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Procedure for
Academic Appointments and Promotions

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HEMIS classification	
Aim	To set out the procedure for the appointment and promotion of academic staff
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Institutional functionary (curator) responsible for this procedure	Chief Director: Human Resources
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The core of the procedure

The processes for academic appointments and promotions have been revisited with a view to replacing the multilevel processes that were followed with a process that will allow for all academic appointments and promotions to be handled at faculty level.

1. Context

The complex nature of the University requires hybrid structures and processes for academic appointments and promotions. The following approach is indicated:

- All academic appointments and promotions are handled at faculty level.
- The Appointments Committee of Senate (AC[S]), in its restructured format, receives notification of such appointments and promotions.
- In adherence to the underlying values and principles of sound delegated authority, the respective deans are empowered to decide on academic appointments and promotions.
- The AC(S) plays a key value-adding overseeing role.

2. Points of departure

2.1 *Designing for quality*: The required value is planned for and integrated at all stages of the redesigned academic appointments and promotions processes.

2.2 *Optimal empowerment and accountability*, which is being ensured as follows:

2.2.1 Approved academic appointment and promotion criteria apply to all faculties.

2.2.2 SU's Code for Management Practices is the applicable University policy instrument guiding academic appointments and promotions.

2.2.3 The Human Resources Division provides professional support during all stages of appointments and promotions processes to achieve compliance with the applicable labour legislation.

2.2.4 Each faculty has its own balanced academic appointments and promotions committee (AAPC) that includes academic staff from other faculties among its membership.

2.2.5 The AC(S) can monitor and evaluate the recommendations by faculty AAPCs by means of an electronic SharePoint discussion board.

2.3 *Employment equity*: Academic appointments and promotions adhere fully to the Employment Equity Plan approved by SU Council.

2.4 *Sustainable affordability*: Academic promotions and appointments are contextualised by the respective environments' approved and funded multiyear workforce plans.

2.5 *Transparency*: The composition of the facultorial AAPCs renders their procedures transparent.

2.6 *The right of appeal*: Minority views stemming from faculty AAPCs are to be heard, as well as appeals from unsuccessful internal candidates for promotion.

3. Procedure

3.1 An AAPC must be constituted as a subcommittee of the AC(S) at each SU faculty.

3.2 The membership of facultorial AAPCs, besides being diversified with regard to race and gender, must be composed as follows[1]:

    3.2.1 the dean (or designate), as chair for all academic appointments and promotions;

    3.2.2 the vice-dean(s);

    3.2.3 two chairs from academic departments or disciplines, elected by the academic staff at the faculty;

    3.2.4 one member from the professorial staff at the faculty;

    3.2.5 one departmental chair from another faculty;

    3.2.6 the Human Resources practitioner for the specific faculty (in a supportive capacity);

    3.2.7 the Employment Equity Manager or the EE Manager's faculty representative (ex officio, with voting rights); and

    3.2.8 additional internal or external discipline-specific members (if required); should external experts with voting rights be unavailable in person, a written report may be submitted to the panel for consideration.

3.3 **The AAPC handles all academic appointments and promotions**, and makes recommendations via the Chief Director: Human Resources to the Rector, who has the authority delegated by the AC(S) to consider and approve the recommendations and who must notify the AC(S) and Senate accordingly.

3.4 As concerns appointments and promotions to the levels of associate professor and professor, the AAPC makes recommendations via the Chief Director: Human Resources. The AC(S) considers AAPC recommendations via a SharePoint discussion board with a view to recommending or raising concerns regarding such recommendation where necessary. The AC(S) must respond on the SharePoint discussion board within a prescribed period after notification of new recommendations for appointments and promotions.

3.5 Concerns that are raised must be compiled as feedback from the AC(S) members and submitted to the responsible dean and head of department (HOD), who must respond.

3.6 The response from the dean and HOD must be circulated among the members of the AC(S) via SharePoint for recommendation within a prescribed period.

3.7 Should the prescribed periods lapse without any queries having been made regarding an AAPC recommendation or, alternatively, once the AC(S) members' concerns have been resolved by the dean's, HOD's or AAPC's explanations, the Chief Director: Human Resources submits the AAPC's recommendations to the Rector, who has the authority delegated by the AC(S) to consider and approve the recommendations. Senate is notified via the AC(S).

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[1] Faculties may, depending on their specific context, expand their AAPCs with additional discipline-specific members from either the faculty concerned or other SU environments, or from other universities, partner employers and experts.

3.8 Should concerns about recommended appointments and promotions remain unresolved by dialogue on the SharePoint discussion board, the recommendation must serve for consideration at the next formal meeting of the AC(S).

4. The strategic role of the AC(S), including academic oversight:

4.1 Reflect on and make recommendations to faculties about the generic academic competencies needed to achieve SU's strategic objectives.

4.2 Consider parity and the contextuality of the AAPCs' recommendations about appointments and promotions.

4.3 Oversee from an institutional perspective the layout of the career paths of young academic stars.

4.4 Consider appeals, received via the Vice-Rector: Social Impact, Transformation and Personnel, by unsuccessful internal candidates for promotion.

4.5 Consider and make recommendations regarding appointments of distinguished professors.

4.6 Consider and make recommendations about academic staff recommended for continued service after the age of 65.

4.7 Advance the recruitment, appointment and promotion of candidates from the designated groups to promote employment equity.

4.8 Reflect on and make recommendations to faculties regarding systemic hindrances impeding the vertical career advancement of academic staff (with a special focus on academic staff from designated groups).

4.9 Composition: the Rector (or the Rector's designate), as chair; the four vice-rectors; ten members elected by Senate; and ex officio members – the Chief Director: Human Resources, the Director: Employment Equity and the Manager: Human Resources for Academic Environments.

4.10 Convenes formally four times a year.

5. Conclusion

The process set out above ensures the following:

5.1 academic appointments and promotions that are more closely alignment to SU Management's philosophy of decentralised decision-making;

5.2 optimal alignment among the elements of responsibility, authority and accountability of deans;

5.3 enhanced speed and simplicity regarding academic promotions and appointments;

5.4 elevated functioning of the AC(S) to the correct level – i.e. strategic guidance and oversight;

5.5 appropriate, context-specific diversity and desired outcomes by means of the integrated checks and balances built into the process, and by designing for quality; and

5.6 undiluted overseeing role of Senate regarding academic appointments, because the current reporting line to Senate remains intact.

6. Supporting documents

Item no.	Name of document	Status *(e.g. identified, in process or approved)*
AP0045	Guidelines for the Appointment and Promotion of Lecturers	

7. Related documents

Item no.	Name of document	Status *(e.g. identified, in process or approved)*
AP0050	Code for Management Practices	