African citizens in all respects.
- 4.2.2. Permanent residents may be considered for appointment on a permanent contract but will not be given preference in terms of the University's Employment Equity Plan.
- 4.2.3. Foreign nationals may only be appointed on a fixed-term contract for a maximum of five (5) years, after which the position must be re-advertised. *(This should be read in conjunction with the relevant Talent Acquisition and Selection Policies for Peromnes levels 1-18).*
- 4.2.4. No appointee shall assume duty without the requisite work permit, and anything to the contrary shall be in contravention of the Immigration Act.
- 4.2.5. All appointments of foreign nationals shall be subject to a candidate procuring a valid work permit for the duration of the fixed-term contract. It is the responsibility of the appointed foreign national to ensure that all relevant documentation from South Africa's Home Affairs Department which, needs to be completed by the candidate is appropriately completed and submitted.
- 4.2.6. No foreign national with a temporary resident status shall be appointed at the expense of qualifying South African citizens.
- 4.2.7. In cases where a foreign national is to be employed due to the University's inability to find a suitably qualified South African citizen to fill the vacancies due to the scarcity of skills, preference may be given to Southern African Development Community (SADC) and African Union (AU) citizens.
- 4.2.8. Applicants with a temporary resident status permitting them to work in South Africa shall only be considered for opportunities where CPUT:
 - 4.2.6.1. is unable to fill a position with a South African citizen or permanent resident and/or,
 - 4.2.6.2. the position requires exceptional skills not available in the country and

for which training cannot be provided within a reasonable time period.

- 4.2.2. The approved relevant Talent Acquisition and Selection Policy shall be used to identify suitable qualified foreign national candidates.
- 4.2.3. The recruitment of foreign nationals will only be carried out within the guidelines stipulated by the Department of Home Affairs and the Department of Employment and Labour.
- 4.2.4. Where the appointment of a foreign national with a temporary resident status is imminent, such a person shall be employed on a fixed-term contract. The duties must remain as initially contracted and as stipulated in the work permit submitted to the Department of Home Affairs from time to time.
- 4.2.5. Fair and consistent Talent Acquisition and Selection processes and practices that are compliant with relevant legislation and codes of good practice relating to the appointment of foreign nationals shall be upheld.
- 4.2.6. The Immigration Act 13 of 2002, as amended, outlines three categories of residence statuses. These are:
 - a) South African citizens.
 - b) Non-South African citizens, comprising:
 - (i) Persons who are permanently resident in South Africa.
 - (ii) Those who are temporarily resident in the Republic.
- 4.2.6.1. Employees and/or applicants with a permanent resident status are entitled, by law, to compete equitably with South Africans in the employment market but will not get preference as they do not contribute to employment equity targets.
- 4.2.6.2. Foreign nationals naturalised after 27 April 1994 cannot be counted for Employment Equity purposes. However, those individuals who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by the Apartheid policies are included and do count.
- 4.2.7. Visiting Lecturers or persons on secondment shall have valid work permits within the guidelines stipulated by the Department of Home Affairs.
- 4.2.8. Asylum seekers and Refugees shall be appointed within the guidelines stipulated by the Department of Home Affairs.
- 4.2.9. All relevant advertisements shall be placed on prescribed national weekly newspapers as per the requirement of the South African Department of Home Affairs.
- 4.2.10. No candidate may be recommended for appointment unless they have been interviewed by a duly constituted selection panel as per the relevant Talent Acquisition and Selection Policy.

- 4.2.11. Telephonic and video-conferencing platform interviews are permitted as part of the selection process. However, selection panel members may decide to call a recommended candidate for an in-person interview before an offer is made.
- 4.2.12. The University shall, where applicable take, responsibility for the relocation of such foreign national appointees in line with its Relocation Policy.

5. COMMONLY USED TERMS AND DEFINITIONS

DEFINITIONS

- 5.1. **Asylum Seeker:** When people flee their own country and seek sanctuary in another country, they apply for asylum – the right to be recognised as a refugee and receive legal protection and material assistance.
- 5.2. **Advantageous requirements for a position:** Additional criteria that are not essential for job performance but may result in improved performance and should be included in a job advertisement.
- 5.3. **Ad hoc search panel:** A panel established to conduct a targeted search for a position that requires a candidate to have highly specialised, scarce or critical skills.
- 5.4. **Applicant:** A person who has made a formal application (via the procedures outlined in this policy) for a vacant position at CPUT.
- 5.5. **Appointable:** A candidate who meets all and/or exceeds most of the requirements and is likely to perform very well in a position.
- 5.6. **Appointment:** The act of appointing or placing a candidate. The candidate may be an existing employee of the University or a new entrant.
- 5.7. **Academic employees:** Any person appointed to teach or to do research at the University and any other Employee designated as such by the Council of the University.
- 5.8. **Benchmarking:** The process by which internal job descriptions are matched to external job descriptions with similar responsibilities to identify the market grade for each position.
- 5.9. **Candidate:** An applicant who has been shortlisted for, and invited to, an interview/s for a vacancy within CPUT.
- 5.10. **Competence:** Having the required knowledge, skills, abilities, and personality characteristics to perform in a position at the required performance level.
- 5.11. **Critical skills:** Characteristic of positions where the incumbent is required to exert critical influence on the strategic and operational objectives of the University.
- 5.12. **Designated groups:** As defined in the Employment Equity Act No.55 of 1998, as amended, includes Black people (African, Coloured, 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 would have been entitled to acquire citizenship by naturalisation prior to that date but were precluded by Apartheid policies.
- 5.13. Foreign National:** An individual who is not a South African citizen as defined by the Employment Services Act, No 4 of 2014 or does not have a permanent residence permit issued in terms of the Immigration Act, No 13 of 2002 as amended.
- 5.14. Good standing:** The status of an employee or ex-employee of CPUT who, at the time of their application for a vacancy:
- a) Has complied with all their obligations to CPUT.
 - b) Was/is not under suspension (currently or at the time of their termination);
 - c) Was/is not facing a pending disciplinary hearing (*currently or at the time of their termination*); and
 - d) Has not previously been dismissed from CPUT for serious misconduct (especially dismissals where dishonesty was involved)
- 5.15. Hiring Manager:** The Line Manager in a higher-level position in the reporting line of a particular unit/department who endorses an existing position to be filled.
- 5.16. Incumbent:** The person appointed to a particular position.
- 5.17. Internal Applicant: The following categories of persons qualify as internal candidates for the purposes of this policy:**
- a) Permanent Employees;
 - b) Fixed-term contract Employees;
 - c) TES employees who have been employed to perform their duties at CPUT for longer than three (3) months at the time a vacancy is advertised;
 - d) Part-time Employees (paid by claim personnel) who earn more than the threshold determined by the Minister of Employment and Labour and who work less than an average of 25 hours per month. **This definition excludes, amongst others, the following:**
 - i. Short-term contracts of less than three months,
 - ii. student assistants,
 - iii. casuals,
 - iv. interns, and

v. employees employed by outsourced service providers.

- 5.18. Job evaluation:** The process of analysing and assessing various jobs systematically to ascertain their relative worth within the CPUT structure. CPUT currently uses the Peromnes job grading system.
- 5.19. Line Manager:** The person with direct managerial responsibility over the position being recruited for.
- 5.20. Listed grounds:** Characteristics that may not be used to unfairly discriminate/differentiate between applicants or candidates and include race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth or any other arbitrary ground.
- 5.21. Merit:** A situation where a candidate has the qualifications and competence (skills, abilities and knowledge) deemed to be most suitable for a job.
- 5.22. Minimum requirements for a position:** The inherent requirements for a position, which are used for screening and shortlisting. The criteria may include qualifications, experience, knowledge, skills, and behaviours (competencies) that are necessary for performing in a particular position at the requisite level of excellence. These criteria must be objectively measurable from the Curriculum Vitae (CV) or application of an application.
- 5.23. Organogram:** A diagrammatic representation of the hierarchical structure of the University and the relationships and relative ranks of its parts and positions
- 5.24. Permanent Resident:** A person (immigrant) who is allowed to reside indefinitely within South Africa although he/she/they is/are not a citizen.
- 5.25. Peromnes Level:** The outcome of an assessment of the impact, seniority, accountability, and expectations of a specific position in order to group positions with equal value. CPUT utilises the Peromnes job grading system to evaluate positions within the University.
- 5.26. Position:** A role that has been approved within the organisational structure and that has a defined set of minimum requirements that need to be performed by the incumbent. Positions can either be Council funded or externally funded.
- 5.27. Promotion:** The advancement of an employee within the University to a position at a higher level.
- 5.28. Recommended Candidate:** The person a panel recommends as the most suitable candidate after the selection process has been followed.
- 5.29. Redeployment:** The process of moving an employee to a different position or requiring an employee to work in a different location or unit. Redeployment generally occurs where there is a legal requirement for the University to consider reasonable accommodation

(consider alternative suitable employment) of the employee due to circumstances affecting the employee's position, which has resulted from no fault of the employee or the University. For example: redundancy, organisational change/redesign, incapacity (poor work performance or ill health).

- 5.30. Refugee:** A person who has been forced to flee his or her country because of persecution, war or violence. A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion or membership of a particular social group. Most likely, they cannot return home or are afraid to do so.
- 5.31. Referee:** A person nominated by an applicant who is willing to provide information on a confidential basis regarding the candidate's suitability for a position.
- 5.32. Scarce skills:** Those skills that have been identified by the South African Government and/or the University as being of critical influence, and for which a shortage of suitably qualified applicants exists in the marketplace, or where the skills are not available in the short term to meet the replacement demand.
- 5.33. Secondment:** When a temporary vacancy is created (e.g., due to sabbatical leave, long sick leave, emergency replacement, etc.) and an existing permanent employee is deployed to this position but retains his/her permanent position to which s/he returns on completion of the secondment.
- 5.34. Senior Management:** Any of the following: Vice-Chancellor, Deputy Vice-Chancellor, Deans, Executive Director, Senior Directors, and Registrar, as per CPUT statute.
- 5.35. South African Citizen:** People who have acquired citizenship through; a) birth; b) descent or c) naturalisation before 27 April 1994, or who would have been entitled to acquire citizenship by naturalisation prior to 27 April 1994 but were precluded from doing so by apartheid policies.
- 5.36. Student Representative:** A full-time student who has been elected and serves on a duly constituted SRC whose term of office has not lapsed as per University rules.
- 5.37. Support employees:** Any person appointed to a position that does not involve teaching at the University and/or has not been designated as an academic position by the Council of the University. Support employees include Employees employed in technical positions.
- 5.38. Talent Acquisition:** The process of finding, acquiring, assessing, and hiring applicants to fill positions that are required to meet the University's goals and fill project requirements.
- 5.39. Temporary vacancy:** Employment situation where the work requirement is of a temporary nature due to the permanent incumbent being temporarily unavailable (e.g., maternity leave, incapacity, ill Health, suspension, etc.) or where there is a need to temporarily fill a position whilst a talent acquisition process is underway.

- 5.40. Trade Union:** An association of employees whose principal purpose is to regulate relations between employees and employers.
- 5.41. Transfer:** A horizontal or lateral movement of an employee from one position, section or department to another position, section, or department at the same or another location. In this regard, the employee's salary, terms and conditions of service, status and responsibilities may change to reflect the position that the employee will be performing subject to any collective agreements that may apply. (This must be read in conjunction with the Acting, Additional Responsibility and Secondment Policy).
- 5.42. Transformation:** Dynamic continuous process of change and adjustment that impact on all facets of university life as encapsulated in the three missions of a university and all attendant policies, systems and practices that constitute the day-to-day life of a Higher Education Institution.
- 5.43. University:** Cape Peninsula University of Technology.
- 5.44. Vacancy:** An approved permanent or temporary position within the University's organisational structure that is unoccupied due to it being a new position or resulting from the departure of the previous incumbent.

ABBREVIATIONS

- 5.45. CPUT: Cape Peninsula University of Technology**
- 5.46. DVC: Deputy Vice-Chancellor**
- 5.47. EE: Employment Equity**
- 5.48. HC: Human Capital Department**
- 5.49. HCBP: Human Capital Business Partner**
- 5.50. HOD: Head of Department**
- 5.51. HRCC: Human Resources Committee of Council**
- 5.52. IF: Institutional Form**
- 5.53. SENEX: Executive Committee of Senate**
- 5.54. SRC: Student Representative Council**
- 5.55. TAF: Talent Acquisition Form**
- 5.56. TES: Temporary Employment Service (aka labour Brokers)**
- 5.57. VC: Vice-Chancellor**

In this policy, unless inconsistent with the context, words referring to any one gender

shall include a reference to the other gender; the singular shall include the plural and vice versa.

6. RESPONSIBILITY

- 6.1. Council
- 6.2. Senate
- 6.3. Institutional Forum
- 6.4. Senior Management
- 6.5. Deans and Directors
- 6.6. HOD's
- 6.7. Human Capital Department
- 6.8. HC Business Partners
- 6.9. Talent Acquisition Practitioners

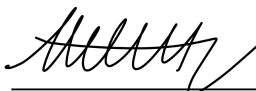
7. POLICY BREACH

7.1. **Breaches** shall be managed as per the Employee Relations Policy and Ethics Framework (Code of Conduct), and associated codes and instruments.

Accountability and Authority:	
Implementation:	Human Capital Department
Compliance:	Human Capital Department, Senior Management and Line Management
Monitoring and Evaluation:	Human Capital Department (Talent Management Unit)
Development/Review:	Human Capital Department
Approval Authority:	Council
Interpretation and Advice:	Human Capital Department

Policy Development Framework				
Policy Type(s):	A: Administrative Policy B: Institutional Policy			
Type:	Policy	√	Guideline	Manual
Tick document category	Procedure	√	Regulation	Plan
CPUT Statute and/or Regulation Reference no. and date:	Cape Peninsula University of Technology Statute, Government Notice No 46382 of 20 May 2022			
Relevant Legislation and/or Policy, Codes of practice, Professional authorities:	<ul style="list-style-type: none"> • Basic Conditions of Employment Act, No. 75 of 1997, as amended • Codes of Good Practice as embedded in the Employment Equity Act as amended • Department of Home Affairs. 2023. Immigration Act, 2002, (No. 13 of 2002). Critical Skills List. (Notice 11628). Government Gazette,49402:700, 3 October. • Employment Equity Act, No. 55 of 1998 as amended • Higher Education Act, No. 101 of 1997 as amended • Immigration Act, No. 13 of 2002 as amended • Labour Relations Act, No. 66 of 1995 as amended • Promotion of Access to Information Act, No. 2 of 2000 as amended • Protection of Personal Information Act, No. 4 of 2013 as amended • Refugees Act, No. 130 of 1998 as amended • Skills Development Act, No. 97 of 1998 as amended • South African Citizenship Act, No. 88 of 2005 as amended • The Constitution of the Republic of South Africa, 1996 as amended 			

<p>Relevant Institutional Policies/ documents/manuals/ handbooks</p>	<ul style="list-style-type: none"> • Talent Acquisition and Selection Policy for Senior Management on levels 1 to 4 • Talent Acquisition and Selection Policy for Peromnes Levels 5 to 18 • Acting, Additional Responsibility and Secondment Policy • Anti-Bribery and Corruption Policy • Conflict of Interest Policy • Disability Policy • Employment Equity Plan • Employment Equity Policy • Fixed Term Contracts Policy • Learning and Development Policy • Performance Leadership and Engagement Policy • Policy on the Employment of Family Members • Policy on the Promotions of Academic Employees • Relocation Policy • Remuneration and Benefits Policy • CPUT Ethics Framework • Job Evaluation Policy • Vision 2030 • Compliance Management Policy • Risk Management Policy • Business Continuity Management (BCM) Policy • Quality Assurance and Management Policy • Internal Audit Charter • Combined Assurance Framework • Enterprise Risk Management (ERM) Framework and Methodology • Combined Assurance Framework • Internal Audit Strategy and Plans • ERM Strategy and Plans • Compliance Management Strategy and Programmes • BCM Strategy and Plans
<p>Policy Reference and Version no.</p>	<p>4/1/P</p>
<p>Consultation Process To be verified and signed off before approval</p>	<p>HC Policy Working Group Policy Working Group Newsflash Compliance Office</p>

Policy Owner/Sponsor	DVC: Operations				
Compliance Officers	Human Capital Department, Senior Management and Line Management				
Certification of Due process: To be verified and signed once approved by the relevant authority	 _____ Vice Chancellor			<u>29.01.2025</u> Date	
Approval Date		Commencement Date		Review Date	
23/11/24				November 2027	

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Version No.	Approved/ Rescinded	Date	Approving Authority	Resolution Number/ (Minute number)	Date for next review. (start date for review process)
1.0	Approved	2007/11/30	Council	Council (C/07/04)	2010/01/01
2.0	Approved	23/11/24	Council	5.1.6.2	November 2027

For office use only	
Policy Group (Broad Policy field)	Governance and Administration
Subject (Policy sub-field)	Policies
Reference Number	4/1/P 2.0
Version Number	
Key Words:	Foreign Nationals Permanent Residents Refugee and Asylum Seekers Scarce skills Visas and work permits

**APPENDIX A:
SKILLS TRANSFER PLAN AND AGREEMENT**

PARTIES

THE PARTIES TO THIS CONTRACT ARE:

THE CAPE PENINSULA UNIVERSITY OF TECHNOLOGY (CPUT) ('the University)

And

NAME OF EMPLOYEE.....('the employee')

PASSPORT NUMBER:.....

EMPLOYEES NUMBER:..... TBA

FACULTY/DEPARTMENT:.....

DEPARTMENT NAME:.....

CONTRACT ON THE FOLLOWING:

1. Purpose

1.1. In terms of section 18(9) of the Immigration Act, No. 13 of 2002 (as amended), the relevant employer shall ensure that:

1.1.1. A foreign national employee is only employed in the specific position for which a visa has been issued.

1.1.2. the foreign national employee shall at all times comply with the provisions of the Act and conditions of his or her visa, and the employer undertakes to notify the Director-General immediately if the employee refuses/and or fails to comply with the provisions of the Act or conditions of the visa; and

1.1.3. A plan is developed to transfer skills to a South African citizen or permanent resident.

2. Objectives of the Transfer of Skills Plan

2.1. To implement control measures to grow the university's talent capacity and capability.

2.2. To ensure that at the end of the employment contract of a foreign national, there shall be a South African citizen or permanent resident ready to take over the role.

3. Roles and Responsibility

3.1. The Dean/Director

3.1.1. Oversees the full and successful implementation of the Skill Transfer Plan.

3.1.2. Provide oversight, guidance and support where necessary.

3.1.3. Works with the HoD/Line manager in ensuring the implementation and monitoring of the Skills Transfer Plan for both Academic and Support positions (*e.g. methods for*

Teaching, Research, and Community Engagement, etc. within the plan). Should there be any challenges, the Dean/Director, working with the HoD/Line manager, should proactively and productively champion their resolution.

- 3.1.4. Signs off on the quarterly and annual progress reports received from the Line Manager's assessment of the progress of the Skill Transfer Process and submits to Human Capital Business Partner for processing.

3.2. The Head of Department / Line Manager

- 3.2.1. Identifies a potential transferee.
- 3.2.2. Engages with relevant stakeholders (e.g., senior employees in the Department and/or Faculty, Research Office, Finance, HC, Community Engagement, etc.) to ensure the successful implementation of the Skills Transfer Plan.
- 3.2.3. Supports and guides the incumbent in the development of the transferee.
- 3.2.4. Ensures the implementation of the Skills Transfer Plan for Academic and/or Support positions (*e.g., methods of Teaching, Research, Community Engagement, etc.*). Should there be any challenges, the HoD/Line manager working with the Dean/Director, should proactively and productively champion their resolution.
- 3.2.5. Ensures that conflicts, if any between the incumbent and the transferee are constructively managed and resolved.
- 3.2.6. Monitors progress and signs off on the quarterly and annual progress reports and submits to the Dean/Director and copy Human Capital Business Partner.

3.3. Foreign national Employee employed

- 3.3.1. Imparts occupational knowledge, intellectual and academic leadership skills and or scholarship or technical professional skills to the transferee in terms of the Department's Learning and Teaching, Research Innovation Technology and Community Engagement activities, etc., as per the agreed and approved Skills Transfer Plan.
- 3.3.2. Supports and guides the development of the transferee.
- 3.3.3. Ensures the successful implementation of the intentional Skills Transfer Plan for Academic and or Support positions (*e.g. methods for Teaching, Research and Community Engagement, etc. within the programme.*) Should there be any challenges, HoD/Line manager, should proactively and productively champions their resolution.
- 3.3.4. Monitors progress on an ongoing basis and signs off the quarterly and annual progress reports.
- 3.3.5. Identifies, applies to and or access funding sources to support own research aligned to the Department or Faculty's strategic plan and equips the transferee with the requisite knowledge for funding resources.
- 3.3.6. Commits to assist the University in meeting its set strategic goals and legislative requirements.

- 3.3.7. Ensures and commits to the successful implementation of the plan as outlined in the table below within the agreed time frame.
- 3.3.8. Is expected to navigate and to constructively find solutions to conflicts between him/herself and the transferee.
- 3.3.9. Engages with the HoD and possibly the Dean if there are differences that obstruct the successful implementation of the Skill Transfer Plan.
- 3.3.10. Will be expected to submit a bi-annual progress report.

4 Skills Transfer Matrix by Line Manager/HoD

Key Responsibility Areas (KRA)	Skills Transfer Method	Timeline	Progress	Comments
Learning and Teaching				
Research and Supervision of Postgrads				
Community Engagement				
Administration and/or Leadership				
Professional Involvement				
And any other relevant KRA				

5 Comments

	Progress	Comments	Signature
Transferring Employees Member			
Transferee			
Line Manager /Head of Department/			

6 Overall comments by the Line Manager/HOD

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7 Overall comments by the Dean

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Dean Signature	
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8 Overall comments by HCBP

THUS DONE AND SIGNED aton the day of2024.

(DEAN/DIRECTOR)
MANAGER)

(HEAD OF DEPARTMENT/LINE

AND

(EMPLOYEE NAME)

(EMPLOYEE SIGNATURE)

I, the undersigned, accept the terms and conditions stipulated in this Skills Transfer Plan and Agreement at Cape Peninsula University of Technology (CPUT), which is in accordance with the provisions of the contract of employment. I undertake to assume duty with effect from ____ 20 ____.

Signed: _____(EMPLOYEE) Date: _____

POLICY DEVELOPMENT FRAMEWORK

FIXED-TERM CONTRACT APPOINTMENTS

POLICY

Policy Number	Version 2.0
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Policy Sponsor	Senior Director: Human Capital
Next Review Date	November 2027
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Department/Unit	Human Capital

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1. PURPOSE

- 1.1. The purpose of this policy is to align and ensure compliance of the University's processes and procedures for the appointment of fixed-term contracts with the Labour Relations Act No. 66 of 1995 as amended, National Government Regulations and Directives.
- 1.2. To streamline the processes and procedures of the University when hiring fixed-term contract employees, and to ensure that CPUT's operational needs are met.

2. SCOPE

2.1. Institutional Scope

This policy is applicable to the appointment of employees in fixed-term contract positions of less than two (2) years from Peromnes levels 5 to 18.

3. OBJECTIVE(S)

3.1. The objective of this policy is to:

- 3.1.1. Promote optimal use of fixed-term contracts to meet the University's objectives.
- 3.1.2. Ensure that talent acquisition and selection of fixed-term contract employees is transparent, fair, merit-based and in line with the employment equity policy and plan of the University.
- 3.1.3. Manage and mitigate the risk associated with fixed-term contract appointments.
- 3.1.4. Identify the criteria which may justify the use of fixed-term contracts.
- 3.1.5. Determine the conditions of service applicable to employees who are appointed on fixed-term contracts.

4. POLICY PRINCIPLE

- 4.1.1. Where possible, reduce unnecessary reliance on fixed-term contracts through strict monitoring.
- 4.1.2. Where the University wishes to employ an employee who took early retirement or shall reach their normal retirement age during the current academic semester/year in the same pre-retirement position, the University shall follow 5.1.2. - the creation of a post-retirement fixed-term contract.
- 4.1.3. For externally funded positions, this arrangement shall be subject to the availability of funds and terms and conditions set by the funder.

- 4.1.4. In exceptional circumstances, if a further fixed-term contract is required beyond a one (1) year extension period, approval shall be required as per 7.1.2.3. of this policy.
- 4.1.5. Delegation of authority outlined in 7.1.2. is to be followed (*for Fixed Term Contracts and post-retirement contracts*)
- 4.1.6. No applicant may be shortlisted or appointed if they do not meet the minimum requirements for the position.
- 4.1.7. All fixed-term contracts shall expressly state that there shall be no expectation of or right to renewal, extension or permanent employment and that the contract shall end through effluxion of time on the agreed termination date.
- 4.1.8. Where a new fixed-term contract is offered and accepted, employment shall start afresh from the start date recorded in the new fixed-term contract.
- 4.1.9. All advertisements shall be placed on the University website.
- 4.1.10. The University reserves the right not to continue with the talent acquisition process for any vacancy/ies at any stage.
- 4.1.11. No offer of employment may be made without the candidate's qualifications, previous employment and criminal record having been duly verified by a reputable service provider. In the event of positions requiring fiduciary compliance, credit checks shall be mandatory.
- 4.1.12. In the case of an adverse finding in terms of 4.1.11., these matters shall be dealt with on a case-by-case basis by the selection panel concerned in consultation with the Employee Relations and/or Legal Services departments.
- 4.1.13. Preference shall, in all respects, be given to appointable South African Citizens.
- 4.1.13.1. Permanent residents may be considered for appointment on a fixed-term contract but will not be given preference in terms of the University Employment Equity plans and strategy.
- 4.1.13.2. In the event that a Foreign National is appointed on a fixed-term contract, the applicable visa/permit should be valid for the duration of the contract.
- 4.1.14. All applicants shall be fairly and consistently measured against the minimum requirements for a job.
- 4.1.15. The University does not support nepotism, and whilst the employment of family members at CPUT is not precluded, immediate family members (spouse, child, adopted child, sibling, parents, parents and sibling's in-law or any other relevant immediate family e.g., cousin, nephew, niece, aunt, uncle etc.) may not be appointed in a direct reporting line to an existing employee.

4.1.16. Any recommendation to appoint the afore-mentioned categories of family members must be in line with the Policy on the Employment of Family Members and CPUT Ethics Framework.

4.1.17. Appointable candidates shall be ranked based on their competence and in line with the Employment Equity Plan of a Faculty/Support Department.

5. CREATION OF A POST-RETIREMENT FIXED-TERM CONTRACT

5.1.1. Where possible, a reduction of unnecessary reliance on post-retirement contracts through strict monitoring must be ensured.

5.1.2. Where the University wishes to employ an employee who took early retirement or shall reach their normal retirement age during the current academic semester/year in the same pre-retirement position, the following shall apply:

5.1.2.1. **Academic Employees**

5.1.2.2. The appointment of Academic and Academic Support Employees on fixed-term contracts, beyond their retirement date, shall only be considered in exceptional circumstances and for a period not **exceeding one (1) year.**

5.1.2.3. Such appointments shall be approved in accordance with the Delegation of Authority outlined in 7.1.2.4.

5.1.2.4. The appointment of Academic and Academic Support Employees on fixed-term contracts, beyond their retirement date, shall only be considered in exceptional circumstances and for a period **exceeding one (1) year.**

5.1.2.5. Such appointments shall be approved in accordance with the Delegation of Authority outlined in 7.1.2.3.

5.1.2.6. **Support Employees**

5.1.2.7. The appointment of Support Employees on fixed-term contracts beyond their retirement date shall only be considered in exceptional circumstances and for a period **not exceeding one (1) year.**

5.1.2.8. Such appointments shall be approved by the Delegation of Authority outlined in 7.1.2.4.

5.1.2.9. The appointment of Support Employees on fixed-term contracts beyond their retirement date shall only be considered in exceptional circumstances and for a period **exceeding one (1) year.**

- 5.1.2.10. Such appointments shall be approved by the Delegation of Authority outlined in 7.1.2.3.
- 5.1.3. Individual employees shall be re-engaged following normal retirement to complete activities, mentor other employees or students or transfer skills and knowledge.
- 5.1.4. At the end of the month of retirement, the retiree shall be terminated from the system, and the normal pension/provident fund and medical aid withdrawal process shall follow.
- 5.1.5. Any statutory and other outstanding payments due to the employee (e.g. bonus, leave pay-outs, etc.) shall be paid in accordance with the exit procedure in the month of retirement.
- 5.1.6. At the start of the month after retirement, the retiree shall be reappointed on a fixed-term contract with no benefits (that is, no University contributions to medical aid, pension/provident fund and group life cover)
- 5.1.6.1. Transition from permanent to fixed-term contract shall happen without any break in service. However, leave entitlement shall accrue in terms of the new fixed-term contract.
- 5.1.7. For externally funded positions, this arrangement shall be subject to the availability of funds and terms and conditions set by the funder.
- 5.1.8. In exceptional circumstances, if a further fixed-term contract is required beyond the one (1) year extension period, it shall be approved by the Delegation of authority outlined in 7.1.2.3.

6. CREATION OF NEW FIXED-TERM CONTRACT POSITIONS

- 6.1.1. The creation of new fixed-term contract positions and justification thereof shall be managed as follows:
- 6.1.2. **Authorisation**
- 6.1.2.1. Before a fixed-term contract position is advertised or filled, approval to create or continue a fixed-term contract position must be obtained in terms of the Delegation of Authority outlined in 7.1.2. and 7.1.2.1.
- 6.1.2.2. Applications for the creation or continuation of a fixed-term contract position must specify the reason for the position being of a fixed-term nature (6.1.5.), duration of the fixed-term or the definition of the end event that will bring the need for the fixed-term contract position to an end.
- 6.1.2.3. The approving authority shall specify the conditions attached to the approval (e.g.

duration, grade, remuneration, etc.)

6.1.3. Justification

6.1.4. Authorisation to create or continue a fixed-term contract position may be granted by the relevant approving authority as appropriate based on the justifiable reasons expressed and in compliance with Section 198B 3 (earning below earnings threshold) of the Labour Relation Act 66 of 1995 as amended, which may include but are not limited to the following:

6.1.4.1. The position is externally funded for a limited duration.

6.1.4.2. The position requires specialist skills for a limited period or to accomplish a specific task and/or project with a predetermined lifespan.

6.1.4.3. The post is to provide temporary relief for a post holder who is temporarily absent (e.g. as a result of sickness, maternity leave, secondment, acting appointments, sabbatical etc.)

6.1.4.4. The post is a secondment to the University.

6.1.4.5. The teaching or research is provided by a short-term specialist practitioner(s).

6.1.4.6. The position has been created to satisfy a short-term operational need of the University (e.g. seasonal work or the implementation of a specific time-limited project) and:

6.1.4.7. The individual is re-engaged following normal retirement to complete activities, mentor employees or students or transfer skills and knowledge.

6.1.4.8. The contract is for training or career development e.g. clinical employees undertaking professional training, learnerships/ apprenticeship.

6.1.4.9. Students are employed to perform academic-related duties, including demonstration, teaching and research.

6.2. ADVERTISING AND FILLING OF FIXED-TERM CONTRACT POSITIONS

6.2.1. All fixed-term contract positions, approved in terms of 6.1.5. above, shall be filled in a fair and transparent manner in line with the employment equity targets for CPUT and the recruiting Faculty or Department.

6.2.2. Advertisements must clearly and unambiguously state the minimum requirements for a position that will be used for screening and shortlisting. Other relevant assessment criteria (including advantageous requirements for the position) shall be stipulated in the advertisement.

6.2.3. All advertisements shall be placed on the University website and shall carry a caption that clearly

states the employment equity intent of the University, but advertisements will not place specific restrictions on applicants applying for the position based on race, gender or disability status.

6.2.4. All advertisements for positions from Peromnes 5-8 shall be open to external applicants whereas for Peromnes 9-18 positions, the advertisements shall be clearly marked as internal. Should an internally placed advertisement not yield suitable applicants for positions at Peromnes levels 9-18, the advertisement may be placed externally after obtaining approval from Talent Management.

6.2.5. In instances where a position at Peromnes 9-18 requires is a scarce skill not available within the University approval from Talent Management should be sought to place the advertisement externally, at the first instance.

6.2.6. All advertised vacancies shall remain open for a minimum period of between one and two weeks, depending on the level of the position, its nature and the need to source scarce or critical skills for the position. The closing date must be specified on the advertisement.

6.2.7. Approval to recruit for a fixed-term contract position **Exceeding (one) 1 year** and to make an appointment shall be granted in terms of the Delegation of Authority outlined in 7.1.2.2. and 7.1.2.3.

6.2.8. Approval to recruit for a fixed-term contract position **Not Exceeding (one) 1 year** and to make an appointment shall be granted in terms of the Delegation of Authority outlined in 7.1.2.2. and 7.1.2.4.

6.2.9. **Contract position not exceeding one year**

6.2.9.1. The contract position shall be advertised on the University website. Approval to appoint shall be granted in terms of the Delegation of Authority outlined in 7.1.2.2. and 7.1.2.4.

6.2.10. **Contract position exceeding one year**

6.2.10.1. The contract position shall be advertised on the University website.

6.2.10.2. Selection shall be conducted by an ad hoc selection panel, approved by the relevant Senior Manager (P5-P18) and made up of at least three persons, including the line manager. A brief report and recommendation for appointment prepared and signed by the Chair of the selection panel must be submitted to:

6.2.10.3. The relevant Senior Manager (for support employee) or relevant EM Member for approval in terms of the Delegation of Authority outlined in 7.1.2. For contracts **not exceeding one (1) year**, refer to 7.1.2.4., and for **contracts exceeding one (1) year**, refer to 7.1.2.3.

6.2.10.4. Where a fixed-term contract is entered into for acting purposes internally, refer to the Acting, Secondment and Additional Responsibilities Policy. Line managers shall not create expectations of extension, renewal of a fixed-term contract or permanent

employment until the necessary authority has been sought in terms of the Delegation of Authority outlined in 7.1.2.

6.2.11. Line managers shall not create expectations of extension, renewal of a fixed-term contract or permanent employment until the necessary authority in terms of the Delegation of Authority outlined in 7.1.2. has been sought.

6.2.12. All fixed-term contracts (letter of appointment) shall expressly state that there shall be no expectation of or right to renewal, extension or permanent employment and that the contract shall end through effluxion of time on the agreed termination date

6.3. EMPLOYMENT BEYOND THE MAXIMUM NORMAL RETIREMENT AGE

6.3.1. Individuals who are beyond the maximum normal retirement age of 65 years, including employees who have already retired from CPUT and are being considered for employment in another position at the University, may, in exceptional circumstances, be employed on fixed-term contracts in areas of scarce/critical skills. Approval for appointments is required in terms of the Delegation of Authority outlined in 7.1.2. For contracts **not exceeding** one (1) year, refer to 7.1.2.4., and for contracts **exceeding** one (1) year, refer to 7.1.2.3.

6.3.2. Appointments referred to in clause 6.3.1. shall strictly be made subject to the development and implementation of a capacity building and succession planning framework which will support the University to meet future employment and employment equity needs by providing employment opportunities for employees that are below retirement age.

6.3.3. The University shall generally not employ a person who is beyond the age of 70.

6.4. Employment of persons who will imminently reach the maximum normal retirement age (New Appointments).

6.4.1. Where a recommended candidate will reach their normal retirement age during the maximum fixed-term period approved for the position, the recommended candidate will be offered a fixed-term contract with a termination date that coincides with the end of the month in which they reach their 65th birthday.

6.4.2. Extensions beyond the end of the month when the employee reaches their 65th birthday shall only be considered in exceptional circumstances and require approval in terms of the Delegation of Authority outlined in 7.1.2.

6.4.2.1. A maximum of twelve (12) months' extension may be granted in terms of the Delegation of Authority outlined in 7.1.2.4. Where such an extension is granted, the employee's current fixed-term contract shall be terminated, and a new fixed-term contract (without benefits) will be issued to that employee.

6.5. EXTENSIONS AND RENEWALS OF FIXED-TERM CONTRACTS

6.5.1. Where a fixed-term contract position is to continue beyond the originally authorised termination date, the procedure outlined for the creation of a new fixed-term contract position in 6.1.2. shall be followed before the incumbent is offered a renewal or extension to their existing fixed-term contract.

6.5.1.1. The process outlined in 6.5.1. should generally be initiated at least five months before the specified end date.

6.5.2. Where approval **is granted**, the line manager in consultation with the HCBP, shall ensure that a new fixed-term contract (which clearly specifies the reason for the position being of a fixed-term nature as well as the new approved termination date) is issued to the employee at least one (1) month before the specified end date.

6.5.3. The terms and conditions (including remuneration level as approved by the approving authority – in terms of the Delegation of Authority outlined in 7.1.2.) shall be discussed with the incumbent by the Line Manager who shall keep record of such, and be clearly stated in the new fixed-term employment contract.

6.5.3.1. The line manager shall complete the Record of Discussion: The fixed-term Contract document (Appendix A) wherein the details of what was discussed with the incumbent are clearly recorded.

6.5.3.2. A salary increase, where possible, shall be awarded in terms of CPUT Remuneration and Benefits Policy and/or the Funders Terms and Conditions for Externally Funded positions.

6.5.4. Should approval not be granted, the Line manager shall inform the fixed-term employee of the outcome ideally at least one (1) month before the specified end date in writing, and remind the employee that the contract will automatically terminate due to the effluxion of time on the specified termination date.

6.5.5. No employee shall commence employment without the duly authorised and processed contract of employment.

6.6. TERMINATION OF FIXED-TERM CONTRACTS

6.6.1. All fixed-term contracts shall automatically terminate on the specified termination date (effluxion of time).

6.6.1.1. Whilst the termination date of all fixed-term contracts is stated and agreed upon between the parties at the inception of a contract, it is advisable for Line managers to remind employees that their fixed-term contract shall expire at least one (1) month prior to the expiry date.

6.6.1.2. Line managers should meet with the employee to remind them of the termination date and follow up the discussion with an email confirming the same.

6.6.2. Where a **new** fixed-term contract has been offered and accepted, the employee's employment shall start afresh on the start date recorded in the new fixed-term contract.

6.6.2.1. The employee's profile will, however, not be terminated but shall carry over into the new fixed-term contract for administrative ease.

6.6.2.2. Any statutory leave in terms of BCEA owing to the employee shall ordinarily be paid out upon termination.

7. DELEGATION OF AUTHORITY MATRIX

7.1.1. The Delegation of Authority takes into account the legal and regulatory framework referred to here under. Its purpose is to establish a structured decision-making process within CPUT, to provide expressly for the delegation of powers and assignment of duties or functions in respect of matters pertaining to the governance and management of CPUT, primarily at institutional level and to ensure a common understanding and proper execution of such functions delegated or assigned for the effective functioning of CPUT.

7.1.2. Approval to create or continue a fixed-term contract position shall be managed as follows in accordance with the Delegation Authority Matrix:

7.1.2.1. Creation of new post

DECISION-MAKING CATEGORY	FINAL DECISION-MAKING POWER	REMARKS
<ul style="list-style-type: none"> Academic posts 	In accordance with paragraph 10.3 (As per The Delegation of Authority Document)	
<ul style="list-style-type: none"> Academic support and administrative posts 	Mancom	On recommendation of responsible Mancom member

7.1.2.2. Talent Acquisition and Selection (Recruitment)

DECISION-MAKING CATEGORY	FINAL DECISION-MAKING POWER	REMARKS
Approval: Content of advertisement –		
<ul style="list-style-type: none"> Positions other than Senior Management positions 	SD: HC and TM	On recommendation of DVC/Dean/Director

7.1.2.3. Fixed-Term Contract Appointments Exceeding (one) 1 year

DECISION-MAKING CATEGORY	FINAL DECISION-MAKING POWER	REMARKS
Substantive approval: Appointments -		
Positions other than Senior Management positions -		
Post levels 5 - 10	Vice Chancellor (for non-academic posts Senate for academic posts)	On recommendation of relevant appointments committee and members of Mancom
Post levels 11 - 18	Relevant Mancom member	On recommendation of relevant appointments committee

7.1.2.4. Contract Appointments Not Exceeding (one) 1 year

DECISION-MAKING CATEGORY	FINAL DECISION-MAKING POWER	REMARKS
Substantive approval: Appointments -		
Academic and academic support employee	DVC: L & T	On recommendation of HoD
Administrative Employee	Relevant EM member	On recommendation of Dean /HoD/Line manager

8. COMMONLY USED TERMS

DEFINITIONS

- 8.1. **Advantageous requirements for a position:** Additional criteria that are not essential for job performance but may result in improved performance and should be included in the job advertisement.
- 8.2. **Ad hoc search panel:** A panel established to conduct a targeted search for a position that requires a candidate to have highly specialised, scarce or critical skills.
- 8.3. **Applicant:** A person who has made a formal application (via the procedures outlined in this policy) for a vacant position at CPUT.
- 8.4. **Appointable:** A candidate who meets all and/or exceeds most of the requirements and is likely to perform very well in the position.
- 8.5. **Appointment:** The act of appointing or placing a candidate. The candidate may be an existing employee of the University or a new entrant.

- 8.6. Academic employee:** Any person appointed to teach or to do research at the University and any other Employee designated as such by the Council of the University.
- 8.7. Benchmarking:** The process by which internal job descriptions are matched to external job descriptions with similar responsibilities to identify the market grade for each position.
- 8.8. Candidate:** An applicant who has been shortlisted for, and invited to, an interview/s for a vacancy within CPUT.
- 8.9. Competence:** Having the required knowledge, skills, abilities, and personality characteristics to perform in a position at the required level.
- 8.10. Critical skills:** Characteristic of a position where the incumbent is required to exert critical influence on the strategic and operational objectives of the University.
- 8.11. Designated groups:** Those groups in the Employment Equity Act No.55 of 1998, including Black people (African, Coloured, 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 would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by Apartheid policies.
- 8.12. Foreign National:** An individual who is not a South African citizen as defined by the Employment Services Act, No 4 of 2014) or does not have a permanent residence permit issued in terms of the Immigration Act, No 13 of 2002 (as amended).
- 8.13. Good standing:** The status of ex-employee of CPUT who, at the time of their application for a vacancy:
- a) Has complied with all their obligations to CPUT;
 - b) Was/is not under suspension (currently or at the time of their termination of their contract);
 - c) Was/is not facing a pending disciplinary hearing (*currently or at the time of the termination of their contract*); and
 - d) Has not previously been dismissed from CPUT for serious misconduct (especially dismissals where dishonesty was involved)

- 8.14. Hiring Manager:** The Line Manager who is in a higher-level position in the reporting line of a particular unit/department, who endorses an existing position to be filled.
- 8.15. Incumbent:** The person appointed to a particular position.
- 8.16. Internal Applicant:** The following categories of persons qualify as internal candidates for the purposes of this policy:
- a) Permanent Employee.
 - b) Fixed-term contract Employee.
 - c) TES employees who have been employed to perform their duties at CPUT for longer than three (3) months at the time the vacancy is advertised;
 - d) Part-time Employees (paid by claim personnel) who earn more than the threshold determined by the Minister of Employment and Labour and who work less than an average of 25 hours per month. This definition excludes, amongst others, the following:
 - I. Short-term contracts of less than three months,
 - II. Student assistants,
 - III. Casuals,
 - IV. Interns, and
 - V. Employee employed by outsourced service providers.
- 8.17. Job evaluation:** The process of analysing and assessing various jobs systematically to ascertain their relative worth within the CPUT structure. CPUT currently uses the Peromnes job grading system.
- 8.18. Line Manager:** The person with direct managerial responsibility over the position being recruited for.
- 8.19. Listed grounds:** Characteristics that may not be used to unfairly discriminate/differentiate between applicants or candidates and include race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth or any other arbitrary ground.
- 8.20. Merit:** The status of a candidate that has the qualifications and competence (skills, abilities and knowledge) deemed to be most suitable for a job.

- 8.21. Minimum requirements for the position:** The inherent requirements for a position, which are used for screening and shortlisting. The criteria may include qualifications, experience, knowledge, skills, and behaviours (competencies) that are necessary for performing in a particular position at the requisite level of excellence. These criteria must be objectively measurable from an applicant's Curriculum Vitae (CV) or application.
- 8.22. Organogram:** A diagrammatic representation of the hierarchical structure of the University and the relationships and relative ranks of its parts and positions
- 8.23. Permanent Resident:** A person (immigrant) who is allowed to reside indefinitely within South Africa although he/she/they is/are not a citizen.
- 8.24. Peromnes Level:** The outcome of an assessment of the impact, seniority, accountability, and expectations of a specific position in order to group positions with equal value. CPUT utilises the Peromnes job grading system to evaluate positions internally.
- 8.25. Position:** A role that has been approved within the organisational structure that has a defined set of minimum requirements that need to be performed by the incumbent. Positions can either be Council funded or externally funded.
- 8.26. Promotion:** The advancement of an employee within the University to a position at a higher level.
- 8.27. Recommended Candidate:** The person a panel recommends as the most suitable candidate after a selection process has been followed.
- 8.28. Redeployment:** The process of moving an employee to a different position or requiring an employee to work in a different location or unit. Redeployment generally occurs where there is a legal requirement for the University to consider reasonable accommodation (consider alternative suitable employment) of the Employee due to circumstances affecting the Employee's position, which has resulted from no fault of the Employee or the University. Such circumstances include for example, redundancy, organisational change/redesign, incapacity (poor work performance or ill health).
- 8.29. Referee:** A person nominated by an applicant who is willing to provide information on a confidential basis regarding the candidate's suitability for a position
- 8.30. Retirement:** Is the withdrawal from one's position or occupation or one's active working life.

- 8.31. Scarce Skills:** There are skills that have been identified by the South African Government and/or the University as being of critical influence, and for which a shortage of suitably qualified applicants exists in the marketplace, or are not available in the short term to meet the replacement demand.
- 8.32. Secondment:** When a temporary vacancy is created (e.g., due to sabbatical leave, long sick leave, emergency replacement, etc.) and an existing permanent Employee is deployed to this position but retains his/her permanent position to which s/he returns on completion of the secondment.
- 8.33. Senior Management:** Any of the following: Vice-Chancellor, Deputy Vice- Chancellor, Deans, Executive/Senior Directors, and Registrar, as per the CPUT statute.
- 8.34. South African Citizen:** People who have acquired citizenship through; a) birth; b) descent or c) naturalisation before 27 April 1994, or who would have been entitled to acquire citizenship by naturalisation prior to 27 April 1994 but were precluded from doing so by apartheid policies.
- 8.35. Student Representative:** A full-time student who has been elected and serves on a duly constituted SRC whose term of office has not lapsed as per University rules.
- 8.36. Support employee:** Any person appointed to a position that does not involve teaching at the University and/or has not been designated as an academic position by the Council of the University. Support employees include employees employed in technical positions.
- 8.37. Talent Acquisition:** The process of finding, acquiring, assessing, and hiring applicants to fill positions that are required to meet the University's goals and fulfil project requirements.
- 8.38. Temporary vacancy:** Employment situation where the work requirement is of a temporary nature due to the permanent incumbent being temporarily unavailable for some reason (e.g., maternity leave, incapacity, ill Health, suspension, etc.) or where there is a need to temporarily fill a position whilst a talent acquisition process is underway.
- 8.39. Trade Union:** An association of employees whose principal purpose is to regulate relations between employees and employers.
- 8.40. Transfer:** A horizontal or lateral movement of an employee from one position, section or department to another position, section, or department at the same or another

location. In this regard, the Employee's salary, terms and conditions of service, status and responsibilities may change to reflect the position that the employee will be performing subject to any collective agreements that may apply. (This must be read in conjunction with the Acting, Additional Responsibility and Secondment Policy).

- 8.41. **Transformation:** Dynamic continuous process of change and adjustment that impact on all facets of university life as encapsulated in the three missions of a university and all attendant policies, systems and practices that constitute the day-to-day life of a Higher Education Institution.
- 8.42. **University:** Cape Peninsula University of Technology.
- 8.43. **Vacancy:** An approved permanent or temporary position within the University's organisational structure that is unoccupied due to it being a new position or resulting from the departure of the previous incumbent.

ABBREVIATIONS

- 8.44. **CPUT:** Cape Peninsula University of Technology
- 8.45. **DVC:** Deputy Vice-Chancellor
- 8.46. **HC:** Human Capital Department
- 8.47. **HCBP:** Human Capital Business Partner
- 8.48. **HOD:** Head of Department
- 8.49. **HRCC:** Human Resources Committee of Council
- 8.50. **EE:** Employment Equity
- 8.51. **SENEX:** Executive Committee of Senate
- 8.52. **SRC:** Student Representative Council
- 8.53. **TAF:** Talent Acquisition Form
- 8.54. **TES:** Temporary Employment Service (aka Labour Brokers)
- 8.55. **VC:** Vice-Chancellor

In this policy, unless inconsistent with the context, words referring to any one gender shall include a reference to the other gender, and the singular shall include the plural and vice versa.

9. RESPONSIBILITY

- 9.1. Council
- 9.2. Senate
- 9.3. Institutional Forum
- 9.4. Senior Management
- 9.5. Deans and Directors
- 9.6. HOD's
- 9.7. Human Capital Department
- 9.8. HC Business Partners

Accountability and Authority:	
Implementation:	Human Capital Department
Compliance:	Human Capital Department, Senior Management and Line Management
Monitoring and Evaluation:	Human Capital Department (Talent Management Unit)
Development/Review:	Human Capital Department
Approval Authority:	Council
Interpretation and Advice:	Human Capital Department

Policy Development Framework				
Policy Type(s):	A: Administrative Policy B: Institutional Policy			
Type:	Policy	√	Guideline	Manual
Tick document category	Procedure	√	Regulation	Plan
CPUT Statute and/or Regulation Reference no. and date:	Cape Peninsula University of Technology Statute, Government Notice No 46382 of 20 May 2022			
Relevant Legislation and/or Policy, Codes of practice, Professional authorities:	<ul style="list-style-type: none"> • Basic Conditions of Employment Act, No. 75 of 1997, as amended • Codes of Good Practice as embedded in the Employment Equity Act, as amended • Department of Home Affairs, 2023. Immigration Act, 2002, (No. 13 of 2002). Critical Skills List. (Notice 11628). Government Gazette,49402:700, 3 October. • Employment Equity Act, No. 55 of 1998, as amended • Employment Services Act, No. 4 of 2014 as amended • Higher Education Act, No. 101 of 1997, as amended • Immigration Act, No. 13 of 2002, as amended • Labour Relations Act, No. 66 of 1995, as amended • Promotion of Access to Information Act, No. 2 of 2000, as amended • Protection of Personal Information Act, No. 4 of 2013, as amended • Refugees Act, No. 130 of 1998, as amended • Skills Development Act, No. 97 of 1998, as amended • South African Citizenship Act, No. 88 of 2005, as amended 			

<p>Relevant Institutional Policies/ documents/manuals/ handbooks</p>	<ul style="list-style-type: none"> • Talent Acquisition and Selection Policy for Peromnes Levels 5 to 18 • Acting, Additional Responsibility and Secondment Policy • Anti-Bribery and Corruption Policy • Conflict of Interest Policy • Disability Policy • Employment Equity Plan • Employment Equity Policy • Learning and Development Policy • Performance Leadership and Engagement Policy • Policy on the Employment of Family Members • Policy on the Promotions of Academic Staff • Relocation Policy • Remuneration and Benefits Policy • Student Representative Council Constitution • University Code of Conduct CPUT Ethics Framework • Job Evaluation Policy • Compliance Management Policy • Risk Management Policy • Business Continuity Management (BCM) Policy • Quality Assurance and Management Policy • Internal Audit Charter • Combined Assurance Framework • Enterprise Risk Management (ERM) Framework and Methodology • Internal Audit Strategy and Plans • ERM Strategy and Plans • Compliance Management Strategy and Programmes • BCM Strategy and Plans
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Policy Reference and Version no.:	The next number in the document index. To be inserted by the Compliance Office.				
Consultation Process To be verified and signed off before approval	HC Policy Working Group Policy Working Group Newsflash Compliance Office				
Policy Owner/Sponsor	Senior Director: Human Capital				
Compliance Officers	Senior Director: Human Capital Human Capital Department Line Managers				
Certification of Due process: To be verified and signed once approved by the relevant authority	 _____ Vice Chancellor			<u>29,01.2025</u> Date	
Approval Date		Commencement Date		Review Date	
23/11/24				November 2027	

<i>For office use only</i>	
Policy Group (Broad Policy field)	Governance and Administration
Subject (Policy sub-field)	Policies
Reference Number	4/1/P
Version Number	2.0
Key Words:	Fixed Term Contract

REVISION HISTORY: Only applicable to amended or reviewed Policies. Record details of amendments/revisions.					
Version No.	Approved/ Rescinded	Date	Approving Authority	Resolution Number/ (Minute number)	Date for next review. (start date for review process)
1.0	Approved	2012/11/24	Council	Council (C.12.04)	2015/01/01
2.0	Approved	23/11/24	Council	5.1.6.1	November 2027

APPENDIX A:
Record of Discussion: Fixed-term Contract

This form is to be completed by the Line Manager when issuing a new, extended or renewed fixed-term contract.

Job Title		Department/ Faculty	
Line Manager Name and Surname			
Employee Name and Surname			
Type of contract	New <input type="checkbox"/>	Extensi on <input type="checkbox"/>	Renew <input type="checkbox"/>
		Date of discussion	
Rationale for position being offered as a fixed-term contract (as explained to employee)			
Explained to employee that there is no expectation of renewal/ extension as a decision on continuing the position beyond the stated termination date requires approval in terms of the Delegation of Authority Statute.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
Explained to the employee that there is no expectation of permanent appointment as CPUT policy requires all permanent vacancies to be advertised to ensure equity and transparency.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
ADDITIONAL POINTS NOTED			
SIGNATURES			
	Name and Surname	Signature	Date
Line Manager			
Employee			

Ill-health incapacity process flow

Important note: Confidentiality must be applied with all medical/ other information received.
The Employee should provide consent to share medical and/or other information for each specific request

Reasonable accommodation

1. Employee to disclose condition to the line manager
2. Employee to provide specialist reports confirming the condition
3. Line manager to engage with Lifestyle and Wellness specialist (L&W) and the Human Capital Business Partner.
4. L&W might request OT assessment where relevant.
5. The type of accommodation provided will formally communicated to the employee with timelines and clear expectations on the way forward.
6. A reasonable agreement form needs to be signed

Ill-health Permanent/ temporary disability application

1. The employee to disclose medical condition
2. The employee to provide specialist reports confirming the condition/s
3. Line manager to engage with Lifestyle and Wellness specialist (L&W) and the Human Capital Business Partner
4. If the employee is unable to fulfill any work functions and/or is booked off for a long consecutive period, an application will be submitted for disability.
5. The nature (temp/ permanent) is determined by the diagnosis and specialist reports as well as the Insurer
6. Feedback to be given to the employee

Special Ergonomics

1. The employee to disclose medical condition
2. The employee to provide specialist reports confirming the condition/s
3. Line manager to engage with Lifestyle and Wellness specialist (L&W) and the Human Capital Business Partner (HCBP)
4. L&W might request OT assessment where relevant.
5. The reports or OT finding will determine the type or level of special ergonomics that might be required.
6. The respective department is liable for the cost of the required special ergonomics that needs to be provided.

POLICY DEVELOPMENT FRAMEWORK

PEOPLE WITH DISABILITIES POLICY

POLICY

Policy Number	1.0
Date of Approval	07 September 2024
Policy Sponsor	Executive Director in the Office of the Vice Chancellor
Next Review Date	September 2027
Approver	Council
Department/Unit	Centre for Diversity, Inclusivity & Social Change (CDISC) Disability Unit (DU), and Human Capital (HC)

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1. BACKGROUND

- 1.1 The Cape Peninsula University of Technology's (CPUT) vision is to be Africa's leading Smart University of Technology, globally renowned for innovation, with graduates that shape a better world for humanity. It is a priority of the university to ensure equitable access and success for all students and employees. The latter can be achieved through valuing and embracing Oneness (ubunye), Diversity (ukungafani) and Ubuntu (Humanness). One of CPUT's core values is to pursue restoration by dealing with the legacy of the past and addressing issues of equality, gender-based violence, and any form of discrimination.
- 1.2 As the University journeys towards vision 2030 of oneness and smartness using transformation as the driver of these two goals, it is critical that the three approaches of the Vision 2030 Institutional Transformation Framework are embedded. These are mainstreaming, transformation, and intersectionality. Embedding these approaches will ensure that the University bridges gaps that affect the inclusion of students and employees with disabilities. It should be noted that ensuring an inclusive university environment in terms of infrastructure, reasonable accommodation, as well as holistic safety is a continuous process.

2. CONTEXT

- 2.1 For the purpose of ensuring a coordinated approach to access and success for students in the PSET, the Department of Higher Education and Training (DHET) approved a *Strategic Policy Framework on Disability for the Post-School Education and Training System (2018)* which compels all Higher Education Institutions to address social inequalities, and to ensure inclusivity.
- 2.2 In alignment with the above-mentioned DHET approved policy framework, the aim of this policy is to address societal attitudes towards people with disabilities and provide support as far as practically possible. Additionally, the main principles of the policy on disability at CPUT, which are based on intersectionality, mainstreaming and transformation, are linked with the approaches of CPUT's transformation agenda.

2.3 The Constitution of the Republic of South African (1996), the United Nations Convention on the Rights of Persons with disabilities (2007), as well as the Employment Equity Act of 1998 (As amended), are all concerned with promoting, protecting, and ensuring a full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and aim to promote respect for their inherent dignity.

3. OBJECTIVE AND PURPOSE

3.1 The objective of this policy is to outline the principles and provisions that guide CPUT on the path to becoming a universally accessible university for all students and employees with disabilities. In the same breath, the purpose of this policy is, amongst others, to:

3.1.1 State the role of the University in relation to people with disabilities (Employees and students).

3.1.2 Clarify the rights of people with disabilities.

3.1.3 Define concepts in relation to disability.

3.1.4 Clarify the role of the various faculties, departments, centres, units, and institutional structures at CPUT.

3.1.5 Communicate the Disability disclosure process for both students and employees.

4. SCOPE

4.1 INSTITUTIONAL SCOPE

4.1.1 This Policy applies to:

- **All CPUT environments**; the physical and non-physical environments (Including virtual spaces) of living, learning, teaching, and occupations.
- **Information** available to the campus community. For example, learning and teaching materials, and web information must aim to be in an accessible format to ensure that it can be read by all students and employees, to promote accessibility.

- **All University Activities:** This includes everything the university does, its operations, governance, and administration, including research activities.
- **All University Sites:** This includes all campuses, locations and learning sites.

4.2 INDIVIDUAL SCOPE

4.2.1 This Policy applies to the following persons:

- All those in the formal employment of the University.
- All students enrolled at the University on a full-time or part-time basis.
- All stakeholders visiting CPUT environments.

5. POLICY PRINCIPLE

5.1 POLICY STATEMENT

5.1.1 This policy is designed to eliminate unfair discrimination and harassment against people with disabilities on the grounds of disability. It also aims to promote social, educational, economic, and cultural integration of students and employees with disabilities, thereby furthering mainstreaming disability.

5.1.2 CPUT is committed to the promotion of the principles and values contained in the Constitution and fully endorse the United Nations Convention on the Rights of Persons with Disabilities, signed into South African law in June 2007. Locally, the Department of Higher Education and Training Strategic Policy Framework on Disability for the Post-School Education and Training System (2018), the Promotion of Equality and Prevention of Unfair Discrimination Act (Act 4 of 2000) (PEPUDA) and Code of Good Practice on People with Disabilities (2015) serve as a guideline.

6. POLICY PROVISIONS

6.1. GENERAL

- 6.1.1 The University must continuously provide equitable access, reasonable accommodation and ultimately, academic programmes and facilities for students and employees with disabilities. The institution must take prompt action on complaints emanating from the implementation of this policy and give due regard to the confidentiality of all parties concerned.
- 6.1.2 Reasonable accommodation: CPUT recognises the rights of students and employees with disabilities to request accommodations that will facilitate their full and equal participation in the resources, services, processes, and facilities of the University. Reasonable accommodation applications will be reviewed in line with the University's available budget.

6. 2 Reasonable Accommodation includes but is not limited to the following:

- 6.2.1 Adapting existing institutional resources, services, processes, and facilities to make them accessible and inclusive, as far as reasonably possible.
- 6.2.2 Adapting existing institutional equipment or acquiring new equipment, as far as reasonably possible.
- 6.2.3 CPUT will consult students or employees with disability/disabilities and where practicable, engage technical experts to establish appropriate mechanisms to accommodate them, as far as reasonably possible.
- 6.2.4 CPUT shall endeavour to seek funding for purposes of providing reasonable accommodation in situations where there are foreseeable difficulties in the institution meeting the needs of students and employees with disabilities, as far as reasonably possible.
- 6.2.5 Medical and supporting documents will be requested by the Human Capital function (employees) and the Disability Unit (students) where the provision of accommodation warrants this. The information received will be kept confidential in terms of the Protection of Personal Information Act and all University regulatory policies which outline confidentiality and POPIA principles.

6.2.6 Where accommodation provision is made in respect of temporary disabilities, this will be done for the calendar year and will be reviewed annually by the relevant stakeholders. Updated documentation will be required to assess the continued necessity of this provision.

7. ROLES AND RESPONSIBILITIES

7.1 Human Capital Role

- 7.1.1 All employment advertisements shall state that CPUT is an equal employment opportunity institution.
- 7.1.2 Human Capital will, where practicable, ensure that advertisements are circulated to organisations and appear on newspapers/online platforms that represent the interests of people with disabilities.
- 7.1.3 Human Capital shall ensure that applicants who have disclosed their disabilities are invited for interviews, if they meet the required competencies of the job they have applied for. Human Capital will, where possible, support applicants during the talent acquisition process.
- 7.1.4 Advertisements or notices should include sufficient detail about the essential functions and duties of the job so that potential applicants with disabilities can make an informed decision if they meet the inherent requirements of the job.
- 7.1.5. Human Capital will review and assess reasonable accommodation applications for employees with disabilities employed at the university and inform applicants of the outcome.

7.2 Centre for Diversity, Inclusivity and Social Change

- 7.2.1 The CDISC with the Disability Unit, and Human Capital will localise the Disability Policy to ensure its institutionalisation through presentations, awareness raising, and any other identified advocacy campaigns such as roadshows, amongst others.

7.3 Disability Unit

7.3.1 The Disability Unit is integral to dealing with matters relating to students with disabilities, both academic and non-academic. The unit employs professional and suitably qualified personnel to play a supportive and advocacy role in respect of students with disabilities.

7.4 Curriculum development

7.4.1 The same academic standards will prevail for all students, but the faculties may adapt programmes/curricula/assessments to allow students and employees (where applicable) with disabilities to participate fully.

7.4.2. The Institution encourages the development of creative learning and teaching methods for students with disabilities.

7.4.3 Faculties will, in consultation with the Disability Unit as well as the Assessment and Graduation Centre (AGC) commit to providing reasonable accommodation and concessions to students with disabilities regarding class work, tests, examinations, or any other academic or practical task. However, the above may not be done in ways that change/compromise essential skills or knowledge.

7.4.4 Faculties are encouraged to include in their disciplinary curricula, content material on disability to ensure the university's goal of creating globally responsive citizens.

7.5 Experiential training

7.5.1 CPUT will not unfairly exclude students with disabilities from experiential training opportunities, where a student's course requires them to undergo experiential training.

7.6 Physical facilities and planning

7.6.1 CPUT will ensure that its existing facilities and buildings comply with national regulations regarding access and accommodation for people with disabilities.

7.6.2 CPUT undertakes to provide adequate demarcated parking bays for people with disabilities. Non-compliance regarding this matter will lead to penalties and/or possible disciplinary actions being taken by the university.

7.7 Health and safety

7.7.1 CPUT recognises the importance of the application of principles of Inclusivity, Universal Access, and Universal Design for learning in improving aspects of access, well-being, safety, and security for all present on university campuses.

7.7.2 CPUT will endeavour to provide ramps, balustrades, handrails, stair markers and effective signage, and other inclusive resources on its campuses. CPUT will put in place emergency evacuation procedures for all people, including people with disabilities.

7.7.3 CPUT will ensure that all relevant personnel receive the necessary Disability Awareness and Sensitisation training. Such personnel include building curators, building health and safety officers, campus protection services, wardens, and other relevant personnel in all sectors of the university.

7.7.4 CPUT will ensure the safety of all people, including people with disabilities during maintenance projects on campuses.

7.8 Application, Admission, and Registration

7.8.1 Applicants with disabilities will be assessed based on academic criterion and course requirements.

7.8.2 Applicants with disabilities will be assisted to select courses/programmes that are appropriate for their skills, special requirements and abilities by relevant stakeholders, where applicable.

7.8.4 Selection interviews, where applicable, should be sensitive to the needs of applicants with disabilities.

- 7.8.5 Applicants will be considered for the study course of choice after careful consideration and in consultation with other stakeholders of all implications and within the limits of reasonable feasibility and affordability.
- 7.8.6 Should an applicant not be accepted for a programme, a record of reasons given for rejection by the Admissions and Registration Centre (ARC) must be kept and should be made available upon request.
- 7.8.7 Registration processes and procedures should be inclusive, as far as reasonably possible.

7.9 Disclosure of a Disability, Record Keeping and Data Management

- 7.9.1 CPUT is committed to creating an institutional culture in which disclosure of disability provides people with disabilities the opportunity to access relevant services provided by the university. Disclosure of a disability is necessary where a student/employee /visitor requests support and/or reasonable accommodation provision. Non-disclosure may have negative consequences for the individual.
- 7.9.2 Employees are encouraged to disclose their disabilities to CPUT's Human Capital function at the time of appointment in accordance with the provisions of national legislation and best practice. Individuals already employed by CPUT and who acquire a disability are encouraged to declare their disability by updating their employee profile details via CPUT's Human Capital function to ensure that relevant services are provided to them.
- 7.9.3 Students are required to disclose their disability to the Admissions Office, Registration Centre (ARC) and the Disability Unit to access services provided by the University, through the Disability Unit.
- 7.9.4 The University is committed to creating an institutional climate in which disclosure of disability would be both advantageous and safe. Disclosure of disability is necessary where a student/employee/visitor requests support and/or accommodation provision.
- 7.9.5 Disclosure will be made to the Disability Unit (for students) and Human Capital (for employees). Information about an individual's disability will be made available to persons tasked with facilitating or providing specific

accommodations to the extent that this information is necessary to facilitate the accommodation.

- 7.9.6 The information received during the disclosure process will be treated as private and confidential. The information will assist in monitoring progress in employment and student equity, to comply with the reporting requirements of the Employment Equity Act, for strategic planning and to maximise levels of service provision.

8. MONITORING, REVIEW, AND LEARNING

- 8.1 The CDISC, with the Disability Unit and Human Capital shall monitor, evaluate, and review disability related targeted interventions, training, processes, and strategies at CPUT to ensure an inclusive University that embraces Universal Access.

9. PRIVACY AND RECORDS MANAGEMENT

9.1 Disability related information Handling and Management:

Information pertaining to disability disclosures by students and employees will be treated with the necessary privacy and confidentiality and in line with the provisions of the POPIA. Safety measures will be taken to ensure that the information provided by students and employees, including medical certificates, is kept in the strictest confidence. A student or employees who identifies as a person with disability shall not be subjected to any form of stigmatisation or discrimination.

9.1.2 Collective Responsibility for Effective Recordkeeping:

The Registrar's Office, Disability Unit, Human Capital function and the Centre for Diversity, Inclusivity and Social Change shall, in their capacity as the primary recipients of disability related data, ensure effective record keeping of all disability related information.

9.1.3 Secure Management of Registers, Forms and General Information:

All forms and sources of information relating to employees and student disabilities must be stored and managed in accordance with the Records and Archives Management Policy and Privacy Policy (particularly for personal information).

10. POLICY BREACH

10.1.1 Reporting Suspected Breaches:

Any suspected breaches of this policy should be reported directly to the Disability Unit, Human Capital function and the Centre for Diversity, Inclusivity and Social Change for investigation and appropriate action. It is worth noting furthermore, that some breaches may result in human rights violations of people with disabilities.

11. COMMONLY USED TERMS & DEFINITIONS

Disability:

The UN Convention on the Rights of Persons with Disabilities (2007) recognises that disability results from the interaction between persons with impairments and attitudinal and environmental barriers. It recognises people with disabilities as those persons who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.

Discrimination based on disability:

Discrimination based on disability refers to imposing any distinction, exclusion, or restriction of people based on disability, which has the purpose or effect of impairing or nullifying their recognition, enjoyment, or exercise, on an equal basis with others, on all human rights and fundamental freedoms in the political, economic, social, cultural, civil, or any other field. It encompasses all forms of unfair discrimination, whether direct or indirect, including denial of reasonable accommodation.

Discrimination based on requirements for a job: Any fair discrimination based on requirements for a job does not constitute unfair discrimination. Requirement for a job

depends on the nature of the job and required qualifications. If such requirements can be shown, discrimination will be fair. For example, a person with extremely poor eyesight cannot be employed as a driver.

Institutional Culture

Refers to the sense of belonging, measures for inclusion and characteristics of an institution.

Reasonable Accommodation

Reasonable Accommodation means any modification or adjustment that will enable students and employees with disabilities, who have declared their disabilities, to have equitable access to the university as far as it is reasonably possible and practical after considering all related matters. These measures ensure that people with disabilities have a fair opportunity for excellence at CPUT.

In addition, the term reasonable accommodation refers to necessary and appropriate modification and adjustment, which can include the use of assistive devices – as defined by the Global Cooperation on Assistive Technology (2017) – to ensure that all people with disabilities can enjoy all human rights and participate in fundamental freedoms equitably. However, such accommodation need not be enabled in all circumstances; it should be provided when required by a particular person. Reasonable accommodation might be hampered by financial and other constraints.

Temporary disability

Temporary disability is a physical or mental impairment that prevents a person from accomplishing certain functions for a short period of time. Temporary disability is not the same as permanent disability, and usually does not have a long-term or lasting impact.

Permanent disability

Permanent disability refers to a condition that does not improve or change within a person's lifetime.

Universal access

Universal access (UA) refers to the removal of cultural, physical, social, and other barriers that prevent students and employees (including students and employees with disabilities) from entering, using or benefiting from various resources, processes, services, facilities and systems in an institution, that are available to other students and employees. The absence of accessibility or denial of access means that some members of a community (such as students and employees with disabilities) are deprived of opportunities to engage on an equal basis with others. This is a form of unfair discrimination.

Universal Design

Universal Design means the design of products, environments, programmes, and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

Employees

A person who is in possession of a formal contract with the University. An employee of the University includes an applicant for employment at the University.

Student

Student refers to all full-time and part-time registered students studying at the University. It Includes an applicant for study at the university.

"Student" as interpreted in the CPUT statute means a person currently registered at the University for a programme of study leading to a Degree, Diploma or Certificate, or an occasional Student who is registered for non-degree purposes, or as a postdoctoral fellow.

Categories of students

"Student" is defined by the statute (2020) as a person admitted and registered as a student to attain a qualification.

"Students with disabilities" refers to students who have long-term physical, mental, intellectual or sensory impairments, which in interaction with various barriers may reasonably hinder their full and effective participation in society on an equal basis with others.

Unjustifiable hardship

Action that requires significant or considerable difficulty or expense and that would substantially negatively affect and/impact faculty, department, or university functions.

Visitor

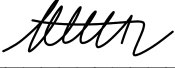
Any member of the public present on CPUT's property who is not an employee or student, including persons with contractual relationships with CPUT and persons otherwise legitimately commercially active or employed within CPUT's environment.

12. RESPONSIBILITY

Accountability and Authority:	
Implementation:	Executive Management All Faculties, Departments, Units and Centres Deans and Directors Line Managers
Compliance:	All employees and Students
Monitoring and Evaluation:	<ul style="list-style-type: none"> Centre for Diversity, Inclusivity and Social Change Disability Unit Human Capital Department - Function Compliance Management Office
Development/Review:	This policy should be reviewed at least every 3 years or as and when needed.
Approval Authority:	Council
Interpretation and Advice:	<ul style="list-style-type: none"> Centre for Diversity, Inclusivity and Social Change Disability Unit Human Capital Compliance Management Office

Policy Development Framework					
Policy Type(s):	A: Institutional Governance Policy. ✓ B: Administrative Policy. ✓				
Type:	Policy	✓	Guideline	✓	Manual

	Procedure	√	Regulation	Plan
CPUT Statute and/or Regulation Reference no. and date:	Cape Peninsula University of Technology Statute, Government Notice No 46382 of 20 May 2022.			
Relevant Legislation and/or Policy, Codes of practice, Professional authorities:	<ul style="list-style-type: none"> • Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996) (The Constitution). • Higher Education Act (No. 101 of 1997) as amended. • Strategic Policy Framework on Disability for the Post-School Education and Training System (2018) • United Nations Convention on the Rights of Persons with Disabilities, 2007 • The Constitution of the Republic of South Africa, 1996 • Education White Paper 6 • Employment Equity Act No 55 of 1998 (as amended) • Labour Relations Act • Skills Development Act • Basic Conditions of Employment Act • Protection of Personal Information Act, 2013 (Act No. 4 of 2013). • National Strategic Framework on Universal Access and Design • Promotion of Equality and Prevention of Unfair Discrimination Act (Act 4 of 2000) (PEPUDA) • Compliance Policy • Risk Management Policy • Privacy Policy • Records and Archives Management Policy • IT Acceptable Use Policy 			
Relevant Institutional Policies/ documents/manuals/ handbooks	<ul style="list-style-type: none"> • Cape Peninsula University of Technology Strategic Plan: Vision 2030. • Vision 2030: Institutional Transformation Framework 			
Policy Reference and Version no.:	Version 1.0			
Consultation Process To be verified and signed off before approval.	<p>All the necessary consultation processes were followed, as required by the CPUT Policy Development Framework:</p> <ol style="list-style-type: none"> 1. ManCom Approval 2. Submission of the workplan to the Compliance Office 3. Policy Project Team meetings were regular, including: <ul style="list-style-type: none"> • 1st Policy Working Group Meetings held (Green Paper) • 2nd Policy Working Group (feedback/inputs submission) (Green Paper) 3.1 Policy Project Team) (Blue Paper) 4. Policy Workgroup Meeting (Blue Paper). 			

	5. Blue Paper Publishing on the Newsflash. 6. White Paper sent to Language Unit for proofreading 7. White Paper sent to Legal for Vetting 8. White Paper sent to the Governance and Ethics Committee (CGEC) 9. Council Approval				
Policy Owner/Sponsor	Executive Director: Office of the Vice Chancellor				
Compliance Officers	Centre for Diversity, Inclusivity and Social Change (CDISC), Disability Unit, and Human Capital				
Certification of Due process: To be verified and signed once approved by the relevant authority	 _____ Vice Chancellor			<u>30.10.2024</u> Date	
Approval Date	07 September 2024	Commencement Date		Review Date	September 2027

<i>For office use only</i>	
Policy Group (Broad Policy field)	Governance and Administration
Subject (Policy sub-field)	Policies
Reference Number	PWDP.1.0
Version Number	1.0
Key Words:	Disability, People with disabilities, Reasonable Accommodation,

POLICY DEVELOPMENT FRAMEWORK

PROMOTION OF ACADEMIC STAFF

POLICY

Policy Number	1.1.
Date of Approval	March 2024
Policy Sponsor	DVC: Teaching and Learning
Next Review Date	March 2027
Approver	Council
Department/Unit	DVC: Learning and Teaching DVC: Research, Technology Innovation and Partnerships Human Capital

1. Purpose

1.1. Strategic intent

1.1.1. The alignment of appointments and promotions of relevant staff with the vision, mission, and strategic plan of CPU, in particular the demonstration of performance in the key strategic directions and the key areas of:

- 1.1.1.1. Learning and Teaching;
- 1.1.1.2. Research, Technology Innovation and Creative Scholarship;
- 1.1.1.3. Community engagement and partnerships
- 1.1.1.4. Leadership, Management, and Administration.

1.2. Operational intent

1.2.1. It is the intention of this policy to promote academic excellence and acknowledge high standards of scholarly activity; community, government, and industrial engagement; and leadership. This policy provides a mechanism and promotional criteria to manage the appointment and promotion of academic and related staff involved in scholarly activity.

1.2.2. The alignment of the recruitment processes with the requirements for academic promotion.

1.2.3. Academic staff are expected to pay regard to not only the development of new knowledge and innovations by way of research as part of their academic responsibilities, but also its transfer to various stakeholders.

2. Scope

2.1. Institutional Scope

2.1.1. This policy addresses academic promotion/s to the following ranks:

- Lecturer (Lect)
- Senior Lecturer (SL)
- Associate Professor (AProf)
- Professor (Prof)

2.1.2. This policy applies to all academic staff and/or staff engaged in scholarly activity.

2.2. Individual Scope

2.2.1. This policy applies to permanent employees who have been employed at CPUT for at least two years; and to staff on fixed-term contracts of two years or longer who have been at CPUT for two years or more.

2.2.2. In instances where an employee is appointed in a contract post that is later converted to a permanent post, the total period of employment at CPUT is considered when determining the two-year minimum period.

3. Objective (s)

The objectives of this policy are:

- 3.1.** To acknowledge, guide and recognise academics and staff involved in scholarly activity.
- 3.2.** To ensure fairness, consistency, and strategic alignment in the promotion of relevant CPUT staff as outlined in the Scope of the Policy.
- 3.3.** To promote CPUT as an employer of choice to prospective employees and current employees.
- 3.4.** To appoint the highest-calibre academics involved in activities related to Learning and Teaching; Research, Technology Innovation and Creative Scholarship; and Community, Industry and Government engagement.

4. Policy Principles

4.1. General

- 4.1.1.** A promotion is based on the employee's personal performance and professional excellence.
- 4.1.2.** In addition, promotion may be made with the consideration of financial sustainability and may thus be limited by available budgets.
- 4.1.3.** In certain cases, promotion may be noted by rank and not necessarily linked to monetary increase.
- 4.1.4.** All processes of promotions shall be conducted, and the assessment and decisions shall be made according to the principles of equal opportunity and in a fair manner.

- 4.1.5.** The promotion is based on scholarly activity, academic achievements and contributions to the community, industry, profession, and University service according to the CPUT requirements.
- 4.1.6.** A candidate may not make applications for two ranks simultaneously (e.g. for AProf and Prof).
- 4.1.7.** Candidates may apply for promotion to two ranks or more above their present rank (e.g. from Lecturer to AProf). However, they will only be considered for the rank they applied for. Should they be unsuccessful, they will remain in their current position at the time of application and will not be considered for a lower rank than what they applied for.
- 4.1.8.** An employee on probation whose appointment has not yet been confirmed will not be considered for promotion.

4.2. Application processes and procedures (Refer to Appendix A for the process flow diagram)

- 4.2.1.** The Human Capital (HC) Department will put out the call for applications and will specify the manner/ method of submission.
- 4.2.2.** All applications must include:
 - 4.2.2.1.** a cover letter written by the candidate in motivation of the promotion. The cover letter should direct the relevant promotions committee to the candidate’s achievements in relation to the relevant criteria and highlight relevant elements of the Curriculum Vitae (CV);
 - 4.2.2.2.** the candidate’s full CV with a clear focus on information relevant to the categories for the specific rank (Appendix B);
 - 4.2.2.3.** portfolio(s) of evidence that cover(s) all the criteria for the respective rank (Appendices D, E & F).
 - 4.2.2.4.** In accordance with the CPUT’s Policy on Plagiarism, all applicants are required to include the following declaration at the end of their motivation letters:

I,, hereby declare that no aspect of my application has been plagiarised in any way. The evidence presented is a reflection of my own work.

.....
 Signature of candidate Date

- 4.2.3.** Should the candidate not comply with the requirements in section 4.2.2 the application will be deemed incomplete and ineligible for consideration.
- 4.2.4.** All application documentation should be submitted by the advertised deadline.

4.3. Minimum Requirements for Promotion and weighting applicable for different ranks.

The criteria for the different ranks are outlined in **Appendices D-F**, and the qualifying criteria for promotion are listed below:

	Category 1	Category 2	Category 3	Category 4	Total weighted score	Minimum total weighted score required for promotion	Sub-minimum
Rank	Weighting for Learning and Teaching	Weighting for Research & Creative scholarship	Weighting for Engagement	Weighting for Leadership, Management & Administration			
Senior Lecturer	50	30	10	10	100	60	Must score a minimum of 30% in all categories. Must also score 50% in either Category 1 or 2;
Associate Professor	30	50	10	10	100	75	Must score a minimum of 30% in all categories. 50% in both categories 1 and 2
Professor	30	50	10	10	100	80	Must score a minimum of 40% in all categories. 80% in Category 2

4.4. Review Procedures.

- 4.4.1.** Deans are required to set up a Faculty Committee to evaluate the applications in their Faculty against the set criteria prior to the meeting of the relevant institutional promotions committee.
- 4.4.2.** The Faculty committee should consist of the Dean; Assistant Dean/s; and at least one Faculty Coordinator (i.e. for L&T, Research, or Community Engagement & WIL). At least one member must be higher than the rank of application for SL; and at least one full Prof for AProf and full Prof application. The Human Capital Business Partner must attend as an observer for guidance.
- 4.4.3.** The committees in academic support units and entities should consist of the line manager in charge of the unit (i.e. the Director or relevant person); the Deputy Director (if applicable); and at least one person higher than the application for SL and A Prof and at least one Prof for a full Professor application. The committee should complete the evaluation template for each candidate for all the required categories.
- 4.4.4.** The Dean/ Director of the Faculty/ Unit submits the Faculty/ Unit assessment to the Chairperson of the relevant institutional promotion committee for record-keeping.
- 4.4.5.** The relevant DVCs appoint moderators for each of the relevant categories.
- 4.4.6.** Moderators are required to set up a committee comprising members outside of each respective candidate's Faculty to evaluate the applications against the set criteria prior to the institutional promotions committee meeting.

4.5. Institutional Academic Promotion Committees.

- 4.5.1.** The relevant institutional promotion committee will consider the input from the Faculty and the moderators (as well as external panel members in the case of full Prof) and decide whether the candidate qualifies for promotion.
- 4.5.2.** The deliberation, discussions and recommendations of the committees are confidential and may not be disclosed by any members of the committee or observers except for the communication on the decision from the Chairperson of the committee and feedback to the candidate by the respective Faculty/ Unit/ Entity representative in accordance with the policy.

4.5.3. A declaration of any conflict of interest by all members must be done at the start of each Promotions Committee meeting, in line with the principles of the CPUT Policy on Conflict of Interest.

4.5.3.1. Senior Lecturer (SL) Promotions Committee.

- 4.5.3.1.1. DVC (Learning and Teaching) - Chairperson
- 4.5.3.1.2. DVC (Research, Technology Innovation and Partnerships)
- 4.5.3.1.3. Deans of Faculties
- 4.5.3.1.4. Directors of relevant academic support units or entities (if applicable)
- 4.5.3.1.5. One nominated Learning and Teaching moderator
- 4.5.3.1.6. One nominated Research and Technology Innovation moderator
- 4.5.3.1.7. One nominated Engagement moderator
- 4.5.3.1.8. One nominated Leadership, Management & Administration moderator
- 4.5.3.1.9. One nominated member of Senate.
- 4.5.3.1.10. Director of the Centre for Diversity, Inclusivity and Social change (observer).
- 4.5.3.1.11. One representative of each Union (observers)
- 4.5.3.1.12. Human Capital representative (advisory)
- 4.5.3.1.13. Secretariat (minuting secretary)

4.5.3.2. Professorship Promotions Committee.

- 4.5.3.2.1. DVC (Research, Technology Innovation and Partnerships)– Chairperson.
- 4.5.3.2.2. DVC (Learning and Teaching)
- 4.5.3.2.3. Deans of Faculties
- 4.5.3.2.4. Directors of relevant academic support units or entities (if applicable).
- 4.5.3.2.5. One nominated Learning and Teaching moderator
- 4.5.3.2.6. One nominated Research and Technology Innovation moderator.
- 4.5.3.2.7. One nominated Engagement moderator
- 4.5.3.2.8. One nominated Leadership, Management & Administration moderator.
- 4.5.3.2.9. One nominated member of Senate.

- 4.5.3.2.10. Director: Diversity, Inclusivity & Social Change (observer).
- 4.5.3.2.11. One representative from each Union (observers).
- 4.5.3.2.12. Human Capital representative (advisory).

4.5.3.3. In the case of Full Professor applications, an additional two external reviewers (external Professors or senior researchers) representing the applicants' research field, industry and/or professional and/or community partnerships are included. These additional members are appointed by the DVC: RTIP in consultation with the Dean / Director/ Senior Manager of the candidate and serve in an advisory capacity only.

4.5.4. Deans and relevant moderators and external reviewers (where appropriate) will present the scores for the candidates but shall not be part of the committee decision for their specific candidate or Category being considered for promotion.

4.5.5. The term of office of nominated Committee members shall be two (2) years.

4.6. Recommendation to and Approval by Senate.

4.6.1. The Chairperson of the relevant institutional promotions committee submits the Committee's outcome to Senate.

4.6.2. Senate thereafter approves/ does not approve the recommendations contained in the submission.

4.6.3. The decision by Senate is confidential and may not be disclosed by any member of Senate unless it is done as part of the promotion procedure.

4.7. Notification Procedures.

4.7.1. The chairperson of the relevant promotions committee informs the HC Department of the outcomes of the Senate approval.

4.7.2. HC prepares the necessary documentation for both successful and unsuccessful candidates, which is then signed off by the committee chairperson; this is followed by HC sending the outcome to the candidates.

4.7.3. The effective date of promotion will be indicated in the official written communication after engagement with HC and Finance and approval by Mancom.

4.7.4. The chairperson of the promotions committee will ensure that all candidates who are not successful receive the committee's feedback on their applications in writing.

4.8. Inaugural Address.

- 4.8.1.** All persons, to whom full Professorship has been awarded, must deliver an inaugural lecture within 12 months of being granted the award.
- 4.8.2.** The lecture should be arranged by the relevant Dean of the Faculty or Director of the support unit in conjunction with the University's Marketing and Communication Department.
- 4.8.3.** The inaugural address should be of a high scholarly standard, focussing on the research discipline and the candidate should demonstrate the mastery of the discipline.

4.9. Appeals Process.

- 4.9.1.** Where the promotion application was unsuccessful, the candidate may appeal on the grounds of evidence that:
 - 4.9.1.1 a deviation from the procedure and process outlined in this policy occurred that unduly disadvantaged the candidate;
 - 4.9.1.2 the promotion criteria provided for in this policy were not duly applied.
- 4.9.2.** Appeals for promotions up to the rank of Associate Professor will be considered by an appeals' committee. There will be no appeals process for Professors, due to the importance of the peer-review by external experts in the candidate's field.
- 4.9.3.** The appeals committee or external remedial process will use the same original application documentation as was used for the original evaluation.
- 4.9.4.** The appeals committee is chaired by the VC.
- 4.9.5.** The appeals committee should include one Senate Representative; Moderators; Representative from HC; and for AProf appeals at least one Full Professor.
- 4.9.6.** All deadlines for the submission of appeals must be adhered to.

- 4.9.7.** Successful appeal outcomes will be presented by the chairperson of the appeals committee to Senate for approval.
- 4.9.8.** Successful appeal outcomes approved by Senate must be communicated to the candidate in the same manner as was done for successful candidates in the initial round of applications.
- 4.9.9.** Unsuccessful appeals outcomes must be communicated to the candidate and the line manager in writing by the chairperson of the appeals committee.
- 4.9.10.** All members of the appeals committee should not have been part of the original committees and processes.
- 4.9.11.** The appeals committee does not engage with new information and documentation that was not available to the original committee.

4.10. Use, Retention, and Forfeiture of Titles.

- 4.10.1.** Titles awarded to employees are vested in the institution and are only applicable while the employees are in the employment of CPUT.
- 4.10.2.** AProf and Prof shall both be entitled to use the title “Professor” while in the employ of CPUT.
- 4.10.3.** The University reserves the right to withdraw the award of AProf and full Prof titles at any time should the employee be found guilty of engaging in any activities that do not reflect the values of the institution or bring the institution into disrepute.
- 4.10.4.** The recommendation for withdrawal of the title is made by the VC to Senate for approval.
- 4.10.5.** Employees who leave the employ of CPUT through dismissal and resignation will automatically forfeit the use of such a title as awarded by this institution.
- 4.10.6.** Employees who retire from the institution will also forfeit the use of the title except if an Adjunct Professor appointment is made or an Emeritus/Honorary Professorship is awarded in line with the relevant policies, and this is approved by the required delegated authority.
- 4.10.7.** An employee appointment from another institution will need to comply with the CPUT requirements in order to be considered to retain their respective titles. This will be dealt with as part of the talent acquisition process.

5. COMMONLY USED TERMS AND DEFINITIONS

5.1. Academic employee: Any person appointed to teach and to do research at the institution and any other employee designated as such by Council of the institution. An employee involved in academic duties including (i) learning and teaching; (ii) research, technology innovation or creative scholarship; (iii) community and industry engagement and (iv) leadership management, and administration. Academic workload refers to the combination of these academic duties as assigned by the Head of Department or relevant line manager.

5.2. Junior Lecturer: The rank of Junior Lecturer is included in the CPUT academic ranking structure in order to provide access to an academic career to individuals without the required minimum Masters' qualification.

5.3. Lecturer: A lecturer has completed and obtained at least a Masters' qualification with higher education experience as per the requirements of the university's Talent Acquisition and Selection Policy.

5.4. Senior Lecturer (SL): A Senior Lecturer has completed a Doctoral Degree. An SL can provide evidence of consistent teaching effectiveness, involvement in curriculum and subject development, and preparing students for the future of work, subject and programme reviews. They can provide evidence of producing research outputs that are published in accredited national and international journals and rely mostly on internal CPUT and/or relevant university research funding but can provide evidence of having applied for and obtained first external research grants. They supervise postgraduates with evidence of successful graduates (mostly at the Masters level). They can provide evidence of writing and presenting conference papers at national conference, of reviewing journal articles, and of acting as external examiner at the Masters level. They have a record of service on Departmental and Faculty level, mentor junior staff in the Department, participate in Department and Faculty portfolio committees and are developing partnerships with quintuple helix partners (environmental, community, government, industry, and other Higher Education Institutions) at a regional and national level. Refer to Appendix D for the requirements for SL.

5.5. Associate Professor (AProf): An Associate Professor has completed a Doctoral Degree.

An AProf can provide evidence of consistent teaching effectiveness, involvement in curriculum and subject development, subject and programme reviews. Associate Professors can provide evidence of producing research outputs that are published in accredited national and international journals, evidence that they are not reliant on internal CPUT and/or internal university/research entities' grants but have obtained external research grants in the past. They can provide evidence of having been a panel member for grant review committees, having successfully supervised Masters and Doctoral graduates, having presented papers at conferences, and had their papers published in peer-reviewed conference proceedings. They can provide evidence of having chaired sessions at conferences, acting as a reviewer for national and international journals, having been a member of a journal review panel and having acted as an external examiner at the Masters and Doctoral level, particularly at South African Universities. Associate Professors have a record of contribution to university service and academic leadership at the Departmental and Faculty level, such as managing academic units, programmes and staff (for example, mentoring junior staff in the Department), participating in Faculty and Institutional portfolio committees, and developing partnerships with quintuple helix partners (environmental, community, government, industry and other Higher Education Institutions) at a national and international level. Refer to Appendix E for the requirements for AProf.

5.6. Professor (Prof): A Professor has a substantive track record of research outputs and accredited publications in international journals, a substantive track record as grant holder and main/principal investigator of external national and international research grants and has been a panel member for national and international funding review committees. A Prof has a track record of successful postgraduate supervision at the Masters and Doctoral level with current postgraduate students mostly at the Doctoral level and is supervising or has successfully supervised Postdoc fellows. They have a track record of writing and presenting conference papers at mostly international conferences and have publications in peer-reviewed conference proceedings. They can provide evidence of having chaired sessions at international conferences, having been invited as keynote speakers at international conferences, having peer-reviewed articles for national and international journals, and having headed journal panel reviews nationally and internationally. They also have a track record of external examination at the Masters and Doctoral level at South African and international universities. They can provide evidence of having established successful national and international collaborations and partnerships, having attained national or international recognition, and commanding the respect of their peers in their discipline through excellence in learning and teaching, research, innovation, and creativity (or other forms of scholarship). They can also provide evidence of having made significant contributions to their Department, Faculty and the University, their discipline, industry/profession and/or community. Lastly, a Professor can provide evidence of having attained national or international recognition and commands respect of their peers in their industry/profession and/or community. Refer to Appendix F for the requirements for Prof.

5.7. Engagement: Positive contributions to the community, society, industry, government as translated from knowledge gained from Learning and Teaching; research; or innovation. This includes community engagement and research uptake.

5.8 Scholarship of Engagement: Community-engaged scholarship involves an employee in a reciprocal partnership with the community. This can vary from disciplinary and/or interdisciplinary activities to trans- and multi-disciplinary activities. Additionally, it integrates learning and teaching, research and innovations, and service. The implied collaboration between knowledge professionals and the lay public (at local, regional/state,

national and global level) is for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity for the purpose of achieving sustainable (positive) change of which the impact can be monitored.

5.9 Community Engagement (CE): Community Engagement refers to the process and activities performed by the staff and students, primarily aimed at strengthening or supporting society and or individuals in need of assistance or engagement. CE is a process, function, programme, or project used by the University that integrates teaching and learning, research, innovation, outreach/volunteerism in partnership with communities to advance social responsiveness, development, and an ethic of care. CE as core function of the University exists to nurture and manage partnerships with communities with the intention of facilitating cooperation between various communities and the University as well as providing the means whereby both parties can actively discover knowledge, and teach and learn from one another in a reciprocal, mutually beneficial manner. CE is both a tangible and intangible process that requires resources (finances, time, transport, equipment, reporting, human resources, etc.) that should reflect in budgets and strategic funding, funding applications and responsible financial governance.

5.10 Contract Staff.

5.10.1 Contract staff (part time)

A part time employee is a paid-by-claim employee who earns more than the threshold determined by the Minister of Employment and Labour and who work less than an average of 25 hours per month. This definition excludes short-term contracts less than three months, student assistants, casuals, interns, and staff employed by outsourced service providers.

5.10.2 Contract staff (fixed term)

A fixed term contract means a contract of employment that terminates on: (i) the occurrence of a specified event; (ii) the completion of a specified task or project; and/or (iii) once a specified date is reached.

5.11 External grants/funding: External grants/funding are where a funder (national or international) defines the scope of the project and contributes to the funding thereof. It includes professional consultation services or development contracts, including grants from NGOs, government agencies, research contracts and contract research.

5.12 Learning and Teaching: Learning and Teaching refers to a smart, multi-disciplinary student-centric education system – linked across the University using (1) adaptive learning programmes and learning portfolios for students, (2) collaborative technologies and digital learning resources, and (3) computerised administration, (4) better information on our learners (learner analytics), (5) online learning resources for academics and students studying at own pace, place and space, knowing that CPUT is an institution known for face-to-face teaching but makes use of a blended learning/multi-modal approach to cater to the needs of different students and the aspirations of lifelong learning. It also involves engaged learning and teaching initiatives, Scholarship of Learning and Teaching, and various forms of work-integrated learning, such as service-learning, entrepreneurship development and the promotion of the future world of work.

5.13 Technology Innovation: Technological Innovation in the CPUT context is defined as the process through which the University:

5.13.1 generates or realises a new idea, based on technology, capability or knowledge (Invention);

5.13.2 develops this into a reality or product (realisation); and,

5.13.3 diffuses, implements, and markets this new idea, technology, capability or knowledge (implementation).

5.13.4 Thus, Technology innovation is the development that harnesses the use of discoveries from basic and applied research to develop new products, processes, and services, which in turn is translated into an offering accessible by society in general.

5.14 Permanent employee: A permanent employee is one who is in a contract of employment that will not expire and remains valid until either the University or the employee terminates the relationship (resignation, retrenchment, dismissal) or the relationship terminates due to the employee reaching normal retirement age.

5.15 Research: Research refers to the pursuit of original knowledge, creativity and technology technological innovation which that will result in research output, including creative output and inventions (the granted granting of examined patents and plant breeder's rights). Senate approved requirements for research output at the different ranks will provide the baseline for evaluation of research output.

5.16 Scholarship: This possession of knowledge of a specific discipline or area of expertise which may include, national and international collaborations and partnerships; scholarly engagements and outputs.

5.17 Uptake (Research uptake):

5.17.1 Research Uptake refers to the successful development of an innovation that results in measurable impact on society. The innovation must be translated into a tangible form that is utilisable by those who need it.

5.17.2 It also refers to the successful development of translational research that enhances a practice and or policy by informing end-users, practitioners, or policy makers.

5.18 University service (leadership, management, and administration):

Involvement, contribution, achievement, and participation in Departmental, Faculty and/or institutional activities and committees; representation in or on behalf of the University that leads to the building or further development of capacity at a national and/or international level.

5.19 Acronyms and abbreviations:

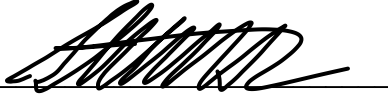
5.19.1	AProf	Associate Professor
5.19.2	CE	Community Engagement
5.19.3	DVC	Deputy Vice-Chancellor
5.19.4	HC	Human Capital
5.19.5	L	Lecturer
5.19.6	Prof	Professor
5.19.7	RTIP	Research and Technology Innovation and Partnerships
5.19.8	RU	Research Uptake
5.19.9	SL	Senior Lecturer
5.19.10	L&T	Learning and Teaching
5.19.11	WIL	Work Integrated Learning
5.19.12	FRIC	Faculty Research & Innovation Committee
5.19.13	FHDC	Faculty Higher Degrees Committee
5.19.14	LMS	Learning Management System

6 Responsibility

Accountability and Authority:	
Implementation:	DVCs Deans of Faculties Head of Departments Directors of Units/Entities Human Capital Staff
Compliance:	All staff requesting academic promotion and applying for academic positions at SL level and above Human Capital Department
Monitoring and Evaluation:	Registrar Senate Executive Human Capital Department Director of the Centre for Diversity, Inclusivity and Social Change
Development/Review:	This policy should be reviewed in accordance with the attainment of CPUT's strategic objectives
Approval Authority:	Senate
Interpretation and Advice:	Human Capital Department, Fundani Centre for Higher Education Development, Research Office, Centre for Community Engagement and Service Learning, Centre for Post Graduate Studies, Technology Transfer Office and Industrial Linkages, Strategic Initiatives and Partnerships, Centre for Diversity, Inclusivity and Social Change

Policy Development Framework				
Policy Type(s):	A: Administrative Policy B: Academic Policy			
Policy Group(s): Delete categories that are not relevant	A: Governance and Academic			
Type:	Policy	√	Guideline	Manual
Tick document category	Procedure	√	Regulation	Plan
CPUT Statute and/or Regulation Reference no. and date:	<ul style="list-style-type: none"> • Cape Peninsula University of Technology Statute, Government Notice No 46382 of May 2022 			
Relevant Legislation and/or Policy, Codes of practice, Professional authorities:	<ul style="list-style-type: none"> • Constitution of the Republic of South Africa (Act No. 108 of 1996) (The Constitution). • Higher Education Act, No. 101 of 1997) as amended. • Labour Relations Act, No. 66 of 1995 • Employment Equity Act, No. 55 of 1998(as amended) • Basic Conditions of Employment Act, No. 75 of 1997 (as amended). • Protection of Personal Information Act, No. 4 of 2013 			

<p>Relevant Institutional Policies/ documents/manuals/ handbooks</p>	<p>CPUT Policies</p> <ul style="list-style-type: none"> • Formal Studies Policy (2019) • Sabbatical Leave Policy (2008) • Policy to promote international collaboration and networks (2009) • Policy for Conference Attendance, Research, and Innovation, Mobility and Exchange Programmes (2022) • Talent Acquisition and Selection Policy (2023) • Policy on Performance Leadership Engagement (2019) • Policy for Postgraduate Education and Research for NQF levels 9 and 10 (2018) • Policy on Postgraduate Education and Research for NQF level 8 (2019) • Policy for costing and pricing of research and research related contracts (2018) • Policy on Intellectual Property (2019) • Research Policy (2019) • Policy on postgraduate education and research (level 8) (2019) • CPUT Vision 2030 • CPUT RTI Blueprint 3.0 (2023) • CPUT Learning, Teaching and Assessment Policy (2021) • Conflict of Interest Policy (2023) • Guidelines for Teaching Excellence Awards (2014) • CPUT Graduate Attributes Statements (2016) • CPUT Work-Sharing Model (2023) • Any other relevant policy or guideline that might be applicable
<p>Policy Reference and Version no.:</p>	<p>The next number in the document index. To be inserted by the Compliance Office.</p>
<p>Consultation Process To be verified and signed off before approval.</p>	<p>The following structures were consulted:</p> <ul style="list-style-type: none"> • The University Community via Newsflash (twice – at the start of the process and the end) • Faculty Boards • Senate Learning & Teaching Committee • Senate Research & Innovation Committee • Management Committee • Unions Policy Working Team • Deans & Directors Forum • Executive Management • Senate
<p>Policy Owner/Sponsor</p>	<p>DVC: Learning and Teaching</p>

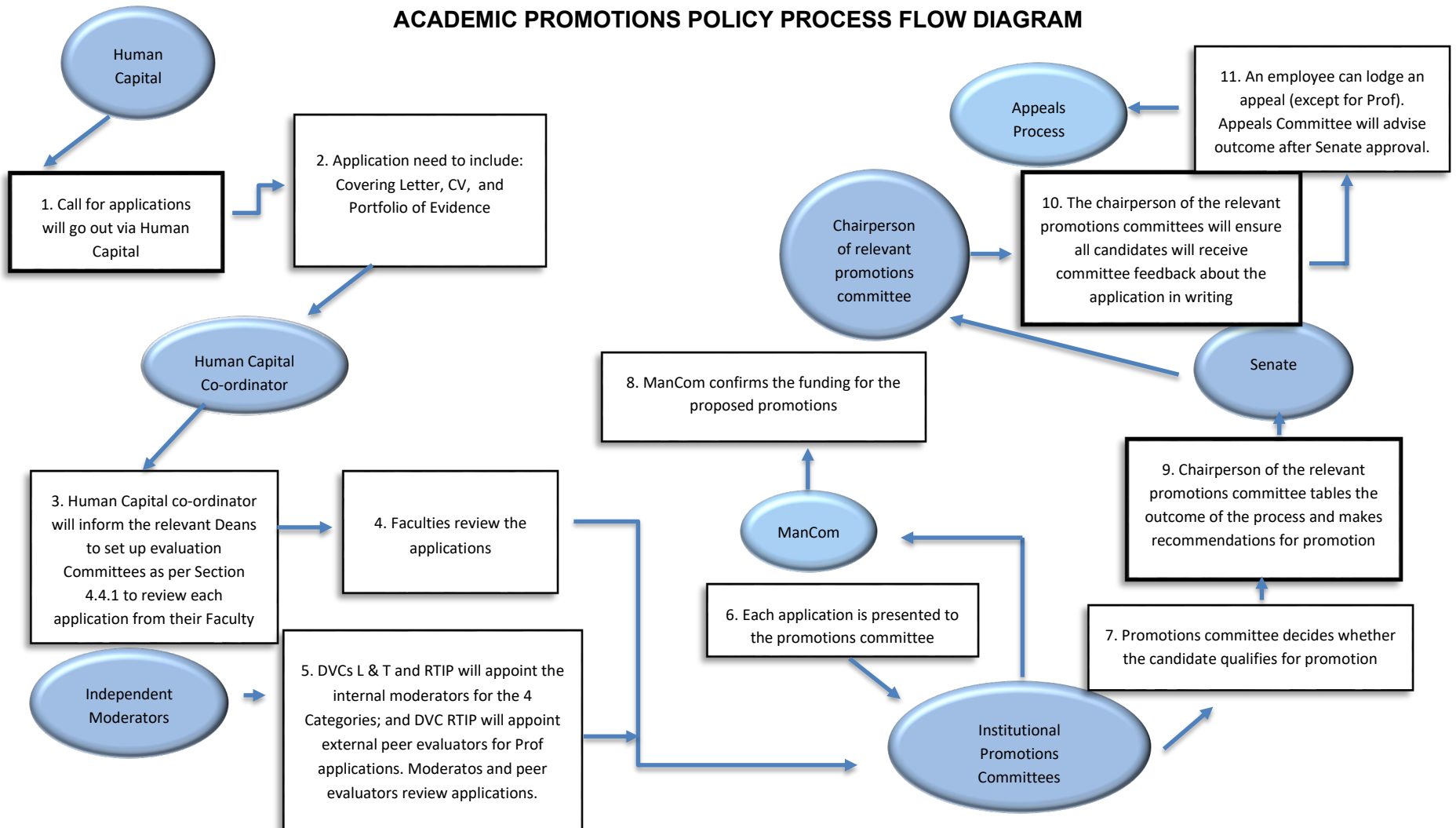
	DVC: Research, Technology Innovation and Partnerships				
Compliance Officers	DVC: Learning and Teaching DVC: Research, Technology Innovation and Partnerships Human Capital Department				
Certification of Due process: To be verified and signed once approved by the relevant authority	 Vice Chancellor			07.06.2024 Date	
Approval Date		Commencement Date		Review Date	

REVISION HISTORY: Only applicable to amended or reviewed Policies. Record details of amendments/revision.					
Version No.	Approved/ Rescinded	Date	Approving Authority	Resolution Number/ (Minute number)	Date for next review. (start date for review process)
1.0	Approved	July 2007	Senate		July 2009
2.0.	Approved	23/11/2009	Senate		01/07/2012
3.0	Approved	21/06/2014	Council	5.1.1	July 2016
4.0	Approved	16/03/2024	Council	5.4.1	March 2027

<i>For office use only</i>	
Policy Group (Broad Policy field)	Learning and Teaching Research, Technology Innovation and Partnerships Human Capital
Subject (Policy sub-field)	Policies
Reference Number	
Version Number	
Key Words:	Promotion, academic staff promotions

Appendix A

ACADEMIC PROMOTIONS POLICY PROCESS FLOW DIAGRAM



Appendix B

TEMPLATE FOR CURRICULUM VITAE

Add additional rows as needed, remove rows that are not applicable.

Title:	
Name:	
Surname:	
Address:	Home:
	Work:
Contact details:	Tel:
	Cell:
	Email:

1. QUALIFICATIONS			
Year obtained	Qualification Name	Institution	
2. WORK EXPERIENCE			
From – To	Position	Department	Institution
Roles/responsibilities:			
From - To	Position	Department	Institution
Roles/responsibilities:			

3. LEARNING AND TEACHING EXPERIENCE					
3.1 Subjects taught					
Subject name	Level	From - To	Innovative practices		
3.2 Student feedback					
Subject name	Level	Feedback on employee			
3.3 Textbooks					
Author(s)	Date	Title of book	Place of publication	Publisher	ISBN
4. RESEARCH; INNOVATION AND CREATIVE SCHOLARSHIP					

4.1 Research Output								
[Please list the full list of publications in the following sections]								
(i) Accredited journal articles (published)								
Author(s)	Date	Title of article	<i>Title of Journal</i>	Volume (issue number)	Page numbers	ISSN		
(ii) Accredited journal articles (in press)								
Author(s)	Title of article		<i>Title of Journal</i>		Date of acceptance			
(iii) Non-accredited journal articles								
Author(s)	Date	Title of article	<i>Title of Journal</i>	Volume (issue number)	Page numbers	ISSN		
(iv) Chapters in academic books								
Author(s)	Date	Title of	In Names of editor(s)	Title of	Place of	Publisher	Page	ISBN

		chapter	ed(s)	book	publication		numbers	
(v) Academic/Scholarly books								
Author(s)	Date	Title of book	Place of publication	Publisher	ISBN			
(vi) Technical Reports								
Author(s)	Date	Title of report	Place of publication Publisher/ Commissioner of report	ISBN	Series/Report no.(if applicable)			
(vii) Accredited conference proceedings								
Author(s)	Date	Title of	Conference	Place of	Dates of	Volume (if	Page	ISBN

		paper	Title	conference	conference	applicabl e)	numbers	
(viii) Creative output								
4.2 Conference keynote addresses								
Author(s)	Date	Title of presentatio n	Conference Title	Place of conference	Dates of conference	Volume (if applicabl e)	Page numbers	ISBN (if published)
4.4 Innovations								
(i) Patents								

Patent holder(s)	Date of issue	Patent name	Patent number	Place of patent registration
(i) Artefacts & Exhibitions				
Date	(e.g., name and location of artefact, museum, and curator, etc.)			
4.5 Postgraduate Students Supervised				
[Please provide the complete list]				
(i) Graduated				
Masters Students				
Year of graduation	Qualification awarded; Graduate's name; Title of thesis (Main/co-supervisor)			Full/part thesis/dissertation:

Doctoral Students		
Year of graduation	Qualification awarded; Graduate's name; Title of thesis (Main/co-supervisor)	Full/part thesis/dissertation:
(ii) Current/in-progress [Please provide the complete list]		
Year of first registration	Qualifications registered for; Graduate's name; Title of thesis (Main/co-supervisor)	Full/part thesis/dissertation:
4.6 Funding/Grants		
(i) Internal CPUT grants/funding		
Date	Title of project, amount of grant (e.g. URF Grant; REP grant; etc.)	

(ii) External grants/funding	
Date	Granting institution, grant category, title of project, year, or period; amount of grant (e.g., NRF research grant, Thuthuka; Smart Materials Development Project, 2016 – 2018; R100,000.00)
(iii) Postgraduate student bursary grants/funding	
Date	Granting institution, grant category, title of project, year or period, amount of grant (e.g., NRF; Masters bursaries, Smart Materials Development Project; 2016; R 100 000.00)
(iv) Postdoc fellow grants/funding	
Date	Granting institution, title of project, year, or period; amount of grant (e.g. NRF; Smart Materials Development Project, 2018; R250,000.00)
5. AWARDS and HONOURS	
Date	<u>Teaching awards/honours</u>

	(e.g., distinguished teaching award(s), course, and programme awards, etc.)
Date	<u>Research awards/honours</u> (e.g., NRF rating; award for publications or best conference paper, institutional research award, Reviewer of NRF proposals, Centres of Excellence, Invitation to submit article/book, membership of journal editorial committee, etc.)
Date	<u>Service awards/honours</u> (e.g., Service Learning award, industry, community or professional award.)
6. HONORARY POSITIONS	
Date	e.g. Visiting lecturer, Department, Institution; external examiner for a subject or programme, etc.
7. ENGAGEMENT	
7.1 Community Engagements	
7.2 Research Uptake	
8. PARTNERSHIPS AND COLLABORATION	
8.1 Partnerships	

8.2 Collaboration	
9. LEADERSHIP, MANAGEMENT AND ADMINISTRATION	
Department/Faculty/Institutional leadership positions	
Institutional involvement, development, and contributions	
Professional body/Voluntary Association registration	
Professional boy/Voluntary associations involvement	

All information received during the application and outcome process of the Promotions Committee is confidential. Employees are reminded that information may not be shared for any purpose and remains the confidential property of the Cape Peninsula University of Technology.

Appendix C

External Peer Evaluation Report Template

All information received during the application and outcome process of the Promotions Committee is confidential. Employees are reminded that information may not be shared for any purpose and remains the confidential property of the Cape Peninsula University of Technology.

(only applicable to applications for Professor, and is sought by the Chairperson of the Professorial Committee)

Learning and Teaching			
<i>To what extent has the candidate demonstrated abilities in this dimension?:</i>			
Learning and Teaching Portfolio			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			
Curriculum Design and Development			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			

Professional Development			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			
<i>Any additional comments:</i>			
Research, Technology, Innovation and Creativity			
<i>To what extent has the candidate demonstrated abilities in this dimension?:</i>			
Research Outputs			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			

Conference Participation			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			
Journal Articles (Editorial, Individual submissions, collaborative submissions)			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			
Postgraduate supervision			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			

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Research Projects and Funding			
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1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
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If options (1) or (4) is selected above, please provide details.
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Accomplishments and Contributions			
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1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
-------------------	-----------------	---------	----------------

If options (1) or (4) is selected above, please provide details.
--

Any additional comments:

Engagement (Community Engagement, Uptake, and Impact)

To what extent has the candidate demonstrated abilities in this dimension?:

Participation and Engaged Scholarship in Community/Society/Government Engagement

1. Unsatisfactory

2. Satisfactory

3. Good

4. Exceptional

If options (1) or (4) is selected above, please provide details.

Uptake and Impact of Community Engagement projects

1. Unsatisfactory

2. Satisfactory

3. Good

4. Exceptional

If options (1) or (4) is selected above, please provide details.

--

Accomplishments and Contributions

1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
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If options (1) or (4) is selected above, please provide details.

Any additional comments:

Leadership, Management and Administration
To what extent has the candidate demonstrated abilities in this dimension?:

Leadership			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			
Management			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			
University Service			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			

Profession/Industry Involvement			
1. Unsatisfactory	2. Satisfactory	3. Good	4. Exceptional
If options (1) or (4) is selected above, please provide details.			
<i>Any additional comment:</i>			

Category definitions

Exceptional	The candidate is a demonstrated international leader in this area of work and exceeds the expectations of all the criteria.
Good	The candidate has contributed to the field of study locally and/or internationally and meets most or all of the criteria.
Satisfactory	The candidate has demonstrated a solid basis/foundation of work in this area that can be built upon and meets at least half the criteria.

Unsatisfactory	The candidate meets very few or none of the requirements.
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Peer Evaluator's Details:

Peer Evaluator's Full Name	
University/ Organization	
Job title	
Faculty/ School (where applicable)	
Department (where applicable)	
Submission Date	
Signature	

Appendix D

PROMOTION REQUIREMENTS FOR SENIOR LECTURER (SL)

Candidate has completed a Doctoral Degree and must have at least 4 years higher education teaching experience.

[In exceptional circumstances where the Doctoral qualification is not ordinarily achieved, expected, or regarded as the highest qualification in the profession (i.e. where a professional qualification with experience is more highly regarded; or where the professional qualification and experience is required above the academic qualification) consideration may be given to an appointment as an SL. The minimum qualification requirement for such exceptions will be a level 9 Masters' qualification with a significant number of years of demonstrated professional experience and registration with the relevant professional body(ies).

D1: Learning and Teaching

Candidates must demonstrate excellence in learning and teaching; scholarship of teaching; and related accomplishments. Be involved in curriculum design and development at subject/programme/Departmental level. Show continuous professional development related to learning and teaching.

D2: Research, Technology Innovation and Creativity

Produces a minimum of the 0.75 units per year as per CPUT Policy (on average over the last 5 years) of which some are in accredited and international journals; participation through posters and presentations at conferences; some current postgraduate supervision and some completed supervision with graduates mostly at the PG Dip, Honours and Masters level; reliant mostly on internal CPUT research funding but may have applied for and obtained first external research grants; starting to build an emerging network of partnerships and collaborations; starting as a reviewer for journal papers.

May have completed a Postdoc; may have applied for or supervised limited Postdoc fellows; limited external examination at the Masters level.

D3: Engagement (Community Engagement and Research Uptake)

The candidate should demonstrate responsiveness, participation and/or involvement in community structures; an ability to make positive contributions to the community/society/government as translated from knowledge gained from learning and teaching, research, or innovation. The candidate must show evidence of participating in at least one service-learning project.

D4: Leadership, Management and Administration

Involvement in Departmental Activities:

The candidate should demonstrate their ability to:

- i. successfully manage Departmental and/or Faculty projects, e.g. Open Days, Timetable co-ordination and Departmental workloads;
- ii. contribute to Department and Faculty management, e.g. programme development, seminars, workshops and Transformation;
- iii. contribute to academic development of fellow staff in Department and/or Faculty; and
- iv. be involvement in professional associations/organisations that may be external but significant to CPUT at a regional level.

D5: Criteria for promotion to Senior Lecturer (SL)

NB: Evidence submitted will be assessed against one Category only and will not be scored if repeated in other categories.

1. Learning and Teaching	
A Teaching Portfolio	<p>A Teaching Portfolio (which should include, inter alia):</p> <ul style="list-style-type: none">• Levels of programmes/subjects taught; it should demonstrate subject success rates and their improvement over time.• Participation in the planning and development of programmes and learning/teaching materials.• Current methods and/or approaches to teaching and assessment including methods of:<ul style="list-style-type: none">○ providing academic support and guidance to facilitate students' success;○ identifying specific strengths and weaknesses of student performance and offering feedback on how to improve (student interventions);○ uploading learning materials on the LMS; and○ active engagement on the LMS.• Demonstrate innovative approaches to learning and teaching that is different to your usual practice and a willingness to experiment with new approaches.• Recent student evaluations of teaching performance (comparisons made of the last three years of teaching practice using modules taught).• Recognition by other HE institutions (e.g. external examining undergraduate degrees; invitations to teach outside as guest lecturer).• Supervision of undergraduate students (BTech/AdvDip).

Curriculum Design and development	<ul style="list-style-type: none"> • Produce evidence to demonstrate participation in curriculum design and development of a new subject (modules) or programmes. • Participation in curriculum design and development will further extend to active engagement in Teaching and Learning related committees within the University. • Participation in the review of newly designed programmes for approval at various levels. • Materials development (demonstrate participation in the development of teaching materials related to new curriculum design and development).
Professional Development	<ul style="list-style-type: none"> • Evidence of ongoing learning and teaching development (for example short courses, completion of specialised courses, etc.)
	<ul style="list-style-type: none"> • Accomplishments and contributions in Learning and Teaching (eg. L&T Awards)
	<ul style="list-style-type: none"> • Teaching scholarship (e.g. textbooks, scholarly writing outside of Category 2)
2. Research, Technology Innovation and Creative Scholarship	
Research output (including creative outputs and innovation)	<ul style="list-style-type: none"> • Produces a minimum of 0.75 research units per year on average over the last five years. Evidence of publications in accredited journals (non-predatory journals), scholarly books and book chapters, refereed accredited conference proceedings, creative outputs or innovations (as per the DHET policies). • Technical scholarly research reports • Evidence of emerging research impact factor
Conference participation	<ul style="list-style-type: none"> • Presents posters/papers mostly at national conferences
Postgraduate supervision	<ul style="list-style-type: none"> • Demonstrates successful completion rates of postgraduate students over the last five years (mostly at Masters level with some at a Doctoral level) • Current postgraduate student supervision • Supervision is a combination of principal and co-supervision
Research projects and funding	<ul style="list-style-type: none"> • Evidence of participation in research projects • Evidence of a successful application for internal university research funding • Evidence of an application for external research funding
Collaborations/ Partnerships	<ul style="list-style-type: none"> • Evidence of a network of collaboration and possible research partnerships at a national level (not included in Category 3)
Not required for Senior Lecturer promotion but can be added in support of the application	

Contract research	Contract research in progress or starting to develop
External postgraduate examination	Act as external examiner for other universities mostly at the Masters level (coursework/dissertations/theses)
Journal/paper/book review	Requested to do peer reviews of journal articles
Editor: editorial board or journal/book editor	Evidence of being an editor, serving on an editorial board or editing of a book or book chapter
Other scholarly and research activities	Example: reviewer for research projects, funding requests, scientific rating applications, etc.
Accomplishments and contributions	<ul style="list-style-type: none"> • Invitations to act as invited speaker or keynote speaker at national conferences • Scientific Council rating (e.g. NRF rating as a Y1 – Y3 – young researcher) • Research related awards/ nominations (e.g. NSTF, DVC: Innovation awards)
3. Engagement	
Community/Society/Government Engagement	<ul style="list-style-type: none"> • Participated or is currently participating in at least one community/society/government engagement project relevant to the academic project. • Participation in at least one recognised service-learning project.
Uptake	<ul style="list-style-type: none"> • Evidence of positive contribution and impact towards community/society/government • Evidence of Successful development of research outputs that impact on end-user policy/law/practice
Achievements and accomplishments	<ul style="list-style-type: none"> • Grants (or other forms of recognition) by community/society/government • Prestigious community awards
4. Leadership, Management and Administration	
Management and Administration	<ul style="list-style-type: none"> • Head of programme • Course, qualification, or level coordinator • Portfolio management at Departmental level (e.g. Departmental first year coordinator; Department budget; timetable; first year orientation, etc.)

Leadership	<ul style="list-style-type: none"> • Leading Departmental and/or Faculty strategic project(s) or other University related projects • Chairing Departmental/Faculty committee(s)
University service and development	<ul style="list-style-type: none"> • Involvement in development of policies, guidelines, procedures, etc. • Participation in Department/Faculty workshops/seminars/events • Member of a research entity aligned with the institutional research focus areas
Profession/industry involvement	<ul style="list-style-type: none"> • Professional body registration/voluntary association membership • Participation in professional body, voluntary associations, council activities at local and/or national level

Notes:

- *Read the information required for a specific Category carefully to ensure that information is not duplicated in different categories. The same information will not be considered twice in different categories.*
- *For Category 3 read the definitions of engagement and uptake in the policy.*

Appendix E

PROMOTION REQUIREMENTS FOR ASSOCIATE PROFESSORSHIP (AProf)

Candidates must already perform at a rank higher than that of an SL in the area of L&T and Research, Technology Innovation and Creative Scholarship. Taking into consideration the status and context of Universities of Technology (UoTs) and the need for UoTs to distinguish themselves within the National higher education system combined with the strategic objectives of the University, there is a need to retain and promote staff with high level qualifications to the rank of Associate Professor.

Therefore, candidates must have completed the Doctoral Degree and must have at least six years higher education experience (teaching, research, or a combination thereof). The primary criteria at this rank is the expertise vested in the candidate.

E1: Learning and Teaching

The candidate must display consistent teaching effectiveness through demonstrated competence and experience in teaching at a higher education institution, and through recognised scholarly achievements. They should be involved in curriculum design and development at Departmental or Faculty level. In addition, the candidate should show evidence of professional development, achievement, and contributions.

E2: Research, Technology Innovation and Creativity

The candidate should produce an average of one research output unit per year (on average over the last five years) most of which are in accredited international journals, conduct presentations at national and international conferences, and have paper(s) published in peer-reviewed conference proceedings. They should have a track record of successful supervision of Masters and Doctoral students, must not be reliant on internal CPUT grants but rely on external research grants they have already obtained. The candidate should have a national and international network evidenced by partnerships and collaborations, must be a reviewer of articles in national and international journals, and must demonstrate sustained, continuous, and recent scholarly activity.

In addition, the candidate should have evidence of starting a record for contract research, act as an external examiner at the Masters and Doctoral level, particularly for South African Universities, and chair sessions at national and international conferences. The candidate should have evidence of starting a record as giving or having been invited to give a keynote address at conferences, particularly national ones. There should be evidence of starting as editor for accredited journals, books, and book chapters, of being a member of a journal review panel and a panel member for

grant review committees. The candidate should have evidence of having developed intellectual property, beginning commercialisation and developing an enterprise.

The candidate may have evidence of having completed a Postdoc, have applied for or supervised limited Postdoc fellows, have an h-index above 6; may have a peer reviewed rating from a Scientific Council, such as an NRF rating, and may have started a record of research related accomplishments and contributions.

E3: Engagement

The candidate should demonstrate that they have taken the lead in community structures (not only show participation and involvement in) and made positive contributions to community/society/government as translated knowledge gained from learning and teaching, research and innovation. The candidate should demonstrate that they have taken the lead in registered service learning project(s). Demonstrate achievements and accomplishments.

E4: Leadership, Management and Administration

Involvement in Department, Faculty and Institutional Activities

The candidate should demonstrate their ability to:

- i. successfully manage Faculty and some institutional projects;
- ii. contribute to Faculty and some institutional management;
- iii. contribute to academic development of fellow staff in Faculty and institution;
- iv. be involved in Professional Associations/Organisations that may be external but significant to CPUT at a national level.

E5: Criteria for promotion to Associate Professor (AProf)

NB: Evidence submitted will be assessed against one Category only and will not be scored if repeated in other categories.

1. Learning and teaching	
L&T Portfolio	<p>A candidate for an AProf must show proof of having been recognised as a very competent teacher as evidenced by:</p> <ul style="list-style-type: none"> • Exceptional knowledge of his or her subject matter/discipline • Excellent classroom and tutorial performance • Success rate and academic performance reports of classroom performance • Effective utilisation of innovative teaching and assessment methods • Very good communication and human relations skills • Excellent performance as an academic advisor who encourages active learning among students • Positive feedback from external examiners and moderators on examination papers • Evidence of time spent in industry and work-integrated learning, and demonstrate the use of industry-based case studies, technologies and examples in the classroom • Evidence of learning materials uploaded on the LMS • Evidence of active engagement on the LMS • Evidence of facilitating learning and making use of different methodologies to enhance the learning and teaching process • Recognition by other higher education institutions (e.g. external examining undergraduate degrees and invitations to teach outside as guest lecturer). • Successful undergraduate supervision (BTech/AdvDip)
Curriculum Design and development	<ul style="list-style-type: none"> • Evidence of participation and leadership in curriculum design and development • Participation in curriculum design and development will further extend to active engagement in Learning and Teaching related committees within the University • Review of newly designed programmes for approval at various levels • Evidence of materials development (participation in the development of teaching materials related to new curriculum design and development) • Evidence of internationalising the curriculum: enhancing L & T through international partnerships/collaborations e.g. COIL or other international regulated projects
	<ul style="list-style-type: none"> • Evidence of ongoing learning and teaching development (e.g. short courses, professional body liaison)

Professional Development	<ul style="list-style-type: none"> Accomplishments and contributions in Learning and Teaching (e.g. L & T awards) Teaching Scholarship (e.g. textbooks, scholarly writing outside of Category 2)
2. Research, Technology Innovation and Creative Scholarship	
Research outputs (including creative outputs and innovation)	<ul style="list-style-type: none"> Produces a minimum of one unit per year (as an average over the last five years). Evidence of publications in accredited journals (non-predatory journals), scholarly books and book chapters, refereed accredited conference proceedings, creative outputs or innovations (as per the DHET policies). Technical scholarly research reports Evidence of high research impact factor
Conference participation/Conference papers	<ul style="list-style-type: none"> Presenting papers at national and international conferences Chairing a session at a national conference Part of a conference's Organising Committee
Postgraduate supervision Consider - (supervision/co-supervision)	<ul style="list-style-type: none"> Track record of successful postgraduate supervision at the Masters and Doctoral level over the last five years Currently supervising postgraduate students mostly at the Masters level but some at the Doctoral level Supervision is mostly as the main/principal supervisor
Research projects and funding	<ul style="list-style-type: none"> Evidence of participation in research projects Track record of external research funding mostly from national funding and participation in some international grants
Collaborations/Partnerships	<ul style="list-style-type: none"> A network of collaborations and partnerships nationally related to the research projects that are not included in Category 3
Contract research	<ul style="list-style-type: none"> Evidence of involvement in contract research
External postgraduate examination	<ul style="list-style-type: none"> Act as external examiner for South African Universities at Masters and Doctoral level (coursework/dissertations/theses)
Journal/paper/book review	Evidence of journal paper reviews
Editor: editorial board or journal/book editor	Evidence of being an editor, serving on an editorial board or editing of a book or book chapter

Other scholarly and research activities	<ul style="list-style-type: none"> • Example: Reviewer for research projects; funding requests; scientific rating applications; etc.
Not required for AProf promotion but can be added in support of the application	
Keynote addresses/invited speaker	Invited as speaker or keynote address mostly at national and some international
3.Engagement	
Community/Society/Government Engagement	<ul style="list-style-type: none"> • Leading or participating in at least 1 community/society/government engagement project relevant to the academic project. • Leading or participating in at least 1 recognised service-learning project. • Participation in and responsible for the development of educational/professional courses/ workshops for communities
Uptake and Impact	<ul style="list-style-type: none"> • Evidence of positive contribution and impact towards community/society/government • Evidence of successful development of research output that impacts on end-user policy/law/practice.
Achievements and accomplishments	<ul style="list-style-type: none"> • Grants (or other forms of recognition) by community/society/government • Prestigious community awards
4.Leadership, Management and Administration	
Management and administration	<ul style="list-style-type: none"> • Head of programme/Department/research entity • Portfolio Management at Faculty/Institutional level
Leadership	<ul style="list-style-type: none"> • Leading Faculty/institutional strategic project(s) or any other relevant project. • Leader of a Research entity/research focus area • Chairing Faculty/institutional committee(s); Mentoring, coaching, assisting staff in unit/Department/Faculty
University service and development	<ul style="list-style-type: none"> • Involvement in development of policies, guidelines, procedures, etc. • Proof of participation in Faculty activities (Faculty committees E.g. H&S; FT&L; FRIC, FHDC, FREC, etc.). • Participate in Faculty/institutional workshops/seminars/event (E.g. CPUT T&L Day; Institutional T&L or R&I related seminars or workshops; Research Day; Postgraduate Conference day; etc.). • Member of a research unit/centre aligned with focus areas

Profession/industry involvement	<ul style="list-style-type: none"> • Professional body registration/voluntary association membership • Participation in professional body, voluntary associations, council activities at local and/or national level; member of or chairing professional body committee(s). • Election on boards of Councils; professional bodies; voluntary associations nationally.
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Notes:

- *Read the information required for a specific Category carefully to ensure that information is not duplicated in different categories. The same information will not be considered twice in different categories.*
- *For Category 3 read the definitions of engagement and uptake in the policy*

APPENDIX F

PROMOTION REQUIREMENTS FOR PROFESSORSHIP

Taking into consideration the context of Universities of Technology (UoTs) and the need for UoTs to distinguish themselves within the National Higher education system combined with the strategic objectives of the University, there is a need to retain and promote staff with high level qualifications to the rank of Professor.

The primary criteria at this level is the expertise vested in the candidate. This is a rank of the highest academic standards, and one in which the institution takes great pride. The person appointed into this rank should reflect the highest academic standing and the values of the institution. The appointment at full professor level is for an established researcher and distinguished scholar with contributions that are recognised internationally as a leader in the field/discipline. The candidate must have demonstrated professional development at the highest level and have contributed to the Department, Faculty, and institution. The candidate must have made contributions with a positive impact in the community/society/industry/profession. Candidates must therefore already perform at a level far superior to that of an AProf.

Candidates for the full professorship must have completed the Doctoral Degree with at least 10 years higher education experience (as a combination of teaching, research, and innovation). For full professorship it will be important to demonstrate that that the candidate's productivity has increased over the years, is current and recent over the last five years.

F1: Learning and Teaching

The candidate should have achieved professional recognition through scholarship, creative activity, demonstrated professional development, and have made vital contributions to the Department, Faculty, University, and community. In addition, they must have demonstrated competence in learning and teaching, and assessment at undergraduate and postgraduate levels.

F2: Research, Technology Innovation and Creativity

The candidate should demonstrate a substantive track record of research output producing more than 1.5 research output units per year (as an average over the last five years) with a proven track record of accredited publications in international journals of high standing. They should have a track record of presenting conference papers at international conferences and have publications in peer-reviewed conference proceedings. They should have a track record of successful supervision of Masters and Doctoral students and must have current Masters and Doctoral students as well as present or previous Postdoctoral fellows. They should have a substantive track record as principal investigator and/or lead grant holder of external national and international research grants, of being

a panel member for national and international grant review committees, of chairing sessions at international conferences, and of being invited as keynote speaker at international conferences. They should provide evidence of serving as peer reviewer for national and international accredited journals, of heading journal panel reviews nationally and internationally, of serving on an editorial board of international accredited journals or of being the editor of books or book chapters. Additionally, they must have a track record of external examination at the Masters and Doctoral level, both nationally and internationally, and possess a vast national and international network of partnerships and collaboration.

F3: Engagement

The candidate should demonstrate that they have taken the lead in community structures (not only show participation and involvement in) and made positive contributions to community/society/government as translated knowledge gained from learning and teaching, research, and innovation. The candidate should demonstrate that they have taken the lead in registered service-learning project(s). They should also demonstrate achievements and accomplishments within the community, industry and government related to their field of study. The candidate should have evidence of having developed intellectual property, beginning commercialisation and developing an enterprise.

F4: Leadership, Management, and administration

Involvement in Department, Faculty, and Institutional Activities

The candidate should demonstrate their ability to:

- i. successfully manage Departmental, Faculty and institutional projects;
- ii. provide management and administrative services within University Committee Structures;
- iii. successfully complete special/strategic projects that promote the achievement of CPUT's Strategic Objectives;
- iv. be involved in Professional Associations/Organisations which may be external but significant to CPUT at a national and international level;

F5: Criteria for promotion to Full Professor (Prof)

NB: Evidence submitted will be assessed against one Category only and will not be scored if repeated in other categories.

1. Learning and Teaching	
L&T Portfolio	<p>A candidate for full Prof. must show proof of having been recognised as a very competent teacher as evidenced by:</p> <ul style="list-style-type: none"> ● Exceptional knowledge of his or her subject matter/discipline ● Excellent classroom and tutorial performance ● Effective utilisation of innovative teaching and assessment methods ● Very good communication and human relations skills ● Excellent performance as an academic advisor who encourages active learning among students and staff. ● Positive feedback from external examiners and moderators on examination papers ● Success rate and academic performance reports of classroom performance ● Time spent in industry and work-integrated learning. ● Learning materials that have been uploaded on the LMS over several years. ● Active engagement on the LMS for a minimum of two years prior to the date of application ● Appointment as an external moderator or examiner ● Evidence of facilitating learning and making use of different methodologies to enhance the learning and teaching process. ● Successful undergraduate supervision (BTech/AdvDip)
Curriculum design and development	<ul style="list-style-type: none"> ● Produce evidence to demonstrate participation & leadership in curriculum design and development. ● Participation in Curriculum design & development will further extend to active engagement in Learning and Teaching related committees at the University level. ● Review of newly designed programmes for approval at various levels. ● Materials development (demonstrates participation in the development of teaching materials related to new curriculum design and development)
	<ul style="list-style-type: none"> ● Evidence of ongoing learning and teaching development

Professional Development	<ul style="list-style-type: none"> Accomplishments and contributions in Learning and Teaching (e.g. L&T awards) Teaching scholarship (e.g. textbooks, scholarly writing outside of Category 2)
2. Research, Technology Innovation and Creative scholarship	
Research output including creative outputs and innovation)	<ul style="list-style-type: none"> Produces a minimum of 1.5 research units per year (as an average over the last five years) Evidence of publications in accredited journals (non-predatory journals) scholarly books and book chapters; refereed accredited conference proceedings; creative outputs or innovations (as per the DHET policies). Technical scholarly research reports Evidence of established research impact factor
Conference participation/ Conference papers	<ul style="list-style-type: none"> Presenter of papers at international conferences Part of a conference organising committee Chair of international conference sessions Keynote/Plenary speaker at international conferences
Postgraduate supervision Consider - (supervision/co-supervision)	<ul style="list-style-type: none"> A proven track record of successful Postgraduate supervision at the Masters and mostly at the Doctoral level over the last five years. Currently supervising Postgraduate students of which most are at the Doctoral level. Predominantly supervision as main/principal supervisor. Successfully supervised or is supervising Postdoctoral Fellows
Research projects and funding	<ul style="list-style-type: none"> Evidence of leading national and international research projects A track record of external (national and international research funding sources) Contributions to national initiatives
Research projects and funding	<ul style="list-style-type: none"> Evidence of leading national and international research projects A track record of external (national and international research funding sources)
Collaborations/Partnerships	<ul style="list-style-type: none"> A track record and network of collaborations and partnerships, both nationally and internationally. Collaborations and partnerships should align with CPUT research focus areas.

External postgraduate examination	Act as external examiner for South African and international universities at Masters and Doctoral level.
Journal/book review	<ul style="list-style-type: none"> • Evidence of journal paper/book/book chapter reviews • Member/Head of a journal review panel
Keynote addresses/invited speaker	<ul style="list-style-type: none"> • Invited as a keynote/plenary speaker at national and international conferences
Editor: editorial board or journal/book editor	<ul style="list-style-type: none"> • Evidence of being an editor or serving on an editorial board
Other scholarly and research activities	<ul style="list-style-type: none"> • Evidence of being a reviewer for research projects, submitting funding requests, applying for scientific rating, and mentoring early-career researchers.
Accomplishments and contributions	<ul style="list-style-type: none"> • Evidence of research achievement and awards resulting from contributions to knowledge produced at national and international level. • An NRF rating • Research related awards (e.g. NSTF Awards, DVC: Research and Innovation awards)
3.Engagement	
Community/Society/Government Engagement	<ul style="list-style-type: none"> • Leading multiple community/society/government engagement project relevant to the academic project • Leading or participating in multiple recognised service-learning project. • Initiation of the development of educational/professional courses/workshops for communities nationally and internationally
Uptake	<ul style="list-style-type: none"> • Leader in research activities that has translated into impact in the community/ society/ government/industry, both nationally and internationally • Evidence of making a positive contribution and impact towards community/society/government • Evidence of successful development of research output that impacts on end-user policy/law/practice.

	<ul style="list-style-type: none"> Evidence of Innovation/Commercialisation/Enterprise development
Achievements and accomplishments	<ul style="list-style-type: none"> Grants (or other forms of recognition) by community/society/government Prestigious community awards
4. Leadership, Management and Administration	
Management and administration	<ul style="list-style-type: none"> Head of programme/Department/research entity Portfolio management at Faculty/institutional level (e.g. representing their Faculty at Senate sub-committees)
Leadership	<ul style="list-style-type: none"> Leading Faculty/institutional strategic project(s) Chairing Faculty/institutional committees; chairing Professional body committees Leading a research entity (e.g. Unit, Centre, Institute, Technology Station) Leader of research focus area Mentoring, coaching, assisting staff in entities/Department/Faculty
University service and development	<ul style="list-style-type: none"> Involvement in development of policies, guidelines, procedures, etc. Proof of participation in institutional activities (Faculty committees e.g. H&S; FT&L; FRIC, FHDC, FREC, etc.) Participation in Faculty/institutional workshops/seminars/event (e.g. CPUT L&T Day; Institutional L&T or R&I related seminars or workshops; Research Day; Postgraduate Conference Day, etc.). Member of a research centre/institute aligned with focus areas
Profession/industry involvement	<ul style="list-style-type: none"> Professional body registration/voluntary association membership Participation in professional body, voluntary associations, council activities at local and/or national level; member of or chairing professional body committee(s) Election on boards of councils, professional bodies, and voluntary associations, both nationally and internationally

Notes:

- Read the information required for a specific Category carefully to ensure that information is not duplicated in different categories. The same information will not be considered twice in different categories.*
- For Category 3 read the definitions of engagement and uptake in the policy*

POLICY DEVELOPMENT FRAMEWORK

TALENT ACQUISITION AND SELECTION POLICY FOR ALL STAFF ON LEVELS 5 TO 18

POLICY

Policy Number	Version 1.0
Date of Approval	September 2023
Policy Sponsor	Human Capital
Next Review Date	September 2026
Approver	Council
Department/Unit	Human Capital Department

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1. PURPOSE

1.1. The Cape Peninsula University of Technology (CPUT) strives to be an employer of choice and is committed to transformation by creating a diverse and inclusive workforce through effective talent acquisition processes.

2. SCOPE

2.1. Institutional Scope

2.1.1. This policy is applicable to all permanent staff and staff on fixed term contracts of 2 years and longer in Peromnes levels 5 to 18 positions.

2.2. Individual Scope

2.2.1. Staff in Peromnes levels 1 to 4 positions are covered by the Policy on Appointment of Senior Management

3. OBJECTIVE(S)

3.1. The objective of this Talent Acquisition and Selection Policy is to:

3.1.1. Ensure that CPUT attracts, employs and retains competent and talented persons to enable the University to achieve its vision and mission;

3.1.2. Establish a transparent, fair, consistent and dependable framework for talent acquisition and selection of Staff Members;

3.1.3. Ensure that the talent acquisition and selection process is compliant with labour laws, employment equity statutes and directives in regard to the University's Employment Equity targets; and

3.1.4. Promote a diverse workforce that espouses the University values and dimensions of Oneness and Smartness.

4. POLICY PRINCIPLE

4.1. GENERAL

- 4.1.1. All applicants shall be treated fairly, consistently and with respect.
- 4.1.2. The University shall endeavour to make appointments that are merit based and in line with the University's commitment to its Transformation and Employment Equity Plan and Targets as well as those of the relevant faculty/ support department.
- 4.1.3. Generally, no applicant may be shortlisted or appointed if the applicant does not meet the minimum requirements for the position.
- 4.1.4. All vacancies shall be dealt with transparently to ensure equal opportunity and to ensure the widest possible pool of applicants is reached. As a minimum, all vacancies shall be advertised on the CPUT website and on relevant notice boards where applicable depending on the level of the job.
- 4.1.5. All talent acquisition and selection processes shall be conducted in a manner that is transparent and kept confidential to applicable parties.
- 4.1.6. Appointable internal candidates for support positions may be given preference if the position represents a promotion and is in line with the University's employment equity imperative.
- 4.1.7. The University reserves the right not to continue with the talent acquisition process for any vacancy/ vacancies at any stage.
- 4.1.8. No offer of employment may be made without the candidate's qualifications, previous employment and criminal record having been duly verified by a reputable service provider. In the event of positions requiring fiduciary compliance, credit checks shall be mandatory.
- 4.1.9. In the case of an adverse finding in terms of 5.1.8 these matters will be dealt with on a case-by-case basis by the selection panel concerned in consultation with the Employee Relations and/ or Legal Services departments

- 4.1.10. Preference shall be given to appointable South African Citizens in all respects
Permanent residents may be considered for appointment on a permanent contract but will not be given preference in terms of the University Employment Equity plans and strategy.
- 4.1.11. Foreign Nationals may only be appointed on a fixed term contract for a maximum of five (5) years; where-after the position must be re-advertised. All appointments of Foreign Nationals shall be subject to the candidate procuring a valid work permit for the duration of the fixed term contract. It is the responsibility of the appointed Foreign National to ensure that all relevant documentation from South Africa's Home Affairs Department which needs to be completed by the candidate is obtained. (This should be read in conjunction with the Policy on Employment of Foreign Nationals)
- 4.1.12. All applicants shall be fairly and consistently measured against the minimum requirements for the job and where applicable also against the Ad hominem Promotions criteria.
- 4.1.13. Appointable candidates shall be ranked based on the candidate's competence and in line with the Employment Equity Plan of the faculty/ support department
- 4.1.14. The University does not support nepotism and whilst the employment of family members at CPUT is not precluded, immediate family members (spouse, child, adopted child, sibling, parents, parents and sibling's in-law or any other relevant immediate family member e.g., cousin, nephew, niece, aunt, uncle etc) may not be appointed in a direct reporting line to an existing Staff Member. Any recommendation to appoint the aforementioned categories of family members must be in line with the Policy on the Employment of Family Members and the University Code of Conduct.
- 4.1.15. Should an internal Staff Member be appointed, that particular Staff Member may be required to serve a reasonable notice period in their current position to allow time for the Line Manager to arrange a replacement. Failure by an internal candidate to inform their Line Manager timeously of their new offer in another department/ faculty, may lead to a delay in assumption of duties in the new position.
- 4.1.16. Should an internal Staff Member apply for and be appointed into a new position, the Staff Member's terms and conditions of service will be aligned with the current conditions of service applicable to CPUT and/ or the new position. Any changes to the Staff Member's terms and conditions of service will be recorded in an addendum and signed by the Staff Member on acceptance of the offer.

4.1.17. The requirements of clause 5.1.16 will equally apply to Staff Members who apply for promotional opportunities and Staff Members who get transferred and redeployed within CPUT.

4.1.18. Should a permanent Staff Member apply for a promotional position that is on a fixed term basis, this will be treated as a secondment for the period of the contract provided that the contract position is identified as a developmental opportunity for the Staff Member in question. The recommendation to appoint report submitted for approval must designate the appointment as such. All exceptions to this policy must be approved in terms of the Delegation of Authority Matrix (**APPENDIX B**).

4.2. CREATION OF NEW POSITIONS

4.2.1. The creation of a new position is subject to a job analysis, job grading and/ or benchmarking having been conducted by the Human Capital Department (that is, the Organisation Design Section).

4.2.2. New positions are created subject to authority being granted in terms of the Delegation of Authority Matrix (**APPENDIX A**).

4.3. FILING OF POSITIONS /VACANCIES

4.3.1. When a vacancy arises the relevant Hiring Manager should use the opportunity to analyse the position in order to ascertain if there is an on-going need for said position (if it should be disestablished or if it should be restructured).

4.3.2. The position must be vacant, budgeted for and must be in the approved organogram of that particular faculty/ support department. The decision to freeze/ unfreeze/ fill a funded vacant/ new position is made in terms of the Delegation of Authority Matrix (**APPENDIX A**).

4.3.3. A vacant position that is budgeted for shall ordinarily remain in the organogram for a period of one (1) year. Where a position is not filled within that period the position will be made redundant and removed from the organogram of that particular faculty/ support department, unless the relevant Line Manager has motivated and received approval in terms of the Delegation of Authority Matrix (**APPENDIX A**) for the position to remain open beyond that period.

4.3.4. Where a vacancy occurs either through a temporary absence by the incumbent or where a new temporary vacancy arises, in respect of an approved and funded position, redistribution of work may be implemented, or where this is not possible:

4.3.4.1. a suitable temporary replacement may be appointed, in accordance with the relevant Acting, Additional Responsibility and Secondment Policy, but only for the period it takes to fill the position, or

4.3.4.2. the position may be filled on a fixed term contract basis.

4.3.5. The filling of any vacancy must follow the approved guidelines, including:

4.3.5.1. Creation of New Positions (APPENDIX A)

4.3.5.2. Request to Fill a Vacancy (APPENDIX B)

4.3.5.3. Advertising of Vacancies (APPENDIX C)

4.3.5.4. Talent Selection Process (APPENDIX D)

4.3.5.5. Composition of Selection Panels (APPENDIX E)

4.3.5.6. The Interview Process (APPENDIX F)

4.3.5.7. Applications and Targeted Searches (APPENDIX G)

4.3.5.8. Pre-Employment Offer process (APPENDIX H)

4.3.5.9. Logistics (APPENDIX I)

4.3.5.10. Talent Acquisition Form (APPENDIX J)

4.3.5.11. Recommendation For Appointment Report (Template) (APPENDIX K)

4.4. MINIMUM QUALIFICATION REQUIREMENTS FOR POSITIONS

4.4.1. Academic Positions

Peromnes level	Job Title	Minimum Qualification
9	<i>Junior Lecturer*</i>	<i>B Tech/Advanced Diploma/Postgraduate Diploma or Honour's Degree</i>
8	Lecturer	Master's Degree
7	Senior Lecturer**	Doctoral Degree
6	Associate Professor**	Doctoral Degree
5	Professor**	Doctoral Degree

**A Junior lecturer job title is not in the staff establishment. It may however only be used on approval by the DVC: Learning and Teaching in exceptional circumstances for scarce skills positions and shall be on a defined contract subject to the incumbent obtaining a Master's Degree within a specified time frame*

***All academic appointments at Senior Lecturer level and above must meet the Ad hominem promotions criteria of the University as stipulated in the Ad hominem Promotions Policy.*

4.4.2. Administration and Support Positions

4.4.1. For administrative or support positions, general requirements shall vary depending on the position, its level and complexity. The requirements shall be agreed upon in conjunction with the approved job description or profile and as may be advised by Organisational Design Specialist (Human Capital). The following guideline lists the minimum qualifications required in line with the National Qualifications Framework:

Peromnes level	Minimum Qualification
18	Grade 10 or relevant prior learning
15 – 17	Matric qualification <u>plus</u> (where applicable) relevant regulatory body certification/ trade certificates
14	Matric qualification <u>plus</u> (where applicable) a relevant level certification
11 – 13	Matric qualification/ National Diploma/ Diploma or Degree (including trade certificates of artisan's and technical functional areas)

9 – 10	National Diploma/ Diploma or Degree (including trade certificates of artisan's and technical functional areas)
7 – 8	B Tech/ Advanced Diploma/ Bachelor's Degree or Honour's Degree
6	B Tech/ Advanced Diploma/ Honours Degree or where applicable a Master's Degree
5	Master's Degree or (where applicable) a Doctoral Degree

4.5. CRITICAL AND/OR SCARCE SKILLS POSITIONS

4.5.1. In the event that a Line Manager needs to fill a position where a critical or scarce skill is required, the **Guideline: Applications and Targeted Searches (APPENDIX G)** must be followed.

4.6. RE-EMPLOYMENT OF FORMER CPUT STAFF

4.6.1. Whether a person who was previously employed by CPUT may be reemployed by the University or not will depend on the reasons for termination, and circumstances under which, the termination of the previous contract of employment took place.

4.6.2. A person who was not in good standing at the point of exit from the University may not be re-employed.

5. COMMONLY USED TERMS

ABBREVIATIONS

- 5.1. **CPUT: Cape Peninsula University of Technology**
- 5.2. **DVC: Deputy Vice-Chancellor**
- 5.3. **HC: Human Capital Department**
- 5.4. **HCBP: Human Capital Business Partner**
- 5.5. **HOD: Head of Department**
- 5.6. **HRCC: Human Resources Committee of Council**
- 5.7. **EE: Employment Equity**
- 5.8. **SENEX: Executive Committee of Senate**
- 5.9. **SRC: Student Representative Council**
- 5.10. **TAF: Talent Acquisition Form**

5.11. **TES: Temporary Employment Service (aka labour Brokers)**

5.12. **VC: Vice-Chancellor**

DEFINITIONS

5.13. **Advantageous requirements of the position:** Additional criteria that are not essential for job performance but may result in improved performance and should be included in the job advertisement.

5.14. **Ad hoc search panel:** A panel established to conduct a targeted search for a position that requires a candidate to have highly specialised, scarce or critical skills.

5.15. **Applicant:** A person who has made a formal application (via the procedures outlined in this policy) for a vacant position at CPUT.

5.16. **Appointable:** A candidate who meets all and/ or exceeds most of the requirements and is likely to perform very well in the position.

5.17. **Appointment:** Act of appointing or placing a candidate. The candidate may be an existing Staff Member of the University or a new entrant.

5.18. **Academic staff:** Any person appointed to teach or to do research at the University and any other Staff Member designated as such by the Council of the University.

5.19. **Benchmarking:** The process by which internal job descriptions are matched to external job descriptions with similar responsibilities to identify the market grade for each position.

5.20. **Candidate:** An applicant who has been shortlisted for, and invited to, an interview/s for a vacancy within CPUT.

5.21. **Competence:** Having the required knowledge, skills, abilities, and personality characteristics to perform in a position at the required performance level.

5.22. **Critical skills:** Characteristic of positions where the incumbent is required to exert critical influence on the strategic and operational objectives of the University.

- 5.23. Designated groups:** As defined in the Employment Equity Act No.55 of 1998, and includes Black people (African, Coloured, 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 naturalization
 - i. before 27 April 1994; or
 - ii. after 26 April 1994 and would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by Apartheid policies.
- 5.24. Foreign National:** An individual who is not a South African citizen as defined by the Employment Services Act, No 4 of 2014) or does not have a permanent residence permit issued in terms of the Immigration Act, No 13 of 2002 (as amended).
- 5.25. Good standing:** A Staff Member or ex-Staff Member of CPUT who, at the time of their application for a vacancy:
- Has complied with all their obligations to CPUT;
 - Was/ is not under suspension (currently or at the time of their termination);
 - Was/ is not facing a pending disciplinary hearing (*currently or at the time of their termination*); and
 - Has not previously been dismissed from CPUT for serious misconduct (especially dismissals where dishonesty was involved)
- 5.26. Hiring Manager:** The Line Manager in a higher-level position in the reporting line of that particular unit/ department who endorses an existing position to be filled.
- 5.27. Incumbent:** The person appointed to a particular position.
- 5.28. Internal Applicant: The following categories of persons qualify as internal candidates for the purposes of this policy:**
- Permanent Staff Members;
 - Fixed term contract Staff Members;

- TES employees who have been employed to perform their duties at CPUT for longer than three (3) months at the time the vacancy is advertised;
- Part time Staff Members (paid by claim personnel) who earn more than the threshold determined by the Minister of Employment and Labour and who work less than an average of 25 hours per month. **This definition excludes amongst others the following:**
 - Short -term contracts less than three months,
 - student assistants,
 - casuals,
 - interns, and
 - staff employed by outsourced service providers.

5.29. Job evaluation: Process of analysing and assessing various jobs systematically to ascertain their relative worth within the CPUT structure. CPUT currently uses the Peromnes job grading system.

5.29.1 Line Manager: The person with direct managerial responsibility over the position being recruited for.

5.30. Listed grounds: Characteristics that may not be used to unfairly discriminate/ differentiate between applicants or candidates and include race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth or any other arbitrary ground.

5.31. Merit: The candidate has the qualifications and competence (skills, abilities and knowledge) deemed to be most suitable for the job.

5.32. Minimum requirements for the position: Reflect the inherent requirements for the position, which are used for screening and shortlisting. The criteria may include qualifications, experience, knowledge, skills, and behaviours (competencies) that are necessary for performing a particular position at the requisite level of excellence. This criterion must be objectively measurable from the Curriculum Vitae (CV) or application.

5.33. Organogram: A diagrammatic representation showing the hierarchical structure of the University and the relationships and relative ranks of its parts and positions

5.34. Permanent Resident: A person (immigrant) who is allowed to reside indefinitely within South Africa although he/ she/ they is/are not a citizen.

- 5.35. Peromnes Level:** The outcome of an assessment of the impact, seniority, accountability, and expectations of a specific position in order to group positions with equal value. CPUT utilises the Peromnes job grading system to evaluate positions within the University.
- 5.36. Position:** A role that has been approved within the organisational structure that has a defined set of minimum requirements that need to be performed by the incumbent. Positions can either be Council funded or externally funded.
- 5.37. Promotion:** The advancement of a Staff Member within the University to a position at a higher level.
- 5.38. Recommended Candidate:** The person the panel recommends as the most suitable candidate after the selection process has been followed.
- 5.39. Redeployment:** The process of moving a Staff Member to a different position or requiring a Staff Member to work in a different location or unit. Redeployment generally occurs where there is a legal requirement for the University to consider reasonable accommodation (consider alternative suitable employment) of the Staff Member due to circumstances affecting the Staff Member's position, which has resulted from no fault of the Staff Member or the University. For example: redundancy, organisational change/ redesign, incapacity (poor work performance or ill health).
- 5.40. Referee:** A person nominated by the applicant who is willing to provide information on a confidential basis regarding the candidate's suitability for the position
- 5.41. Scarce skills:** Those are skills that have been identified by the South African Government and/ or the University as being of critical influence, and for which a shortage of suitably qualified applicants exists in the marketplace, or where the skills are not available in the short term to meet the replacement demand.
- 5.42. Secondment:** When a temporary vacancy is created (e.g., due to sabbatical leave, long sick leave, emergency replacement, etc.) and an existing permanent Staff Member is deployed to this position but retains his/ her permanent position to which s/he returns on completion of the secondment.
- 5.43. Senior Management:** Any of the following: Vice-Chancellor, Deputy Vice-Chancellor, Deans, Executive/ Senior Directors, and Registrar, as per CPUT statute.

- 5.44. South African Citizen:** People who have acquired citizenship through; a) birth; b) descent or c) naturalisation before 27 April 1994, or who would have been entitled to acquire citizenship by naturalisation prior to 27 April 1994 but were precluded from doing so by apartheid policies.
- 5.45. Student Representative:** A full time student who has been elected and serves on a duly constituted SRC whose term of office has not lapsed as per University rules.
- 5.46. Support staff:** Any person appointed to a position that does not involve teaching at the University and/ or has not been designated as an academic position by the Council of the University. Support staff includes Staff Members employed in technical positions.
- 5.47. Talent Acquisition:** Process of finding, acquiring, assessing, and hiring applicants to fill positions that are required to meet the University's goals and fill project requirements.
- 5.48. Temporary vacancy:** Employment situation where the work requirement is of a temporary nature due to the permanent incumbent being temporarily unavailable (e.g., maternity leave, incapacity, ill Health, suspension, etc) or where there is a need to temporarily fill a position whilst a talent acquisition process is underway.
- 5.49. Trade Union:** An association of employees whose principal purpose is to regulate relations between employees and employers.
- 5.50. Transfer:** A horizontal or lateral movement of a Staff Member from one position, section or department to another position, section, or department at the same or another location. In this regard, the Staff Member's salary, terms and conditions of service, status and responsibilities may change to reflect the position that the Staff Member will be performing subject to any collective agreements that may apply. (This must be read in conjunction with the Acting, Additional Responsibility and Secondment Policy).

5.51. Transformation: Transformation is a multifaceted and integrated process that involves the providing a diverse and inclusive environment, staffing, policies, recruitment, administration, and talent development to enhance the quality of work life for the university community (i.e., academic and, administrative/support staff). It ensures the meeting of different diversity and inclusivity dimensions, reasonable access, success, equity, equality, and redress to enhance cohesive staffing, benefits, services, opportunities, and institutional culture. It advocates for social-responsive work-life that is aimed at redressing past inequalities through the elimination of discriminatory practices based on race, gender, and other diversity measures such as, gender-based violence and intolerances related to culture, disability, language, etc.

5.52. University: Cape Peninsula University of Technology

5.53. Vacancy: An approved permanent or temporary position within the University's organisational structure that is unoccupied due to it being a new position or the departure of the previous incumbent.

In this policy, unless inconsistent with the context, words referring to any one gender shall include a reference to the other gender; the singular shall include the plural and vice versa.

6. RESPONSIBILITY

6.1. Senior Management

6.2. Deans and Directors

6.3. HOD's

6.4. Human Capital Department

6.5. HC Business Partners

Accountability and Authority:	
Implementation:	Human Capital Department
Compliance:	Human Capital Department, Senior Management and Line Management
Monitoring and Evaluation:	Human Capital Department (Talent Management Unit)
Development/Review:	Human Capital Department
Approval Authority:	Council
Interpretation and Advice:	Human Capital Department

15

Policy Development Framework				
Policy Type(s):	A: Administrative Policy B: Institutional Policy			
Type:	Policy	<input checked="" type="checkbox"/>	Guideline	<input type="checkbox"/>
Tick document category	Procedure	<input checked="" type="checkbox"/>	Regulation	Manual
CPUT Statute and/or Regulation Reference no. and date:	Cape Peninsula University of Technology Statute, Government Notice No 46382 of 20 May 2022			
Relevant Legislation and/or Policy, Codes of practice, Professional authorities:	Basic Conditions of Employment Act, No. 75 of 1997 Codes of Good Practice as embedded in Employment Equity Act Employment Equity Act, No. 55 of 1998 Employment Services Act, No. 4 of 2014 Higher Education Act, No. 101 of 1997 Immigration Act, No. 13 of 2002 Labour Relations Act, No. 66 of 1995 Promotion of Access to Information Act, No. 2 of 2000 Protection of Personal Information Act, No. 4 of 2013 Refugees Act, No. 130 of 1998 Skills Development Act, No. 97 of 1998 South African Citizenship Act, No. 88 of 2005			

Relevant Institutional Policies/ documents/manuals/ handbooks	<ul style="list-style-type: none"> • Acting, Additional Responsibility and Secondment Policy • Anti-Bribery and Corruption Policy • Conflict of Interest Policy • Disability Policy • Employment Equity Plan • Employment Equity Policy • Fixed Term Contracts Policy • Learning and Development Policy • Performance Leadership and Engagement Policy • Policy on Employment of Foreign Nationals • Policy on the Employment of Family Members • Policy on the Promotions of Academic Staff • Relocation Policy • Remuneration and Benefits Policy • Student Representative Council Constitution • University Code of Conduct • Job Evaluation Policy 				
Policy Reference and Version no.:	The next number in the document index. To be inserted by the Compliance Office.				
Consultation Process To be verified and signed off before approval	7 – 23 September 2022				
Policy Owner/Sponsor	DVC: Operations				
Compliance Officers	Compliance Owners				
Certification of Due process: To be verified and signed once approved by the relevant authority	 Vice Chancellor			18.01.2024 <hr/> Date	
Approval Date		Commencement Date		Review Date	

REVISION HISTORY: Only applicable to amended or reviewed Policies. Record details of amendments/revision.					
Version No.	Approved/ Rescinded	Date	Approving Authority	Resolution Number/ (Minute number)	Date for next review (start date for review process)
1.0			Council		

<i>For office use only</i>	
Policy Group (Broad Policy field)	Governance and Administration
Subject (Policy sub-field)	Policies
Reference Number	
Version Number	
Key Words:	Talent acquisition, selection, recruitment, advertising, vacancies, promotion, panel, interview, shortlisting

APPENDIX A

Guidelines: Creation of New Positions

1. The creation of new positions is subject to approval (in accordance with the Delegation of Authority Matrix table below) and upon completion of a job analysis, job evaluation and/or benchmarking process.

Delegation of Authority Matrix – CREATION OF NEW POSITIONS		
Peromnes level:	Contract Type:	Approval:
5–18	Permanent	Executive Management (EM) / Management Committee (ManCom) on recommendation by a Senior Manager or (where applicable) a delegated subcommittee of ManCom.
5–18	Fixed-term contracts for longer than two years (both external and Council funded)	Executive Management (EM) / Management Committee (ManCom) on recommendation by a Senior Manager or (where applicable) a delegated subcommittee of ManCom.

2. Submissions to EM/ ManCom must include:

- 2.1 Copy of the job profile, which includes the job grading report, and/or a benchmarking report; and
 - 2.2 Motivation from a Senior Manager or, where applicable, a delegated subcommittee of ManCom explaining the necessity for the role.
3. In order to ensure that funding is available for the new position, all requests for the creation of new positions should be finalised and budgeted for in the preceding year.
 4. The new position should be included in the approved organogram for the faculty/ department and should have an approved position number allocated.

5. No talent acquisition process may be initiated by a Line Manager/ Hiring Manager:
- 5.1 if there is no ManCom approval for the creation of the new position;
 - 5.2 if there is no proof that the new position is budgeted for;
 - 5.3 unless the TAF has been signed by the appropriate designated person (**APPENDIX B**)
 - 5.4 if there is no job analysis and job grading and/or benchmarking confirmed by the Human Capital Organisation Design Section;
 - 5.5 if the position is not included in the organogram (with a position number) for that particular faculty/ support department; and
 - 5.6 if a copy of the approved Employment Equity Plan for that particular faculty/department is not included.

APPENDIX B

Guidelines: Request to Fill a Vacancy

1. The need to fill a position must be established and must consider the strategic goals of that faculty/support department. Where applicable, a motivation to advertise a vacant position should be submitted to the relevant committee as delegated from time to time by Executive Management (EM) or Management committee (ManCom) for approval.
2. The Line Manager completes a Talent Acquisition Form (TAF), which is submitted to the HCBP, for verification and processing.
3. For scarce or critical skills positions, any deviation from the minimum qualification's requirements (see 5.4 of the Talent Acquisition and Selection Policy) must be approved in terms of the Delegation of Authority Matrix applicable to the creation of new positions (see APPENDIX A).
4. Approved and funded vacant positions must be advertised and filled as soon as possible from the date of approval of the vacancy or from the date of approval of a new position. This should ordinarily be done in line with talent management's value proposition, which is within three (3) to six (6) months for academic staff, and immediately and up to three (3) months for support staff. There should be valid reasons for not doing so.
5. **The TAF form must be signed by the appropriate designated person(s) as per the below Delegation of Authority Matrix:**

Delegation of Authority Matrix		
FILLING OF POSITIONS (Talent Acquisition Form)		
<ul style="list-style-type: none"> • NEWLY APPROVED • EXISTING RECENTLY PERMANENTLY VACATED • EXISTING RECENTLY TEMPORARILY VACATED • EXISTING POSITIONS THAT ARE YET TO BE FILLED • POSITIONS IN THE ORGANOGRAM THAT HAVE BEEN FILLED FOR STRATEGIC OR OPERATIONAL REASONS 		
Peromnes level:	Contract Type:	Approval:
5–1 8	Permanent	Relevant Senior Manager
5–18	Fixed-term contracts for longer than two years (both external and Council funded)	Relevant Senior Manager

APPENDIX C

Guidelines: Advertising of Vacancies

1. ADVERTISING PROCESS

1.1 An advertisement (advert) shall only be placed where the following has been complied with:

1.1.1. an updated/ current job profile (validated by the Organisational Design Specialist);

1.1.2. an approved TAF, which is line with an updated/ current job profile; and

1.1.3. the advertisement content approved by the Line Manager, in consultation with the HCBP.

1.2 It is the responsibility of the HCBP to submit the required documentation to the relevant office as per clause 1.3.

1.3 The placing of all adverts for vacant positions of 24 months and longer in accordance with clause 1.1 is the responsibility of:

Office:	Medium:
Talent Management Unit	Placing of all adverts in print media and external websites
Shared Services	Uploading of adverts onto the e-recruitment platform

1.4 For advertising of positions of less than 24 months, please refer to the Fixed-Term Contracts Policy.

2. PLACEMENTS OF ADVERTISEMENTS

2.1 All approved advertisements shall be placed as follows:

Peromnes level:	Medium:
9–18	<ul style="list-style-type: none">• University website; and• where deemed necessary by the Talent Management Unit, in at least one of the following media:<ul style="list-style-type: none">✓ local Regional newspaper; and/or✓ any other approved digital platforms (i.e. social media/ websites)

5–8	<ul style="list-style-type: none"> • University website; and • where deemed necessary by the Talent Management Unit, in at least one of the following media: <ul style="list-style-type: none"> ✓ Other approved digital platforms (i.e. social media/ websites); ✓ One or two National newspapers; ✓ One local Regional newspaper; ✓ Relevant journals; and/or ✓ Search Agencies (see APPENDIX G)
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2.2 The medium used for advertising may be adapted in accordance with the level and nature of the position depending on availability of budget and approval by the Talent Management Unit.

2.3 In compliance with CPUT’s commitment to transformation and the need to source the best candidate for vacant positions, the primary means for advertising vacancies, internally and externally, will be via the University’s website.

2.4 Peromnes Level 9–18 positions shall be targeted to recruit internal applicants in cases where operational requirements, agreed affirmative action measures (as identified in the Employment Equity Plan) and/or other applicable business considerations must be adhered to. This will be marked as “*Internal Applicants Only*” on the advertisement placed on the website.

2.5 The cost of advertising shall be borne by HC. The cost of re-advertising (in the event that there is an error or vagueness in the advertisement) shall be borne by the cost centre of the relevant business unit, except where it is established that the error was caused by the HCBP.

3. ADVERTISEMENT REQUIREMENTS

3.1 All adverts must clearly state that appointments will be made in accordance with CPUT Policies, Procedures and Practices.

3.2 Adverts must clearly and unambiguously state the minimum requirements for the position that will be used for screening and shortlisting. Other relevant assessment criteria (including advantageous requirements of the position) shall be stipulated in the advertisement.

- 3.3 Except in the case of scarce or critical skills, only composite adverts will be placed in external media for positions at Peromnes Level 5–8 and, where applicable, for Peromnes Level 9–18. Full-length adverts will be placed on the University website.
- 3.4 All adverts on the University website will carry a caption that clearly states the employment equity intent of the University, but adverts will not place specific restrictions on applicants applying for the position based on race, gender, or disability status.
- 3.5 All advertised vacancies (internal and external) shall remain open for a minimum period of between one and two weeks, depending on the level of the position, its nature, and the need to source scarce or critical skills for the position. The closing date must be specified in the advert.
- 3.6 Where there are no suitable applicants or appointable candidates, the Chairperson, in consultation with the selection panel members, may inform the relevant Senior Manager, via the Talent Management Unit, of their recommendation that the position be re-advertised. The relevant Senior Manager shall then, in consultation with the Director HC, approve/ decline the re-advertising of positions where justified.
- 3.7 Where there is a need to re-advertise a position, due to an error in the advertisement, the Line Manager/ Chairperson may inform the next level of authority, via the Talent Management Unit, of their recommendation that the position be re-advertised. The relevant Line Manager shall then, in consultation with the Director HC, approve/ decline the re-advertising of positions where justified.

APPENDIX D

Guidelines: Talent Selection Process

1. TIMELINE FOR SELECTION PROCESS:

1.1 The HCBP must provide the Talent Management Unit, at the commencement of the talent selection process, the project plan in line with the below referenced guideline timelines:

Academic positions	3 to 6 months
Support positions	Immediate to 3 months

2. SCREENING AND SHORTLISTING:

2.1 Shared Services will extract from the e-system, the matrix of all applicants, filtered according to the minimum requirements for the position and, where applicable, filtered based on the screening questions for the position. The full list of all applicants, separated into screened-in and screened-out, will be sent to the Hiring Manager, who must forward this to the selection panel members.

2.2 The HCBP, in conjunction with Shared Services, convenes the selection panel (see APPENDIX E) to discuss and agree on the shortlisting of applicants. The following rating scale should be utilised when shortlisting candidates:

RATING SCALE		
A	B	C
Meets all the qualification requirements and all other criteria AND, where applicable, the Ad hominem promotions criteria	Borderline applicants who meet all qualification requirements and mostly meet the other criteria	Does not meet the qualification requirements
May be interviewed	May be interviewed if insufficient 'A' candidates	Will not be interviewed

2.2.1 Ad hominem promotions assessment

2.2.1.1 All short listable applicants for Senior lecturer positions and above must submit a detailed CV on the designated template and a portfolio of evidence which will be assessed against the Ad hominem promotions criteria to determine their suitability for the level of the post applied for.

2.2.2 Ad hominem assessment process

2.2.2.1 The HCBP shall request the shortlisted applicants to submit a comprehensive CV on the Ad hominem CV template and a portfolio of evidence as per Guidelines embedded in the Policy on Promotion of Academic Staff.

2.2.2.2 After receipt of the documents mentioned in 2.2.2.1, the HCBP through the Dean of the Faculty submits them to the relevant DVC who convenes a committee as per item 5.6 of the Policy on Promotion of Academic Staff.

2.2.2.3 The relevant DVC communicates the outcome of the assessment process in writing to the HCBP and the HCBP then convenes the selection panel to give feedback, confirms the final shortlist of applicants to be taken forward to the interview stage, and communicates regret to those applicants who did not meet the criteria.

2.3 Generally, the shortlist should have:

2.3.1.a minimum of two applicants. This may not apply in the case of scarce or critical skills, re-advertisements, and operational urgency, and

2.3.2.a maximum of five applicants. Where more than five applicants meet the minimum requirements for the position, the panel should apply objective criteria to further shortlist (for example employment equity and advantageous requirements of the position).

2.4 The Hiring Manager and HCBP do not have an obligation to follow up on missing information in an application or CV.

2.5 In line with the University's Employment Equity Plan, South African Citizens will be given preference. For Peromnes levels 5 to 8 positions or scarce/ critical skills positions, where less than 2 South Africans Citizens have been shortlisted during the screening process, the selection panel is allowed to shortlist applicants who are permanent residents or foreign nationals.

2.6 The HCBP shall notify all applicants who were not shortlisted by the selection panel.

APPENDIX E

Guidelines: Composition of Selection Panels

1. SELECTION PANELS

1.1 The selection panels shall have a minimum of four (4) bona fide Staff Members of the University who are permanently employed or are on a fixed-term contract of 2 years or longer, at least three (3) of whom must be from a higher level than the position being recruited for, possibly as follows:

Peromnes level:	Composition of selection panel:
9–18	<ul style="list-style-type: none"> • HOD/ Director (Hiring Manager) or designate (compulsory) • Line Manager/ Supervisor – if different to the above (compulsory) • Two (2) or more Staff Members from a higher level with relevant expertise, at least one of whom must be from an external department (compulsory) • HCBP (compulsory) • Student Representative – for Student Affairs positions only (where applicable) • Advisors – where necessary (optional)
6–8	<ul style="list-style-type: none"> • Senior Manager/ HOD/ Hiring Manager or designate (compulsory) • Line Manager/ Supervisor – if different to the above (compulsory) • One (1) or more Staff Members from a higher level who are subject matter experts (compulsory) • One (1) or more Staff Members from an external department (compulsory) • Student Representative – for Student Affairs positions only (where applicable) • HCBP (compulsory) • Advisors – where necessary (optional)

5	<ul style="list-style-type: none"> • VC/ DVC or Executive Member or designate (compulsory) • Line Manager/ Supervisor – if different to the above (compulsory) • One (1) or more Staff Members from a higher level (compulsory) • One (1) or more Staff Members from an external department (compulsory) • Student Representative – for Student Affairs positions only (where applicable) • HCBP (compulsory) • Advisors – where necessary (optional)
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- 1.2 Advisors, who are subject matter specialists, internal or external to the University, may be invited to serve on selection panels where it is necessary to draw in such expertise.
- 1.3 Recognised Trade Union/s shall be invited to nominate a Trade Union Representative who will serve as an observer to the interview and selection process. Union Representatives, as observers, are not panel members and do not have a vote on the selection panel. Trade Union Representative observers may not be replaced once the process commences.
- 1.4 The Employment Equity Forum (from the department or faculty) shall be invited to nominate an EE Representative who will serve as an observer to the interview and selection process. EE Representatives, as observers, are not panel members and do not have a vote on the selection panel. EE Representatives may not be replaced once the process commences.
- 1.5 Where selection panels are convened to consider applications for a Student Affairs position, a Student Representative from the duly elected SRC, whose term of office has not lapsed, shall be invited to join the selection panel as a panel member where the position is directly related to the provision of student services. The Student Representative may not be replaced once the process commences.
- 1.6 For academic positions, a Teaching and Learning assessor recognised by Fundani must (unless otherwise agreed by the selection panel) be included in the selection panel as an advisor. The assessor will be required to submit a written report in the standard form to the Chairperson for consideration by the selection panel. Staff and students may, at the discretion of the selection panel, be invited to attend academic presentations to allow for a more realistic simulation. Such staff or students are not members of the selection panel.

- 1.7 The composition of the selection panel may be adapted in accordance with the Peromnes level and/or the nature of the position provided that there is a minimum of four (4) members and compliance with the guidelines set out above (clause 1.1).
- 1.8 The duly appointed selection panel members must remain the same from inception to finalisation of the process, except in exceptional circumstances. Compulsory selection panel members may only be replaced in exceptional circumstances and, in all instances, only before the interview process has commenced.
- 1.9 Selection panels should, wherever possible, be representative of race, gender and disability. The Chairperson may co-opt additional members to the selection panel to achieve this objective.
- 1.10 A selection panel member who believes that they have a conflict of interest must disclose this to the Chairperson at inception of the selection process. The Chairperson in consultation with the other selection panel members must assess this disclosure in terms of the Conflict-of-Interest Policy and where a conflict of interest is established, the selection panel member must recuse themselves.
- 1.11 Panelists should be trained in the talent acquisition and selection procedures and should be made aware of relevant employment legislation that must be complied with.

2. ROLES OF PANELLISTS

2.1 Chairperson's role is to ensure that:

- 2.1.1 the whole selection process is dealt with in a confidential manner.
- 2.1.2 the advert approved by the Line Manager is aligned to the job description/ profile and, in the case of academic positions, is consistent with the promotions criteria.
- 2.1.3 the selection panel is formally constituted in terms of the Talent Acquisition and Selection Policy, and applicable Appendices.
- 2.1.4 there is consistency and fairness during all stages of the talent acquisition process.
- 2.1.5 all applicants are treated fairly and consistently.
- 2.1.6 the structure and process for all stages of the talent acquisition process are outlined.
- 2.1.7 the selection panel is briefed on acceptable and unacceptable categories of questions. Questions that enquire about any of the listed grounds should be avoided unless relevant to the minimum requirements for the position.

- 2.1.8 all objections by observers/ selection panel members are fully addressed by the selection panel and reasons for the selection panel's response to the objection raised are provided in writing.
- 2.1.9 there is compliance with CPUT Policies and Procedures.
- 2.1.10 they facilitate discussions among selection panel members to reach consensus during the selection process. If the Chairperson is unable to obtain consensus, they must arrange a vote by show of hands and, in the event of a tie, exercise a casting vote.
- 2.1.11 they extend the offer of employment to the duly approved recommended candidate, with the support of the HCBP. This function can also be performed by the Hiring Manager (when designate performs this function), with the support of the HCBP.
- 2.1.12 they inform the next level of authority, via the Talent Management Unit, of their recommendation (in consultation with the selection panel members) to re-advertise the position in cases where there are no suitably appointable candidates (**see APPENDIX C**).
- 2.1.13 all candidates are in good standing with the University and do so with the support of the HCBP.

2.2 **The role of Selection Panel members is to ensure that:**

- 2.2.1 they behave in a manner that is fair and transparent and complies with CPUT Policies and Procedures, *inter alia* the Talent Acquisition and Selection Policy.
- 2.2.2 they uphold the confidentiality of the entire selection process. Selection panel members are required to sign a confidentiality agreement at the inception of the talent acquisition and selection process. Selection panel members shall not divulge information discussed during or related to the talent acquisition and selection process. Should it be established that a selection panel member has breached their duty of confidentiality, a disciplinary process shall be instituted against the selection panel member. Selection panel members are reminded to always keep all confidential documents safe and secure.
- 2.2.3 where references have been received, these should mainly be used (after the interview process) by the selection panel members to confirm factual information such as the applicant's employment and/or academic history and experience.
- 2.2.4 they make handwritten notes on the interview guide reflecting the candidates' answers during interviews to aid decision making, which must be signed and handed to HCBP, at the end of the interview and selection process.

- 2.2.5 questions are clear, competency based and followed up with probing questions where necessary.
- 2.2.6 they determine whether each candidate is appointable or non-appointable and attempt to reach a consensus with the rest of the selection panel.
- 2.2.7 where more than one candidate has been deemed appointable, the selection panel should discuss and agree on an appropriate rank order of appointable candidates.
- 2.2.8 where no candidate meets the minimum requirements of the position, no appointment should be made.

2.3 **The role of HCBP is to:**

- 2.3.1 act in an advisory and guidance capacity with regards to, amongst others, the fairness and objectivity of the selection process. The HCBP does not have a vote on the selection panel.
- 2.3.2 coordinate all logistical arrangements during the talent acquisition and selection process, including, but not limited to, travel arrangements, applicant verification and references checks.
- 2.3.3 take minutes during the talent acquisition and selection process.
- 2.3.4 compile a report with the final recommendation to appoint and submit this timeously to the Chairperson or the Hiring Manager (if different from the Chairperson) for endorsement and signature, and thereafter to the relevant Authority for final approval.
- 2.3.5 ensure continuous communication to all candidates throughout the process.

2.4 **An Assessor's role during academic presentations (where necessary) is to:**

- 2.4.1 assess a candidate's didactic abilities during the academic presentation and make an independent written recommendation to the selection panel regarding the competence of each one of the assessed candidates.
- 2.4.2 act in an advisory capacity to the selection panel and does not hold any vote on the selection panel, except in circumstances where the assessor has been appointed as a full selection panel member.

2.5 **The role of Advisors is to:**

- 2.5.1 act in any advisory capacity to the selection panel, as outlined by the Chairperson and does not hold any vote on the panel.

3. ROLE OF OBSERVERS

3.1 **The role of a recognised Trade Union Representative is to:**

- 3.1.1 monitor Policy and Procedural compliance during the interview process. A Trade Union Representative does not hold any vote on the selection panel.
- 3.1.2 raise any issues or concerns regarding the process or compliance with the Talent Acquisition and Selection Policy, at the request of the Chairperson.
- 3.1.3 make any, and all, objections during the relevant meeting of the selection panel to allow for deliberation prior to final decision-making by the selection panel members.
- 3.1.4 to follow the correct escalation procedure (see section 3.3 below) where the Trade Union Representative wishes to escalate an objection raised by the Trade Union Representative at the selection panel meeting that was not upheld by the selection panel.

3.2 **The role of EE Representatives is to:**

- 3.2.1 monitor policy and procedural compliance during the interview process. EE Representatives **do not** hold any vote on the selection panel.
- 3.2.2 raise any issues or concerns regarding compliance with, or concerns relating to, CPUT's Employment Equity Plan and/or the Talent Acquisition and Selection Policy, at the request of the Chairperson.
- 3.2.3 make any, and all, objections during the relevant meeting of the selection panel to allow for deliberation prior to final decision-making by the selection panel members.
- 3.2.4 follow the correct escalation procedure (see section 3.3 below) where the EE Representative wishes to escalate an objection raised by the EE Representative at the selection panel meeting that was not upheld by the selection panel.

3.3 **Escalation Procedure**

- 3.3.1 Where a Trade Union Representative or EE Representative (collectively referred to as "Observer") wishes to escalate an objection raised (that was not upheld) by the selection panel, the two-stage escalation procedure detailed below must be followed.
- 3.3.2 Where an objection has been formally raised in accordance with this policy, an offer of employment may not be extended to any of the preferred candidates. In instances where an offer of employment has already been made, the offer must be placed on hold, pending the outcome of the escalation process.

3.3.3 **Stage one**

3.3.3.1 The Observer must lodge the formal objection in writing to the Office of the Senior Manager HC, copying in the Chairperson of the selection panel, ***within one (1) working day*** of the relevant selection panel meeting having taken place.

3.3.3.2 The Office of the Senior Manager HC must then, ***within one (1) working day***, refer the matter to the Talent Management Unit for investigation. The Talent Management Unit will have a maximum of ***five (5) working days*** to complete the investigation and submit a written report to the Office of the Senior Manager HC.

3.3.3.3 On receipt of the Talent Management Unit's report, the Office of the Senior Manager HC must refer the matter to the DVC: Operations for consideration. The Office of the Senior Manager HC should include copies of all written correspondence and documentation relating to the matter, including, but not limited to, the original objection raised by the Observer, the Talent Management Unit's report, the Office of the Senior Manager HC's recommendation and any other relevant information that may assist the DVC: Operations to make an informed decision.

3.3.3.4 The DVC: Operations must provide a written response to the Observer and Chairperson, via the Office of the Senior Manager HC ***within three (3) working days*** of having received the matter from the Office of the Senior Manager HC.

3.3.3.5 Where the DVC: Operations believes:

3.3.3.5.1 the objection has merit and the panel failed to apply its mind, erred in its decision making, or failed to follow the Talent Acquisition and Selection Policy, the DVC: Operations will instruct the Chairperson of the selection panel to restart the talent acquisition process and/or implement an appropriate remedy to address the objection raised by the Observer. The Chairperson of the selection panel has the option to accept the DVC: Operations' instruction or escalate the matter to the VC (see stage 2 below).

3.3.3.5.2 the objection has no merits (rejects the objection), the DVC: Operations will instruct the Chairperson of the selection panel to continue with the appointment process, subject to any further escalation of the objection from the Observer. The Observer has the option to accept the DVC: Operations' instruction or escalate the matter to the VC (see stage 2 below).

3.3.5 **Stage Two**

3.3.5.1 Should the Observer or Chairperson of the selection panel be unhappy with the instruction given by the DVC: Operations, the Observer or Chairperson may escalate the matter to the VC. Escalations must be made via the Office of the Senior Manager HC ***within two (2) working days*** of receipt of the DVC: Operations' instruction.

3.3.5.2 The Office of the Senior Manager HC must then, ***within one (1) working day***, refer the matter to the VC for consideration. The Office of the Senior Manager HC should include copies of all written correspondence and documentation relating to the matter, including but not limited to, the original objection raised by the Observer, the Talent Management Unit's report, the instruction given by the DVC: Operations and any other relevant information that may assist the VC to make an informed decision.

3.3.5.3 The VC must consider the matter and make a final and binding decision on the matter, which will be communicated to the Observer and Chairperson, via the Office of the Senior Manager HC, ***within three (3) working days*** of having received the matter from the Office of the Senior Manager HC.

3.3.5.4 **Where the VC believes:**

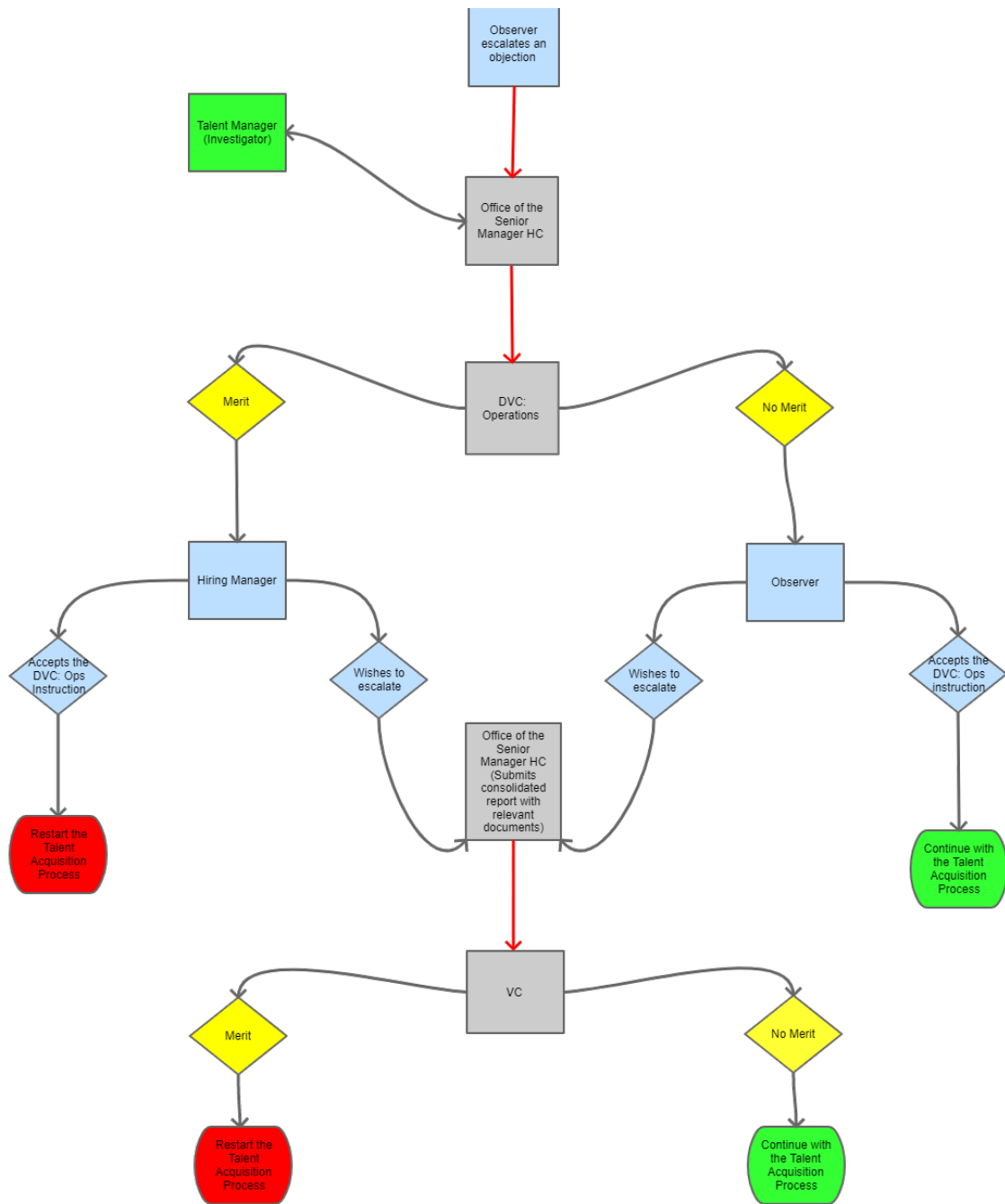
3.3.5.4.1 the objection has merit and the panel failed to apply its mind, erred in its decision making or failed to follow the Talent Acquisition and Selection Policy, the VC will instruct the Chairperson of the selection panel to restart the talent acquisition process and/or implement an appropriate remedy to address the objection raised by the Observer.

3.3.5.4.2 the objection has no merits (rejects the objection), the VC will instruct the Chairperson of the selection panel to continue with the appointment process.

3.3.6 In the event that, the person responsible for considering an objection was involved in the selection process, the following will apply:

3.3.6.1 Where the DVC: Operations was involved in the selection process, the matter will be referred directly to the VC by the Office of the Senior Manager HC after the Talent Management Unit has submitted its investigation report.

3.3.6.1 Where the VC was involved in the selection process, the matter will be referred directly to the Chairperson of the HRCC by the Office of the Senior Manager HC after the Talent Management Unit has submitted its investigation report.



APPENDIX F

Guidelines: Interview Process

1. EVALUATION CRITERIA

- 1.1. Interview questions should not be arbitrary and should be determined in advance by the Chairperson in discussion with the selection panel members and the HCBP with the aim of establishing the extent to which each candidate meets the required criteria and competencies of the position.
- 1.2. Only position-related criteria contained in the advert or job profile may be used in evaluating a candidate's competency and may include:
 - ✓ qualifications
 - ✓ experience
 - ✓ skills/ competencies
 - ✓ knowledge
 - ✓ applicable behaviour relative to the role
 - ✓ Recognition of Prior Learning (RPL)
- 1.3. The panel may not vary the requirements during the process. If the panel identifies missing or incorrect minimum requirements or other assessment criteria as contained in the advert or job profile, the panel must stop the interview process and the advert must be returned to the Talent Management Unit with the correct minimum requirements or other assessment criteria for the position. The position must then be re-advertised to ensure all eligible applicants have equal opportunity to apply. Should the position be re-advertised, the Hiring Manager will take full responsibility and his/ her department will be responsible for the re-advertising cost.
- 1.4. The assessment of a candidate's appointability is a holistic one, taking into account information and outcomes from applications, CVs, assessments, interviews, employment equity considerations, candidate verification and references. The candidate's performance at an interview should not be the sole basis for decision making on appointability.

- 1.5. In many cases, particularly for internal applicants, panel members will have prior knowledge of the candidate. In such cases the panel member must inform the Chairperson (or in the case of the Chairperson must inform the HCBP) of this knowledge. The Chairperson in consultation with the other selection panel members must consider whether the panel member will be able to bring an independent mind to bear on the process and if not, the panel member must recuse themselves. In particular, panel members may not motivate for or against a candidate based on their prior knowledge of, or relating to, the candidate but must confine the assessment to the information made available through the process. However, where such prior knowledge relates to proven fraud, misconduct or misrepresentation, the panel member must inform the panel. Such allegations made by a panel member must be tested/ verified before being used to inform any decision making.
- 1.6. Selection panel members should not rely on information originating from hearsay or rumours.

2. INTERVIEWS

- 2.1. No person may be appointed to the University in terms of this policy if they have not been interviewed by a duly constituted selection panel, except where approved by the VC or relevant governance structures.
- 2.2. Telephonic and video-conferencing platform interviews are permitted as part of the selection process; however, the selection panel members may decide to call the recommended candidate for an in-person interview before an offer is made.
- 2.3. The HCBP in conjunction with the Hiring Manager shall perform the necessary administration functions for interviews.
- 2.4. Selection panel members must pose the agreed upon questions to the candidate and probe for further insights and information, if needed. The selection panel members should be clear on the type of response that is required for each question so as to facilitate consistent and fair scoring.

2.5. Individual selection panel members must objectively rate each candidate's responses to the various questions as follows:

RATING SCALE					
0	1	2	3	4	5
No Evidence	Unsatisfactory	Requires Development	Acceptable	More than Acceptable	Superior
Unable to rate against the selection criteria.	Fails to meet the criterion. Applicant unable to demonstrate adequate skills, abilities and personal attributes in relation to the criterion.	Marginally meets the criterion. Applicant has limited skills, abilities and personal attributes related to the criterion.	Adequately meets the criterion. Applicant exhibits the relevant competency and personal attributes to meet the criterion.	Comfortably meets the criterion. The applicant has highly developed work-related qualities in relation to the criterion.	Highly meets the criterion. Applicant has exceptionally developed work-related qualities in relation to the criterion.

2.6. At the end of each interview the selection panel members must individually revisit the criteria, and based on the candidate's application, assessments (that are available), referee reports (if available) and interviews determine if the candidate meets the minimum requirements of the position and is appointable.

2.7. A selection panel member makes a decision regarding appointability of each candidate. It should then be discussed collectively with the selection panel, with a view to reaching consensus on the candidate's appointability. If consensus is not reached, the selection panel must vote to determine if the candidate should be deemed an appointable candidate.

2.8. At the end of the process the selection panel must consider all appointable candidates and, where there is more than one appointable candidate identified, the selection panel members should rank the candidates as per the steps listed in the table below. Note: Where an internal applicant is identified at the end of the talent acquisition and selection process as being an appointable candidate, and the appointment will translate into a promotion for the staff member, preference will be given to the internal applicant in accordance with the table below.

Peromnes level 5 to 18	
Step 1:	Internal Employment Equity candidates that contribute towards the EE Plan
Step 2:	External Employment Equity candidates that contribute towards the EE Plan
Step 3:	Relative merit

- 2.9. The HCBP shall compile the recommendation to appoint report (Appendix K) based on the selection panel decision and submit it to the Chairperson/ Hiring Manager for approval before submission to Senior Manager or SENEX as appropriate to the level of the position.
- 2.10. Where the panel recommends more than one appointable candidate for the position, the Chairperson shall include the list of appointable candidates recommended by the selection panel to the Senior Manager or SENEX, clearly indicating the rank ordering of the candidates as determined by the selection panel.
- 2.11. The University is not obliged to reschedule interviews to accommodate a candidate, but selection panel members should carefully consider the circumstances surrounding a candidate's request to reschedule.

3. ASSESSMENTS

- 3.1. The selection panel members shall decide on the format of the competency-based assessment (if applicable), who will administer it, where it will be done and what weight it will have in the selection process. The Hiring Manager, together with the HCBP, should ensure that the assessments are of good quality, properly designed and are consistently administered and measured.
- 3.2. Assessments such as psychometric tests may be conducted depending on the level and nature of the position. Psychometric testing for Peromnes levels 5–13 (where deemed appropriate) may be conducted, and costs will be borne by the hiring unit.
- 3.3. The assessment(s) may take place before or after the interviews. Where assessment(s) are conducted after the interview process the selection panel should only do the final assessment of competence and rank ordering once all the relevant information has been obtained.
- 3.4. The assessment/ test results are only one indicator of a candidate's ability, and as such should be used as part of the holistic assessment of the candidate and not as the sole basis for decision making.
- 3.5. Where assessment includes a presentation, the selection panel must agree, prior to the presentation, how the presentation will be scored and what objective criteria will be applied.
- 3.6. The HCBP shall arrange feedback on all assessments conducted for internal applicants and shall do so only on request for external applicants. Feedback from psychometric testing must be provided by a registered psychometrist. Feedback on other assessments must be given by the Hiring Manager.

APPENDIX G

Guidelines: Applications and targeted searches

1. APPLICATIONS

- 1.1. Applications for vacant positions should be submitted online using the e-recruitment system, as approved from time to time. This does not apply where an external recruitment and/or search agency has been appointed for response handling or headhunting.
- 1.2. The selection panel will not consider incomplete applications.
- 1.3. Late applications (received before the short-listing process), sent via email, may be considered in the following circumstances:
 - 1.3.1. Late applications due to technical difficulties experienced by the applicant (supported by relevant evidence) will only be accepted where approved by the HCBP.
 - 1.3.2. In cases of scarce skills positions, late applications submitted via email may be considered at the sole discretion of the selection panel.
- 1.4. Where a position is advertised as “*Internal Applicants Only*”, only applications from CPUT staff may be considered in the first instance (see definition of internal applicants).

2. TARGETED SEARCHES

- 2.1. Targeted searches, in the form of headhunting, are an important recruitment tool to source suitable candidates, particularly for highly specialised, scarce, or critical skills.
- 2.2. In order to conduct a targeted search, a properly constituted *ad hoc* search panel coordinated by the HCBP shall be constituted and shall include the Hiring Manager, a minimum of one subject matter specialist with established networks in the field and the HCBP whose primary aim will be to source appropriately qualified candidates for consideration by the selection panel (as per Annexure E). Information of the identified potential applicant(s) shall be shared with the HCBP who shall be the sole contact point with the potential applicant(s).
- 2.3. The Talent Management Unit shall provide guidance and advice to the *ad hoc* search panel, where necessary.
- 2.4. Use of external service providers (recruitment/ search agencies) is discouraged and may only be utilised where prior approval from the Talent Management Unit has been granted.
- 2.5. Applicants who apply as a result of a headhunting or referral process shall be subjected to the normal CPUT selection process.

- 2.6. In all appointments employment equity considerations shall be taken into account in accordance with the University's Employment Equity Plan.
- 2.7. In cases where employment equity applicants (in accordance with the University's Employment Equity Plan) cannot be found through a targeted search for critical and/or scarce skills positions, the panel, through the considered in the first instance (see definition of internal applicants) Chairperson, may approach the Dean/ Director and/or Senior Manager for permission to deviate from the University's Employment Equity Plan.
- 2.8. **The following concessions may be granted:**
- 2.8.1. Where the Dean/ Director and/or Senior Manager has granted approval, the panel may interview non-targeted employment equity candidates (in accordance with the University's Employment Equity Plan) who meet the minimum requirements of the position.
- 2.8.2. Where approved by ManCom, the minimum qualifications requirement for a Senior Lecturer position may be relaxed from a Doctoral Degree to a Master's degree. Such concessions will only be allowed where the position falls within a scarce/ critical skills category.

APPENDIX H

Guidelines: Pre-employment offer process

1. REFERENCES AND VALIDATION

- 1.1. All candidates who are invited to a selection panel interview are required to submit the name and contact details of a minimum of three (3) confidential referees, two (2) of whom should be work related and at least one of whom should be a current or a previous Line Manager. Candidates should be encouraged to provide work related referees including (where possible) their Line Manager, a peer and a subordinate to ensure 360-degree input.
- 1.2. The HCBP must contact each candidate's referees prior to the selection panel interviews and must submit a written referee report to the panel on the feedback received from each referee.
- 1.3. A member of the selection panel may ordinarily not provide a reference for a candidate unless it can be shown that the candidate will be disadvantaged (e.g., the selection panel member is their only Line Manager). Where the selection panel member has provided a reference for a candidate or candidates, the Chairperson must confirm that the selection panel member will be able to be impartial and unbiased during deliberations about the candidate(s). The selection panel member should not advocate for the candidate and may not be asked to provide clarity or to expand on the reference given during discussions. The reference will be treated in the same way as all other referee reports.
- 1.4. The panel shall discuss the requirement for additional references and, if agreed, the HCBP shall request the candidate to provide further referees. Selection panel members shall not individually seek to procure references on behalf of a candidate.
- 1.5. Before an offer is made, the HCBP must verify the candidate's:
 - 1.5.1. formal qualifications, credit record (where applicable) and criminal record, through an approved service provider as identified by the Talent Management Unit; and
 - 1.5.2. employment record.
- 1.6. All reference checks (credit, criminal, academic qualifications, employment history, etc.) shall be done by the HCBP based on informed consent granted by the candidate.

Where a candidate's referee feedback presents factual inconsistencies, a negative reference and/or adverse information, the HCBP must contact the candidate prior to the interview process, except where this is not possible, and afford the candidate an opportunity to respond to the negative reference and/or provide an additional reference. The negative reference together with the candidate's response thereto and/or additional reference must then be provided to the panel for consideration and final decision to proceed with the offer to the candidate or not.

2. RECOMMENDATION AND APPROVAL

- 2.1. Once the Chairperson has approved the recommendation-to-appoint report, the Hiring Manager (through the HCBP) shall submit the documentation to the relevant approving authority in terms of the following Delegation of Authority matrix:

APPROVAL OF RECOMMENDATION TO APPOINT		
Peromnes level:	Contract Type:	Approval:
Academic staff Levels 5–8	Permanent and 2 years and longer.	SENEX on recommendation of Dean and the relevant DVC, and thereafter signed by the VC.
Support staff Levels 5–18	Permanent and 2 years and longer.	VC on recommendation of Senior Manager.

- 2.2. Where the first-choice candidate does not accept the offer of employment or resigns within six (6) months of assumption of duty, an offer may be made to the next appointable candidate as approved by SENEX (for academic positions) or by the VC (for support positions) without re-advertising. Should the position be re-advertised within six (6) months from the date of original appointment, the hiring unit will bear the cost of the re-advertisement except where all appointable candidates, as approved by SENEX (for academic positions) or by the VC (for support positions), have been made and have declined the offer of employment.

3. PROCEDURE AFTER APPROVAL TO EXTEND AN OFFER OF EMPLOYMENT

- 3.1. **On confirmation of approval to extend an offer of employment to an appointable candidate, the Hiring Manager through the HCBP shall:**
- 3.1.1. Advise the successful candidate of the outcome and extend a written offer of employment and applicable terms and conditions attached thereto.
 - 3.1.2. Advise the interviewed candidates who were found not appointable of the outcome of their applications. Internal candidates who were interviewed should be given feedback by the Line Manager for developmental purposes.
 - 3.1.3. Advise the selection panel of the successful candidate's acceptance or rejection of the offer of employment.
 - 3.1.4. Advise other candidates who were found to be appointable of the outcome after written acceptance by the successful candidate.

- 3.1.5. Submit relevant documentation to Human Capital Administration for processing and filing.
- 3.1.6. Retain records of the interview and selection process for a minimum period of three (3) years after appointment of the successful candidate.
- 3.2. Generally, the University shall not provide candidates with detailed reasons for their unsuccessful applications, unless they request this within fourteen (14) days of being notified of the status of their application.

APPENDIX I

Guidelines: Logistics

1. The following logistical guidelines apply during the talent acquisition and selection process:

1.1. Accommodation

The University will only book accommodation for candidates coming from areas where there is limited and/or no outbound flights to their destination on the same day. Candidates wanting to extend their stay will be liable for their own accommodation cost.

1.2. Transportation

Where appropriate, bookings for flights or bus tickets by CPUT will only be considered where a candidate resides more than 100 km from the interview venue. CPUT will ordinarily make same day return flight or bus bookings for candidates attending an interview. Where a candidate, who resides more than 100 km from the interview venue, indicates a preference to travel to the interview in their own vehicle, CPUT will only reimburse the candidate to a maximum amount that is equal to the flight/ bus ticket.

Generally, CPUT will make use of the University's Fleet Management when transporting out-of-town candidates (should they reside > 100 km from the interview venue). Where appropriate, CPUT will arrange a shuttle service/ taxi as part of the travel bookings for the candidate.

1.3. Parking (airport, other)

CPUT will not be liable for the reimbursement of any parking expenses incurred by the candidate.

1.4. Reimbursement for incidental expenses

CPUT will not be liable for the reimbursement of any incidental expenses (food, calls, etc.) incurred by the candidate.

1.5. Venue hire (where applicable)

Generally, CPUT will utilise internal venues at its campuses for the conducting of interviews. Where a candidate does not have the resources (i.e., laptop, stable internet connection, etc.), the hiring unit should consider alternative arrangements (e.g. venue hire in the area where the candidate resides) to accommodate the candidate. Costs for use of external venues and/or alternative arrangements to accommodate the candidate must be approved by the Talent Management Unit prior to agreeing thereto.

Where the Talent Management Unit approves the use of an external venue and/or alternative arrangements to accommodate the candidate, the costs associated with the same will be carried by the Talent Management Unit.

1.6. Catering and refreshments for the panel and interview process

The hiring unit will be responsible for any catering and/or refreshment costs incurred.

1.7. Cost of advertisement (external)

The Talent Management Unit will bear the costs of external advertisements. However, in cases where a department/ faculty wants to re-advertise a post without any valid reason and/or due to the position having previously been inappropriately advertised, the department/ faculty will bear the associated costs of re-advertising.

1.8. Verification fees (criminal checks, etc.)

The Talent Management Unit will bear the costs of any verification checks conducted.

1.9. Headhunting and placement agency fees

The Talent Management Unit will bear the costs of headhunting and placement fees, where prior approval has been granted.

1.10. Assessment cost

The Talent Management Unit will bear the cost of assessments (i.e., psychometric testing), where prior approval has been granted.

1.11. Relocation costs

Please refer to the Relocation Policy.

APPENDIX J



TALENT ACQUISITION FORM (TAF)

(Line Manager to complete and then Business Partners to submit the fully completed form to Talent Management Office)

PART A: POSITION INFORMATION											
POST TITLE:						ACADEMIC:			SUPPORT:		
POST GRADED/ BENCHMARKED:	Yes	No	PEROMNES LEVEL (GRADE):			POST NO.:					
IS THIS POSITION EXTERNALLY FUNDED?	Yes	No	BUDGETED FOR:	Yes	No	COST CENTRE:					
FACULTY:				EXISTING POST:			NEW POST:				
DEPARTMENT:				CAMPUS:							
REASON FOR VACANCY:											
PERSON TO BE REPLACED (if existing position):											
1ST LINE SUPERVISOR/ MANAGER:								2ND LINE SUPERVISOR/ MANAGER:			
TYPE OF APPOINTMENT:				CONTRACT PERIOD:				NATURE OF VACANCY:			
Permanent:		Fixed-Term Contract:		From:		To:		Full Day:		½ Day:	
CHECK LIST											
1) Post in the Organogram or establishment?									Yes	No	
2) Job profile/ description attached?									Yes	No	
3) Executive Management/ ManCom approval attached? (if post is new)									Yes	No	
4) Adequate office space, computer facilities & equipment?									Yes	No	

PART D: EQUITY PRIORITY IN TERMS OF EQUITY PLAN

Plan	Occupational Level	Demographics (all staff)										
			Male				Female				Foreign Nationals	
			A	C	I	W	A	C	I	W	Male	Female
University	Insert occupational Level	Actual										
		Target										
		Variance *										
Support Department / Faculty	Insert occupational Level	Actual										
		Target										
		Variance *										

* Target - Actual (negative = under representation)

Plan	Occupational Level	Demographics (PERSONS WITH DISABILITIES)										
			Male				Female				Foreign Nationals	
			A	C	I	W	A	C	I	W	Male	Female
University	Insert occupational Level	Actual										
		Target										
		Variance *										
Support Department / Faculty	Insert occupational Level	Actual										
		Target										
		Variance *										

* Target - Actual (negative = under representation)

Preference should be given to successful candidates in the following underrepresented categories (mark with an X)	Male				Female			
	A	C	I	W	A	C	I	W
	Persons with Disability							
	Male				Female			
	A	C	I	W	A	C	I	W

PART C: INFORMATION NEEDED AS PER JOB PROFILE/ DESCRIPTION FOR INCLUSION IN THE DRAFT ADVERTISEMENT:

Job Knowledge, Skills and Experience: *(Specify the minimum qualifications, skills, knowledge and experience required to perform the job fully and effectively.)*

Key Performance Areas/ Principal Accountabilities: *(Summarise the principal results expected from the position.)*

Competencies: *(Identify key competencies that set apart or differentiate successful incumbents in this role.)*

SPECIFIC TECHNICAL SCREENING QUESTIONNAIRES: *(based on the requirements of the job to assist with the short-listing process)*

URGENCY OF THE POST:	High		Moderate		Low	
MEDIUM WHERE POST IS TO BE ADVERTISED:					Dates <i>(As per TM schedule):</i>	
IS THE POSITION TO BE MARKED "INTERNAL APPLICANTS ONLY":	YES	NO	Interview date:			
COMMENCEMENT DATE FOR THE POSITION:						

PART D: DETAILS OF SELECTION PANEL

Name:	Position:	Role:	Race:	Gender:	Disability:

PART E: SIGNATURES

BUSINESS PARTNER:			
<i>Checked completeness & Compliance:</i>	Name & Surname:	Signature:	Date:
REM & BEN MANAGER:			
<i>For all Positions:</i>	Name & Surname:	Signature:	Date:
HIRING MANAGER			
<i>Completion & Approval:</i>	Name & Surname:	Signature:	Date:
DIRECTOR (if different to Hiring Manager):			
<i>Approval:</i>	Name & Surname:	Signature:	Date:
SENIOR MANAGER:			
<i>Approval:</i>	Name & Surname:	Signature:	Date:

APPENDIX K



RECOMMENDATION FOR APPOINTMENT REPORT (STRICTLY CONFIDENTIAL)

PART A: POST BACKGROUND						
Position Title:						
Faculty/ Support Department:						
Unit/ Department:						
Post Level (grade):						
Post Code:						
Advert Reference Number:						
Type of appointment (please mark the option with an X):		Permanent Contract:		Fixed-Term Contract:		
If a fixed-term contract, please state the length of the term:						
Media where post was advertised:						
PART B: SELECTION PANEL						
Name & Surname:	Position:	Constituency/ Department/ Faculty:	Role on Panel:	Race:	Gender:	Disability:
PART C: DECLARATIONS OF CONFLICT OF INTERESTS (PANEL MEMBERS)						
Name & Surname:	Nature of Conflict of Interest:			Decision Taken:		

PART D: EQUITY PRIORITY IN TERMS OF EQUITY PLAN

Plan	Occupational Level	Demographics (all staff)										
			Male				Female				Foreign Nationals	
			A	C	I	W	A	C	I	W	Male	Female
University	Insert occupational Level	Actual										
		Target										
		Variance *										
Support Department / Faculty	Insert occupational Level	Actual										
		Target										
		Variance *										

* Target - Actual (negative = under representation)

Plan	Occupational Level	Demographics (PERSONS WITH DISABILITIES)										
			Male				Female				Foreign Nationals	
			A	C	I	W	A	C	I	W	Male	Female
University	Insert occupational Level	Actual										
		Target										
		Variance *										
Support Department / Faculty	Insert occupational Level	Actual										
		Target										
		Variance *										

* Target - Actual (negative = under representation)

Preference should be given to successful candidates in the following underrepresented categories (mark with an X)	Male				Female			
	A	C	I	W	A	C	I	W
	Persons with Disability							
	Male				Female			
	A	C	I	W	A	C	I	W

PART E: APPLICATIONS RECEIVED												
Male:		Female:			Total:							
Persons with Disability:												
Male:		Female:			Total:							
Nationality:		SA:			NON-SA:							
PART F: SHORT-LISTING												
		Time:				Venue:						
Number of short-listed candidates per Race, Nationality, Gender and Disability:				Male				Female				
				A	C	I	W	A	C	I	W	
				Persons with Disability								
		Male				Female						
		A	C	I	W	A	C	I	W			
		Foreign Nationals				M		F				
PART G: INTERVIEWS												
		Time:				Venue:						
Gender:	Disability:	SA (if SA, please add race):	NON-SA (if NON-SA, please indicate visa/ permit conditions):	Attendance/ Non- attendance (please provide a reason for non-attendance)								

PART H: LIST OF COMPETENCIES TESTED DURING THE INTERVIEW

Competency (definition of the competency being tested):

No.:	Competency:	Competency Definition:

PART I: THE FOLLOWING CANDIDATE(S) WAS/ WERE DEEMED APPOINTABLE BY THE SELECTION PANEL AND ARE RECOMMENDED (RANK ORDER):

Rank Order:	Name & Surname:	SA (if SA, please add race):	NON-SA (If NON-SA, please indicate visa/ permit conditions):	Gender:	Disability :	Reason (Please include succinct details of competencies, rank, EE, etc.)

PART J: THE FOLLOWING CANDIDATE(S) WAS/ WERE ALSO DEEMED APPOINTABLE, BUT THE SELECTION PANEL AGREED TO RESERVE ITS DECISION TO RECOMMEND THEM FOR APPOINTMENT:

Rank Order:	Name & Surname:	SA (if SA please add race):	NON-SA (If NON-SA, please indicate visa/ permit conditions):	Gender:	Disability:	Reason (Please include succinct details of competencies, rank, EE, etc.):

PART K: CANDIDATES NOT APPOINTABLE

Name & Surname	SA (if SA, please add race):	NON-SA (If NON-SA, please indicate visa/ permit conditions):	Gender:	Disability:	Reason (Please include succinct details of competencies, rank, EE, etc.):

PART L: ADDITIONAL MOTIVATION (IF APPLICABLE)

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PART M: SIGNATURES

Compilation of the report based on the panel recommendation:

	Date:	
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Verification and approval of report as a true and accurate reflection of deliberations and recommendations of the selection panel:

	Date:	
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Approval of report as a true and accurate reflection of deliberations and recommendations of the selection panel and/or endorsement of report:

	Date:	
--	--------------	--

Endorsement of report:

	Date:	
--	--------------	--

Comments by SENIOR MANAGER/ DVC/ EXECUTIVE MEMBER:

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Approval of academic appointments by Senex:	
	Decline Appointment:
	Date:
Comments by CHAIRPERSON OF SENEX:	
Approval of support department positions by VC:	
	Decline Appointment:
	Date:
Comments by VC:	

Occupational Levels Table

Occupational Level:	Peromnes Level:	Type of Role which is categorised in this area. (It should include the high-level groupings of the type of staff and not all staff titles.):
Top Management:	GR 1	VC
Senior Management:	GR 2–4	DVC, Dean, Executive Director, Registrar
Professionally qualified:	GR 5–7	Professor, Associate Professor, Senior Lecturer, Head of Department, Senior Director, Director, Manager, Senior Specialist, Advisor, Supervisor, Specialised Support Professional
Skilled Technical:	GR 8–11	Lecturers, Specialists, Admin Supervisors, Technical Professionals, Administrative Professional
Semi-Skilled:	GR 12–15	Admin Personnel, Trade and Craft Personnel, First-Line Supervisors
Unskilled:	GR 16–18	Frontline Security Personnel and Maintenance (Service) Personnel