



POL:C5/2026

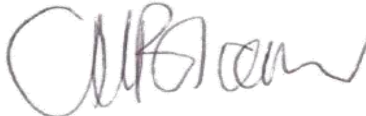
hugenote kollege

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POLICY

RECRUITMENT AND SELECTION POLICY FOR STAFF

QUALITY MANAGEMENT SYSTEM

COMPILED / REVIEWED BY	AUTHORISED BY
HUMAN RESOURCES	RECTOR
Title: Ms M Payne	Title: Prof. CHM Bloem
Date: 21/06/2026	Date: 25/06/2026
	
Signatures	
Policy Category: Human Resources	Review Cycle: Every three (3) years

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New Version	New policy	1	12 June 2026
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RECRUITMENT AND SELECTION POLICY FOR STAFF

Institutional Policy

DOCUMENT CONTROL

Item	Details
Document title	Recruitment and Selection Policy for Staff
Policy number	C.5 / 2026
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Institutional owner	Human Resources Division
Accountable executive authority	Rector
Recommended by	Management Committee / Human Resources
Approved by	Institutional Quality Assurance Committee
Date of approval	25 June 2026
Effective date	July 2026
Next review date	June 2029
Related instruments	Conditions of Service Policy; Employment Equity Plan; Code of Conduct; Delegation Framework; Job Description Framework
Legal and policy basis	Constitution of the Republic of South Africa, 1996; Higher Education Act 101 of 1997; Labour Relations Act 66 of 1995; Basic Conditions of Employment Act 75 of 1997; Employment Equity Act 55 of 1998; Protection of Personal Information Act 4 of 2013; and other applicable legal and institutional frameworks.

1. PREAMBLE

- 1.1** Hugenote Kollege acknowledges that the quality, integrity and suitability of its staff constitute a central determinant of academic credibility, institutional culture and long-term sustainability.

- 1.2** As a private higher education institution, the College is committed to recruiting and selecting staff in a fair, transparent, consistent and legally compliant manner.
- 1.3** This policy gives effect to the College's strategic commitment to attract, develop and retain excellent, values-driven and professional staff within an inclusive, ethical and accountable organisational culture.

2. PURPOSE OF THE POLICY

- 2.1** The purpose of this policy is to establish a uniform, fair and legally defensible framework for the recruitment and selection of staff at Hugenote Kollege.
- 2.2** The policy seeks to ensure that the College appoints the best available candidates with the requisite qualifications, competencies, experience and alignment with institutional values.
- 2.3** The policy promotes fair labour practices, equal opportunity and the principles of employment equity.
- 2.4** The policy safeguards the academic quality, institutional integrity, mission and strategic objectives of the College.
- 2.5** The policy ensures that recruitment and selection processes comply with applicable legislation, regulatory requirements and good practice within the higher education sector.

3. SCOPE OF APPLICATION

- 3.1** This policy applies to the recruitment and selection of permanent academic staff, permanent administrative and support staff, fixed-term appointments, part-time appointments, contract appointments, acting appointments, project-funded appointments, post-retirement contract appointments, and the reappointment of former employees.
- 3.2** This policy does not apply to honorary appointments, extraordinary appointments, non-remunerative appointments, visiting scholars who are not under the direct supervision and control of the College, or independent service providers who are not employees of the College.

4. LEGAL AND POLICY FRAMEWORK

- 4.1** This policy must be interpreted and applied in accordance with the Constitution of the Republic of South Africa, 1996.
- 4.2** The policy is further founded upon the Higher Education Act 101 of 1997, the Employment Equity Act 55 of 1998, the Labour Relations Act 66 of 1995, the Basic Conditions of Employment Act 75 of 1997, the Protection of Personal Information Act 4 of 2013, and other applicable legal and regulatory requirements.
- 4.3** This policy must be read together with the Hugenote Kollege Statute, applicable institutional policies, the delegation framework and the strategic plan of the College.

5. PRINCIPLES OF RECRUITMENT AND SELECTION

- 5.1** All recruitment and selection processes must be fair, objective, consistent, documentable, confidential and free from unfair discrimination.
- 5.2** Appointment must be based on merit, with due regard to qualifications, relevant knowledge, skills, experience, professional and academic competence, integrity, behavioural suitability, and the ability to contribute, where applicable, to teaching, learning, research, student support, institutional service and administration.
- 5.3** No appointment may compromise the academic standards, quality assurance requirements or institutional integrity of the College.
- 5.4** No candidate may be unfairly discriminated against on the basis of race, gender, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language, birth, or any other prohibited ground, except where a particular requirement is lawful and inherent to the post.
- 5.5** The College is committed to promoting employment equity and strengthening representivity by ensuring fair access to vacancies, identifying and removing barriers in processes, and giving due consideration to designated groups without disregarding inherent job requirements, minimum standards or academic quality.
- 5.6** As a values-driven institution, the College may reasonably require employees to respect and professionally uphold the mission, values, code of conduct and institutional ethos of the College, provided that such requirement is applied objectively, consistently and without unfair discrimination.
- 5.7** Language requirements may be imposed only where they are objectively justified, reasonable and inherent to the post. In academic positions, proficiency in the relevant languages of teaching and service delivery may be required where necessary for teaching, assessment, student support or academic leadership.

6. ROLES AND RESPONSIBILITIES

- 6.1** The Board exercises oversight over sound governance, policy compliance and the integrity of institutional appointment processes.
- 6.2** The Rector bears ultimate executive responsibility for the implementation of this policy, subject to lawful delegation.
- 6.3** Human Resources administers the process, advises on labour-law and policy compliance, facilitates advertising, record-keeping and verification, and monitors procedural fairness.
- 6.4** The relevant line manager, dean or executive manager motivates the vacancy, ensures that the job description is accurate and current, and participates in the selection process.
- 6.5** The selection committee bears collective responsibility for a fair, consistent and properly motivated recommendation.

7. APPROVAL TO RECRUIT

- 7.1** No post may be advertised or filled without prior written approval in terms of the College's delegation framework.
- 7.2** Approval to recruit may be granted only once budget availability, organisational need, post level, job description, and alignment with the staffing plan and strategic priorities have been confirmed.

8. JOB DESCRIPTION AND JOB PROFILE

- 8.1** Each vacancy must be preceded by an approved job description.
- 8.2** The job description must include at least the job title, purpose of the post, key outputs, minimum and recommended qualifications, minimum and preferred experience, knowledge, skills, behavioural competencies, inherent requirements, applicable language requirements, and any required professional registration.
- 8.3** No job description may contain unlawful or discriminatory criteria.

9. ADVERTISING OF VACANCIES

- 9.1** Vacancies must be advertised in a manner that serves fair access, transparency and the institutional interest.
- 9.2** Senior, scarce or strategic posts must, in principle, be advertised internally and externally simultaneously, unless a motivated deviation is approved.
- 9.3** Other posts may be advertised internally where this is reasonable, cost-effective and strategically justified.
- 9.4** All advertisements must include at least the job title, core responsibilities, minimum requirements, inherent requirements, closing date, and the College's commitment to equal opportunity and employment equity.
- 9.5** Targeted recruitment or search processes may be utilised for scarce or specialised posts, provided that all candidates are subjected to the same formal selection process and that the process is fully documented.

10. APPLICATIONS AND SHORTLISTING

- 10.1** All applications must be received through the approved process or platform and must be stored securely.
- 10.2** Human Resources must conduct an administrative screening process to determine whether applications are complete and whether the required minimum documentation has been submitted.
- 10.3** Shortlisting criteria must be derived in advance from the job description and applied consistently.
- 10.4** The selection committee must compile, motivate and document the shortlist.

11. SELECTION COMMITTEE

- 11.1** A selection committee must be appointed for each recruitment process.
- 11.2** A selection committee must, as far as reasonably possible, consist of at least four members, including the line manager or chairperson, a representative of Human Resources, and appropriate subject-matter or functional expertise.
- 11.3** The composition of the selection committee must be representative, include appropriate expertise, promote fairness and avoid conflicts of interest.
- 11.4** Each member of the selection committee must declare any actual, potential or perceived conflict of interest.

12. INTERVIEWS AND ASSESSMENT

- 12.1** All shortlisted candidates must be subjected to a structured interview.
- 12.2** Interviews must be based on predetermined questions and assessment criteria directly related to the post.
- 12.3** Depending on the nature of the post, the selection process may include a presentation or teaching demonstration, a writing or editing task, a technical or practical test, a case study, a simulation, a competency assessment, or a legally permissible psychometric assessment.
- 12.4** No interview question may relate to prohibited grounds of discrimination unless directly and lawfully relevant to an inherent requirement of the post.

13. VERIFICATION AND BACKGROUND CHECKS

- 13.1** Before final appointment, the College must conduct appropriate verification processes.
- 13.2** This includes, where applicable, qualification verification, identity or citizenship verification, SAQA evaluation of foreign qualifications, references, professional registration, work permit or visa status, and any other lawful verification reasonably required for the post.
- 13.3** Where a candidate conceals or misrepresents material information, this may constitute grounds for disqualification or, if already appointed, for appropriate action in terms of the law and institutional policy.

14. RECOMMENDATION AND DECISION-MAKING

- 14.1** The selection committee must motivate its recommendation in writing.
- 14.2** The recommendation must be based on the requirements of the post, the candidate's overall suitability, the outcomes of interviews and assessments, verification information, employment equity considerations, and the strategic and operational needs of the College.
- 14.3** No person may be appointed before the appropriate approvals have been obtained in accordance with the delegation framework.

15. APPOINTMENT AND OFFER

- 15.1** Only Human Resources or an authorised person may issue a formal offer of appointment.
- 15.2** No verbal or informal undertaking made by an unauthorised person shall bind the College.
- 15.3** The letter of appointment must include at least the job title, nature and duration of appointment, commencement date, remuneration and benefits, probation period, key conditions of service, and any special conditions.

16. PROBATION PERIOD

- 16.1** New employees shall be appointed subject to probation.
- 16.2** Unless otherwise provided in the employment contract, academic staff shall ordinarily serve a probation period of six months, and administrative and support staff a probation period of three months.
- 16.3** During the probation period, the employee must receive appropriate induction, guidance and performance feedback, and must be assessed fairly against the requirements of the post.

17. FOREIGN CANDIDATES

- 17.1** Foreign candidates may be appointed provided that all applicable immigration, qualification and labour-law requirements are satisfied.
- 17.2** Where applicable, the College may require that a skills transfer or capacity-building plan form part of the motivation for appointment.

18. REAPPOINTMENT AND POST-RETIREMENT APPOINTMENTS

- 18.1** A person who has retired from service may be reappointed on a contract basis where this is in the interests of the institution and is properly motivated.
- 18.2** Such appointments must be temporary, linked to a clear institutional need, and promote the transfer of knowledge or skills.
- 18.3** Former employees may be reappointed if they left the College in good standing and if no legal or integrity-related impediment exists.

19. IMPROPER PRACTICES

- 19.1** Nepotism, favouritism, patronage or predetermined selection is prohibited.
- 19.2** The manipulation of job requirements in order to favour a particular candidate is prohibited.
- 19.3** The use of language, culture or values requirements as disguised exclusionary mechanisms is prohibited.
- 19.4** The failure to disclose conflicts of interest or the improper disclosure of candidate information is prohibited.

20. RECORD-KEEPING, CONFIDENTIALITY AND POPIA

- 20.1** Human Resources must maintain proper records of all recruitment and selection processes.
- 20.2** Such records include at least approval to recruit, job descriptions, advertisements, applicant lists, shortlisting records, interview questionnaires, assessment forms, assessment outcomes, verification results, recommendations, and letters of appointment.
- 20.3** Candidates' personal information must be handled confidentially and in accordance with POPIA.

21. DEVIATIONS

- 21.1** Any deviation from this policy must be exceptional, motivated in writing, and approved in advance in accordance with the delegation framework.
- 21.2** No deviation may expose the College to unfair discrimination, labour-law risk, reputational damage or regulatory non-compliance.

22. IMPLEMENTATION AND MONITORING

- 22.1** Human Resources is responsible for the implementation, training, monitoring and periodic evaluation of this policy.
- 22.2** The application of this policy must form part of the College's broader system of performance management, risk management, compliance and institutional improvement.
- 22.3** Annual reporting on recruitment patterns, critical vacancies and turnaround times in appointments should be submitted to Management Committee.

23. REVIEW OF THE POLICY

- 23.1** This policy must be reviewed at least every three years, or earlier if legislation, regulatory frameworks, the Statute, the strategic plan or the organisational structure changes.
- 23.2** A review may also take place where labour-law or institutional risks require it, or if requested by the Board or the Rector.

APPROVAL AND SIGN-OFF

Recommended by	Me M Payne
Position	HUMAN RESOURCES
Approved by	Prof CHM Bloem
Position	RECTOR
Date	25 June 2026