



## UNIVERSITY OF PRETORIA

### REGULATION AND PROCEDURE FOR THE APPOINTMENT OF EXECUTIVE DIRECTORS AND THE REGISTRAR (Rt326/10)

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#### 1. INTRODUCTION

Paragraphs 12 and 13 of the Statute of the University of Pretoria provide as follows with regard to Executive Directors and the Registrar:

“The ... Executive Directors and Registrar are responsible for assisting the Vice-Chancellor and Principal in the management and administration of the University and have the powers and duties conferred upon them by the Council, this Statute, the Institutional Rules and delegated to them by the Vice-Chancellor and Principal.”

“The ... Executive Directors and Registrar are appointed in such a manner and for such periods as determined by the Council and the Institutional Rules.”

#### 2. APPOINTMENT PROCEDURE

The Regulation and Procedure as set out below is applicable to the advertising and filling of the positions of Executive Directors and the Registrar at the University of Pretoria. The question whether such vacancies are available for filling is established in accordance with the approved structure for the Executive as determined by the Vice-Chancellor and Principal in consultation with the Human Resources Committee of Council from time to time.

##### 2.1 Recruitment

##### 2.1.1 Advertisement

2.1.1.1 When a vacancy arises for a post of Executive Director or Registrar, such vacancy shall be advertised as set out below.

2.1.1.2 When a vacancy arises for the post of an Executive Director, the Vice-Chancellor and Principal shall determine the nature of the vacancy in consultation with the Human Resources Committee of Council.

2.1.1.3 The Director: Human Resources, acting on the instructions of the Human Resources Committee of Council, shall place an advertisement of the vacancy for an Executive Director or Registrar, as the case may be, as agreed upon with the Vice-Chancellor and Principal, externally in the national and international press. The vacancy is also advertised internally on the UP Website. In addition to the customary exposition of the duties and functions of the Executive Director or Registrar, as the case may be, and the applicable requirements for appointment, the advertisement should contain an exposition of the required documentation and a reference to the applicable appointment Regulation and Procedure.



2.1.1.4 Candidates should submit their applications to the Director: Human Resources by no later than 12:00 on the closing date stated in the advertisement. Applications should be accompanied by (1) a full as well as (2) an abbreviated *curriculum vitae*, (3) a self-evaluation by the applicant of his/her suitability for appointment in the post, (4) the applicant's vision for the portfolio, as well as (5) the names and contact details of at least three referees (provided that the University reserves the right to appoint and consult its own referees and will inform applicants of this right). (6) Candidates should also indicate in writing that they accept the applicable appointment Regulation and Procedure.

## 2.1.2 Recruitment Agency

Besides internal and external advertising, a search campaign, which may include the use of external recruitment companies, can be undertaken under the direction of the Vice-Chancellor and Principal or a person designated by the Vice-Chancellor and Principal. Candidates thus recruited will have to submit their applications before 12:00 on the closing date stated in the advertisement.

## 2.2 Consideration

### 2.2.1 Initial consideration by the Human Resources Committee of Council: Short listing candidates who are invited for interviews

2.2.1.1 A meeting of the Human Resources Committee of Council shall be convened as soon as possible after the closing date for applications, in accordance with the time frame for the appointment process approved by the Vice-Chancellor and Principal (see clause 3 below).

2.2.1.2 For the purposes of this meeting, the Vice-Chancellor and Principal shall be deemed to be a full member of the Human Resources Committee of Council.

2.2.1.3 The Human Resources Committee of Council shall consider all the applications received by way of a paper selection.

2.2.1.4 The full *curriculum vitae*, self-evaluation of his/her suitability for appointment in the post, and his/her vision for the portfolio of each candidate who has applied for the position shall be made available to the Human Resources Committee of Council.

2.2.1.5 The Human Resources Committee of Council shall compile a short list of possible candidates in accordance with the advertised requirements for appointment from the candidates who have applied, with a view to inviting the short listed candidates for interviews.

2.2.1.6 The Human Resources Committee of Council is entitled (but not obliged) to request all candidates on the short list to submit themselves to competency assessment to be conducted by a qualified service provider operating in the employment field. The said service provider is to be appointed by the Vice-Chancellor and Principal. The report or other formal documentation of the assessment is confidential and will only be available to members of the Human Resources Committee of Council. All documentation in this regard must be destroyed after the appointment process is finalised.



- 2.2.1.7 Should the Human Resources Committee of Council be of the opinion that none of the applicants should be short listed in accordance with the advertised requirements for appointment:
- 2.2.1.7.1 the appointment process shall commence *de novo* as soon as practicable, while appropriate transitional measures shall, in accordance with the circumstances, be instituted pending the finalisation of the process; or
- 2.2.1.7.2 the Human Resources Committee of Council shall decide on an appropriate alternative process to proceed with the appointment.
- 2.2.1.8 The full *curriculum vitae*, self-evaluation and vision for the portfolio of each candidate on the short list is placed on the Intranet of the University and is accessible to members of Council, the Institutional Forum, staff and students.
- 2.2.2 Consideration by the Institutional Forum: Pronouncement on the suitability for appointment of candidates on the short list.
- 2.2.2.1 The full *curriculum vitae* and vision for the portfolio of each candidate on the short list shall be made available to members of the Institutional Forum.
- 2.2.2.2 The Institutional Forum makes a pronouncement, in accordance with the advertised requirements for appointment, on the suitability for appointment of each candidate on the short list at a meeting of the Institutional Forum.
- 2.2.2.3 A candidate shall be deemed to be suitable for appointment by the Institutional Forum if 50% plus 1 (one) of the members present at the meeting vote in favour of a specific candidate's suitability.
- 2.2.2.4 Voting shall be conducted by means of a closed ballot under the supervision of the Registrar. When appointing a Registrar or when the Registrar is a candidate for the vacancy of Executive Director, the Chairperson shall appoint an official of the University to tally the votes. Prior arrangements may be made for the University's external auditors to supervise the voting process should the Registrar or official appointed to tally the votes deem this to be necessary.
- 2.2.2.5 The results of the poll conducted in the Institutional Forum shall be communicated to the Institutional Forum, and made available to the Human Resources Committee of Council with the inclusion of the number of votes each candidate obtained.
- 2.2.3 Second consideration by the Human Resources Committee of Council: Interviews with candidates short listed by the Human Resources Committee of Council
- 2.2.3.1 A meeting of the Human Resources Committee of Council shall be convened as soon as possible after the voting by the Institutional Forum referred to in clause 2.2.2 in accordance with the time frame for the appointment process approved by the Vice-Chancellor and Principal. The Human Resources Committee of Council shall at this meeting conduct interviews with all the candidates short listed in accordance with clause 2.2.1.5 above.



2.2.3.2 For the purposes of this meeting, the Vice-Chancellor and Principal shall be deemed to be a full member of the Human Resources Committee of Council with voting rights.

2.2.3.3 The Human Resources Committee of Council shall consider the full *curriculum vitae*, self-evaluation of his/her suitability for appointment in the post, vision for the portfolio and the referee reports in respect of each candidate on the short list, as well as the results of the voting by the Institutional Forum and the report of the qualified service provider (if applicable) referred to in clause 2.2.1.6 above..

2.2.3.4 After the interviews have been concluded the Human Resources Committee of Council shall consider the recommendation of the Vice-Chancellor and Principal in regard to the suitability for appointment of the short listed candidates, and shall decide on the suitability for appointment of the candidates interviewed. The members of the Human Resources Committee of Council shall cast their votes by way of closed ballot. Should the Human Resources Committee of Council be of the opinion that more than one candidate is appointable in accordance with the advertised requirements, the candidates may be rated in order of preference from preference 1 onward.

### 2.3 Competence to finalise the appointment of an Executive Director or the Registrar

2.3.1 The Human Resources Committee of Council shall decide to:

- make an offer of appointment to only one of the candidates on the short list; or
- make an offer of appointment to more than one of the candidates on the short list in a particular order of preference; or
- not make an appointment. In this instance the Human Resources Committee of Council may decide to commence with the appointment process as set out in clause 2 herein *de novo* as soon as practicable, or to proceed with an appointment by means of an appropriate alternative process, while appropriate transitional measures should, in accordance with the circumstances, be instituted pending the finalisation of the process.

2.3.2 The position of Executive Director or Registrar shall be offered to the candidate who enjoys the support of an absolute majority of the members of the Human Resources Committee of Council present at the meeting. In the event that the Human Resources Committee of Council decides to make an offer of appointment to more than one of the candidates on the short list in a particular order of preference, the voting procedure set out in paragraph 2.3.3 below shall apply *mutatis mutandis* to each candidate the Human Resources Committee of Council considers appointable.

2.3.3 In the event that no candidate enjoys the support of an absolute majority of the members of the Human Resources Committee of Council present at the meeting during a first or subsequent round of voting, the candidate with the least number of votes in a specific round is eliminated. Where there is a tie between more than two candidates for the least number of votes, the Human Resources Committee of Council votes in a separate round on



which of the candidates proceeds to the next round. Only the candidate with a simple majority of the votes cast goes through to the next round. The process is repeated until one candidate enjoys the support of an absolute majority of the members of the Human Resources Committee of Council present; provided that where only one candidate remains and is unable to obtain an absolute majority of the votes of the members present, no appointment shall be made and the provisions set out in clause 2.3.1 (third bullet) shall apply.

- 2.3.4 If the votes are tied between two candidates the Chairperson shall in all instances cast the deciding vote.
- 2.3.5 Voting takes place by way of closed ballot. When an Executive Director is appointed the Registrar shall tally the votes. When appointing a Registrar or in the event that the Registrar is a candidate for the vacancy of Executive Director, the Chairperson shall appoint an official of the University to tally the votes. Prior arrangements may be made for the University's external auditors to supervise the voting process should the Registrar or official appointed to tally the votes deem this to be necessary.
- 2.3.6 Where none of the preferred candidates accepts the offer of appointment, no appointment shall be made and the provisions set out in clause 2.3.1 (third bullet) shall apply.
- 2.3.7 The decision of the Human Resources Committee of Council is submitted to Council for information.
- 2.3.8 The Vice-Chancellor and Principal, in consultation with the Human Resources Committee of Council, determines the term of office (which could be a permanent appointment), the conditions of service, duties and functions and, subject to recommendation by the appropriate Senate Committee (the faculty Recruitment and Selection Committee) and the approval of the Senior Appointments Committee of Council (Academic), the academic status and title (where applicable) of the candidate who has been appointed as Executive Director or Registrar, and the faculty and department concerned.
- 2.3.9 Should an internal candidate with a permanent appointment at the University be appointed as Executive Director or Registrar, the candidate shall retain his or her permanent appointment, and be entitled to return to the post in question, or an equivalent post, after expiry of his or her term(s) of appointment as Executive Director or Registrar, unless otherwise agreed with the Vice-Chancellor and Principal.

#### 2.4 Participation of applicants in proceedings

- 2.4.1 With regard to proceedings at which candidates are discussed and/or voted for in accordance with this procedure, a candidate who is a member of the Human Resources Committee of Council and/or the Institutional Forum should recuse himself or herself from such proceedings of the relevant body.
- 2.4.2 In the event that a candidate represents an interest group on the Institutional Forum such interest group shall be entitled to appoint a substitute.



- 2.5 Re-appointment procedure for a further term
- 2.5.1 Paragraph 13 of the Statute provides as follows with regard to Executive Directors and the Registrar:
- “The ... Executive Directors and Registrar are appointed in such a manner and for such periods as determined by the Council and the Institutional Rules.”
- 2.5.2 The following procedure shall apply in respect of re-appointment of an Executive Director or the Registrar for a further term after expiry of his/her term of office:
- 2.5.3 At least six months before the expiry of a term of office of a serving Executive Director or Registrar, and where he/she has indicated that he/she would be available for a further term, the Human Resources Committee of Council shall consider the possibility of re-appointing said Executive Director or Registrar for a second successive term.
- 2.5.4 The contents of the following documents shall be borne in mind when reappointment is considered:
- 2.5.4.1 a self-appraisal by the serving Executive Director or Registrar in respect of his/her expired term;
- 2.5.4.2 the vision of the serving Executive Director or Registrar for a possible further term;
- 2.5.4.3 a report prepared by the Vice-Chancellor and Principal in accordance with appropriate assessment criteria, including the University’s performance indicators and the agreed-upon personal performance outputs of the serving Executive Director or Registrar during the expired term.
- 2.5.5 After considering the documentation referred to in clause 2.5.4, the Human Resources Committee of Council shall decide either:
- 2.5.5.1 to continue with the reappointment process as set out in clauses 2.5.6 – 2.5.14 below; or
- 2.5.5.2 to advertise the position of Executive Director or Registrar as the case may be. In such an instance, the serving Executive Director or Registrar will be entitled to apply for the position.
- 2.5.6 The Human Resources Committee of Council shall consult with the Institutional Forum regarding the re-appointment of the serving Executive Director or Registrar after the expiry of his/her term of office, and may undertake any other consultation process it deems appropriate.
- 2.5.7 For the purpose of consultation with the Institutional Forum, the self-appraisal, vision and *curriculum vitae* of the serving Executive Director or Registrar shall be made available to members, and the Forum shall make a pronouncement by way of voting as to whether reappointment should take place or not.





- 2.5.8 Voting shall be conducted by means of a closed ballot. In the case of the appointment of an Executive Director, the Registrar supervises the voting. When appointing a Registrar or in the event that the Registrar is a candidate for the vacancy of Executive Director, the Chairperson shall appoint an official of the University to tally the votes. Prior arrangements may be made for the University's external auditors to supervise the voting process should the Registrar or official appointed to tally the votes deem this to be necessary.
- 2.5.9 The results of the voting conducted in the Institutional Forum shall be communicated to the Institutional Forum, and be made available to the Human Resources Committee of Council.
- 2.5.10 In all instances of possible re-appointment the Human Resources Committee of Council is entitled, but not obliged, to conduct an interview with the serving Executive Director or Registrar.
- 2.5.11 With due consideration of (i) the results of the consultation with the Institutional Forum or any other appropriate consultation process, (ii) the documents referred to in clause 2.5.4 above, and (iii) the interview with the incumbent, where applicable, the Human Resources Committee of Council shall decide, after voting by way of closed ballot, either to reappoint the serving Executive Director or Registrar for a further term as determined in consultation with the Vice-Chancellor and Principal, or not. If the votes are tied, the Chairperson shall cast the deciding vote.
- 2.5.12 For purposes of considering and deciding on the possible reappointment of an Executive Director or the Registrar in terms of clause 2.5, the Vice-Chancellor and Principal shall be deemed to be a full member of the Human Resources Committee of Council with voting rights.
- 2.5.13 In the event that the Human Resources Committee of Council decides not to re-appoint the serving Executive Director or Registrar for a further term, the procedure as set out in clauses 2.1 - 2.3 above comes into effect and appropriate transitional measures shall, in accordance with the circumstances, be instituted pending the finalisation of the process.
- 2.5.14 The decision of the Human Resources Committee of Council is submitted to Council for information.

### **3. TIME FRAME**

The Director: Human Resources shall be responsible for setting a time frame with a view to the implementation and finalisation of the appointment process for approval by the Vice-Chancellor and Principal.