NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY

RECRUITMENT AND SELECTION POLICY



HUMAN CAPITAL DEPARTMENT

RECRUITMENT AND SELECTION POLICY

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	Labour Act, 2007 (Act No. 11 of 2007)	Job Evaluation Policy
	Affirmative Action (Employment) Act, 1998 (Act No. 29 of 1998), as amended by Act No. 6 of 2007	Policy for the Awarding of Professorships
	Employment Services Act, 2011 (Act No. 8 of 2011)	*Remuneration Policy*
	Immigration Control Act, 1993 (Act No. 7 of 1993)	Performance Management Policy
	Namibia Qualifications Authority Act, 1996 (Act No. 29 of 1996)	Succession Planning Policy
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ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
AA	Affirmative Action
DVC	Deputy Vice-Chancellor
EXCO	Executive Committee of NUST
GTA	Graduate Talent Acceleration Programme
HC	Human Capital Department
HCBP	Human Capital Business Partner
HoD	Head of Department
JSCCS	Joint Search Committee of Council and Senate
JSCC	Joint Search Committee of Council
LLB	Legum Baccalaureus (Bachelor of Laws)
NQA	Namibia Qualifications Authority
NQF	Namibia Qualifications Framework
NUST	Namibia University of Science and Technology
PEGA	Public Enterprises Governance Act
PR	Permanent Residence
PSPC	Professorial Selection and Promotions Committee
SDF	Staff Development Fellow
VC	Vice-Chancellor

DEFINITIONS

Term	Definition
Affirmative Action	Proactive measures aimed at promoting equal employment opportunities and redressing historical imbalances in the workforce, in accordance with the Affirmative Action (Employment) Act, No. 29 of 1998, as amended. At NUST, Affirmative Action is not about lowering standards; it is about ensuring equitable access to employment opportunities, achieving representative diversity, and giving preference to suitably qualified candidates from designated groups, namely women, persons with disabilities, and racially disadvantaged persons, where they meet the merit-based requirements of the position.
Advertisement	The formal public or internal announcement of a vacant position to attract suitably qualified candidates, containing the job title, grade, key responsibilities, minimum requirements, and application procedures.
Assessment	Structured methods and tools used to evaluate the suitability, competencies, and potential of candidates during the recruitment and selection process, including structured interviews, competency assessments, case studies, simulation exercises, and psychometric testing.
Council	The highest governing body of NUST, established under the NUST Act, 2015. Responsible for overall governance, strategic direction, and policy oversight, including the appointment of Executive Management.
External Candidate	A person who is not currently employed by the University on a full-time basis.
Fixed-term Employee	An employee engaged for a specified term or ascertainable period with a defined start and end date.
Internal Candidate	An employee currently employed by NUST on a permanent basis, a five-year contract, or a fixed-term contract exceeding 12 months. Part-time academic lecturers and moderators are regarded as external candidates.
Internal Transfer	The lateral movement of an employee from one position to another of equivalent grade within the University, with no change to salary, benefits, or job grade.
Job Grading System	NUST's adopted Peromnes Grading System, which classifies jobs from grade 1 (highest) through grade 19, based on role complexity, accountability, and required qualifications.

Term	Definition
Line Manager	An employee with direct supervisory authority over another employee, responsible for day-to-day management, performance, and conduct.
Permanent Employee	An individual appointed to a substantive position within the University on an indefinite basis, not limited by a fixed-term contract.
Pre-employment Checks	Verification processes conducted prior to confirming an offer of employment, including identity verification, qualification validation, employment history and reference checks, criminal record checks, credit checks (for financially responsible roles), medical fitness assessments, and right-to-work verification.
Promotion	The movement of an employee from their current position to a higher-level position within the University, typically involving a change in job grade, salary, and responsibilities, through the formal recruitment and selection process.
Psychometric Assessment	A standardised and scientifically validated method used to measure a candidate's cognitive abilities, personality characteristics, behavioural style, or work-related attributes, administered by a registered professional.
Recruitment	The strategic process of identifying, attracting, and engaging suitably qualified candidates to apply for vacant or newly created positions within the University.
Redeployment	The process of transferring an existing employee from one role, department, or location to another within the University, typically in response to organisational restructuring, redundancy avoidance, or workforce optimisation.
Reference Check	A formal process conducted during the final stages of recruitment to verify a candidate's previous employment history, performance, conduct, and suitability, by contacting former supervisors or professional colleagues.
Scarce Skills	Skills that are in short supply in the Namibian labour market, are difficult to source, and are critical to achieving institutional strategic objectives.
Secondment	A temporary assignment of a staff member to another department within NUST (internal secondment) or to another institution or organisation (external secondment) for a defined period.
Selection	The systematic process of evaluating candidates against predefined criteria to identify the most suitable person(s) for a specific role.

Term	Definition
Selection Criteria	The specific qualifications, skills, experience, attributes, and competencies used to assess candidates, derived from the job description and applied consistently throughout the process.
Selection Panel	A formally constituted group of individuals responsible for evaluating and recommending candidates for appointment, ensuring fairness, transparency, and alignment with employment equity objectives.
Transfer	The movement of an employee from one position, department, or location to another within the University, without a change in employment status or rank.
Understudy	A Namibian employee formally designated to progressively learn and assume the responsibilities of a more senior or critical role occupied by a non-Namibian employee, for the purposes of skills transfer and succession planning.
Vacancy	An approved and budgeted position within NUST that is currently unoccupied and requires filling.

1. PREAMBLE

The Namibia University of Science and Technology (NUST) recognises that its people are its most valuable asset in achieving academic excellence, innovation, and institutional sustainability. The University is committed to attracting, selecting, and retaining high-calibre talent through a recruitment and selection process that is fair, transparent, merit-based, and fully compliant with Namibian law and leading university practice.

This Policy provides the overarching framework governing all recruitment, selection, and appointment activities at NUST. It applies across all categories of employment, from Executive Management and senior academic appointments to fixed-term, contract, and administrative staff, and ensures that every appointment decision reflects the University's commitment to excellence, equity, and institutional integrity.

1.1 Purpose

The purpose of this Policy is to:

1.1.1. Establish a consistent, transparent, and legally compliant framework for attracting, assessing, selecting, and appointing staff at all levels of the University.

1.1.2. Ensure that recruitment and selection processes are conducted fairly and objectively, in alignment with NUST's strategic goals and values.

1.1.3. Promote compliance with applicable Namibian legislation, NUST statutes, and relevant codes of good practice.

1.1.4. Advance equal employment opportunities and support a diverse, inclusive workforce reflective of Namibian society, consistent with the Affirmative Action (Employment) Act, No. 29 of 1998.

1.1.5. Uphold the University's commitment to merit-based appointments and institutional excellence.

1.1.6. Provide clarity on the roles, responsibilities, processes, and accountability of all parties involved in recruitment and selection.

1.2 Background

The University's strategic growth, evolving academic and research profile, and operational complexity require a disciplined, structured approach to talent acquisition. Previous

recruitment practices at NUST were governed by a range of ad hoc procedures and departmental norms that were inconsistent in application and insufficiently robust for the University's current scale and ambition.

This Policy is informed by leading practice at research-intensive universities, including the University of Cape Town, Stellenbosch University, the University of Edinburgh, and the University of Melbourne; by Namibian employment legislation; and by NUST's own strategic imperatives. It responds to the need to streamline and professionalise the University's approach to talent acquisition, uphold meritocracy, support transformation, and ensure defensible, auditable appointment processes.

1.3 Objectives

This Policy aims to:

1.3.1. Ensure that all recruitment and selection procedures comply with equal employment opportunity principles and applicable national legislation.

1.3.2. Guarantee that all appointments are made based on merit, relevant qualifications, and demonstrated competencies.

1.3.3. Attract a sufficiently diverse and qualified pool of applicants for every position.

1.3.4Establish clear, consistently applied procedures that facilitate the appointment of the most suitable candidates.

1.3.5. Align selection criteria with the specific requirements and competencies essential for successful performance in each role.

Support NUST's Affirmative Action and transformation obligations, ensuring equitable access to employment without compromising standard.

2. SCOPE OF APPLICATION

This Policy applies to all recruitment and selection activities undertaken by or on behalf of NUST, and governs:

2.1. All full-time and part-time staff appointments, whether permanent, fixed-term, or contract.

2.2. Internal and external applicants for all positions across EXCO, Management, Academic, Administrative, and Technical Support categories.

2.3. All current employees being considered for promotion, internal transfer, or acting appointments.

2.4. Recruitment by contracted external agencies acting on NUST's behalf.

2.5. All categories of appointment including Executive, Senior Management,

2.6. Fixed-Term, Permanent, Part-Time, Fractional, Acting, Visiting, Sabbatical, Secondment, and Post-Retirement appointments.

For the purposes of this Policy:

a) Full-time fixed-term administrative employees shall be regarded as **internal candidates.**

b) Part-time academic employees (including part-time lecturers and moderators) shall be regarded as **external candidates.**

The Internship Programme and Graduate Talent Acceleration (GTA) Programme are governed by their own dedicated policies but are subject to the general principles of fairness, merit, and compliance set out herein.

3. POLICY STATEMENT

NUST is committed to identifying, attracting, and retaining top talent in a timely, fair, and cost-effective manner. This policy is aligned to the ISBP 2026-2030 with the focus on 4th strategic theme human capital, faculty excellence and student success. Supported by measurable objectives guided by the balance scorecard.

All recruitment and selection processes shall:

3.1 Be conducted with integrity, transparency, and in full compliance with applicable legislation and institutional policy.

3.2 Be based on merit, relevant qualifications, demonstrated competencies, and potential contribution to the University's mission.

3.3 Advance NUST's Affirmative Action obligations, giving preference to suitably qualified Namibians and designated groups without compromising institutional standards.

3.4 Protect the rights and dignity of all applicants, regardless of race, gender, sex, age, disability, religion, political affiliation, marital status, ethnic or social origin, sexual orientation, or any other ground proscribed by the Labour Act.

3.5 Be supported by robust governance, documented decision-making, and accountability mechanisms that are auditable and defensible.

3.6 Contribute to NUST's long-term workforce sustainability, transformation, and institutional excellence.

3.7 **No person shall be appointed permanently as a staff member, whether on probation or not, unless that person is a Namibian citizen.** Non-Namibian appointments shall be made on a fixed-term contract basis only, in accordance with Section 8.2.4.

4. LEGAL FRAMEWORK

This Policy is implemented in compliance with the following legislation, standards, and instruments:

4.1 Primary Legislation

4.1.1. Namibia University of Science and Technology Act, 2015 (Act No. 7 of **2015)** — Establishes NUST as a juristic person, governs its structures, and provides for the appointment of executive officers.

4.1.2. Labour Act, 2007 (Act No. 11 of 2007) — Governs all employment relationships, including the rights of employees, conditions of employment, fair labour practices, and prohibitions on unfair discrimination.

4.1.3. Affirmative Action (Employment) Act, 1998 (Act No. 29 of 1998)**, as amended by Act No. 6 of 2007** — Mandates the promotion of equal employment opportunities for designated groups and the implementation of affirmative action measures by designated employers.

4.1.4. Employment Services Act, 2011 (Act No. 8 of 2011) — Regulates employment services, private employment agencies, and the national employment information system (NIEIS).

4.1.5. Immigration Control Act, 1993 (Act No. 7 of 1993) — Governs the right of non-Namibians to work in Namibia, including the requirement for valid work permits or work visas.

4.1.6. Namibia Qualifications Authority Act, 1996 (Act No. 29 of 1996) — Governs the evaluation and verification of qualifications, including those obtained outside Namibia.

4.1.7. Social Security Act, 1994 (Act No. 34 of 1994) — Governs social security contributions and benefits, including the Maternity Leave, Sick Leave and Death Benefit Fund applicable to appointed staff.

4.2 Internal Governance Instruments

4.2.1. NUST Statutes, Rules and Regulations

4.2.2. Delegation of Decision-Making Authority Framework

4.2.3. Human Capital Code

4.2.4. Job Evaluation Policy

4.2.5. Remuneration Policy

4.2.6. Policy for the Awarding of Professorships

4.2.7. Performance Management Policy

4.2.8. Succession Planning Policy

4.2.9. Affirmative Action Policy and Procedures, and Affirmative Action Plan

Where any conflict arises between this Policy and applicable national legislation, national legislation shall prevail. Where any conflict arises between this Policy and the Human Capital Code, this Policy shall prevail on matters specific to recruitment, selection, appointment, promotion, and acting; the Human Capital Code shall otherwise apply on all general conditions of service

5. PRINCIPLES GUIDING PRACTICES AT NUST

The following principles underpin all recruitment and selection activity at NUST:

5.1 Merit and Strategic Alignment

All appointments shall be merit-based, founded on objective assessment of qualifications, experience, competencies, and potential contribution to NUST's strategic objectives. Recruitment shall be aligned with the University's approved Workforce Plan and institutional priorities.

5.2 Fairness, Equity, and Non-Discrimination

All candidates shall be treated equitably and without discrimination on any ground proscribed by the Labour Act. Affirmative Action provisions shall be applied consistently and in good faith, giving preference to suitably qualified candidates from designated groups. Where two candidates are of equal merit, preference shall be given in accordance with the Affirmative Action Act and the University's transformation targets.

5.3 Transparency and Accountability

All recruitment decisions shall be documented, reasoned, and auditable. Selection panels shall maintain thorough records of their deliberations, scoring, and recommendations. Governance structures and approval authorities shall be clearly defined and consistently applied in accordance with the Delegation of Decision-Making Authority Framework.

5.4 Structured and Competency-Based Assessment

All candidates shall be assessed against consistent, predefined, and job-relevant criteria through structured and competency-based processes. Assessment methods shall be fair, validated, and applied uniformly across all candidates for the same position.

5.5 Prevention of Corruption and Promotion of Integrity

All recruitment, appointment, and promotion processes shall be conducted in a manner that upholds the highest standards of integrity, fairness, and transparency. All persons involved shall conduct themselves in the best interests of NUST at all times.

5.5.1. Members of selection, shortlisting, and promotion committees shall declare any actual, potential, or perceived conflict of interest prior to participating in any decision-making process and shall recuse themselves where a conflict exists.

5.5.2. Any attempt to influence the outcome of a recruitment or promotion process through bribery, nepotism, favouritism, or any other unethical means shall be considered gross misconduct and shall be subject to disciplinary action.

5.5.3. All decisions regarding appointments and promotions must be documented in writing, including the rationale for the decision, and must be made available for audit and review.

5.5.4. Anonymous reporting mechanisms shall be established and maintained to allow staff and applicants to report unethical conduct in recruitment, selection, and promotion processes without fear of retaliation.

For the purposes of this Policy, **nepotism** means the practice of favouring relatives or friends, especially by giving them jobs or promotions, regardless of merit. Nepotism in any form is strictly prohibited.

5.6 Confidentiality and Data Protection

All applicant information shall be treated with strict confidentiality and processed in compliance with applicable data protection principles. Access to applicant data shall be restricted to authorised personnel directly involved in the recruitment process. Data shall be used solely for the purpose of recruitment, stored securely, and destroyed after the legally mandated retention period.

5.7 Non-Namibian Appointments

Non-Namibian candidates may be recruited only where no suitably qualified Namibian is available for the position, and subject to compliance with the Immigration Control Act and the Affirmative Action Act. All non-Namibian appointments shall include a formal skills transfer and understudy plan for Namibian employees and shall be subject to the validity of a work permit or work visa. Non-Namibian appointments shall not exceed five years per contract.

5.8 Safe and Compliant Employment

NUST shall ensure that all appointments comply with the University's health, safety, and operational requirements. Where applicable, medical fitness assessments, criminal record checks, and credential verifications shall be conducted before an offer is confirmed.

5.9 Probationary Periods

All new appointments, whether permanent or on contract of more than one year, shall be subject to a probationary period of twelve (12) months for academic and technical staff, and six (6) months for administrative staff. A probationary appointment is a conditional appointment subject to the employee's display of diligence, competence, and satisfactory conduct.

During probation, the employee shall be appraised regularly to determine whether the required performance standards are met. Performance evaluation reports shall be submitted by the supervisor at intervals of every six (6) months for academic and technical staff, and every two (2) months for administrative staff. The probationary period may be extended by three (3) months for administrative staff, or by six (6) months for academic and technical staff, owing to unsatisfactory performance.

Confirmation of appointment upon expiry of probation is contingent upon certification by the Head of Department or evaluator that the employee has been diligent and competent, that conduct has been uniformly satisfactory, and that the employee is in every respect suitable for confirmation, together with the approval of Council. The probationary period shall be extended by the number of days of maternity leave, unpaid leave, or sick leave exceeding twenty (20) consecutive working days taken during that period.

Should an employee on probation fail to meet the required standard, discharge shall be effected either during or immediately after the expiry of the probationary period, on one (1) month's notice. Where conduct during probation is unsatisfactory, the employee may be summarily discharged with or without notice pay, after being granted the opportunity to be heard. NUST shall provide adequate training to enable a probationer to acquire the necessary skills and competencies. Where an employee has misrepresented their competence or skill during the recruitment process, NUST reserves the right to terminate employment summarily following a formal disciplinary inquiry. All benefits applicable to permanent staff members shall apply to staff on probation.

5.10 Language Requirements

English is the official language of NUST. All staff members, except those in Job Grade 13 and below, must be fully conversant in English. Staff within Job Grade 13 and below must possess a working knowledge of English.

5.11 Policy Compliance

Recruitment and selection decisions are binding. Unsuccessful candidates may request general feedback from the Human Capital Department. Concerns regarding procedural compliance may be reported to the Human Capital department for administrative review. Such reviews shall not reconsider or alter the substantive outcome of an appointment decision.

6. POLICY CONTEXT

This Policy is situated within NUST's integrated human capital management framework and directly supports the University's Integrated Strategic Plan. It operates in the context of Namibia's national

human capital development agenda, including Vision 2030 and the Harambee Prosperity Plan, which emphasise the development of a skilled, diverse, and knowledge-based workforce.

NUST's academic portfolio, research ambitions, and operational complexity require a nuanced, differentiated approach to talent acquisition that is responsive to the distinct requirements of executive, academic, administrative, and technical roles. The University's Affirmative Action obligations, as a designated employer under the AA Act, require active and genuine commitment to equitable representation at all levels.

This Policy provides the institutional foundation for all appointment types and is complemented by the companion Recruitment and Selection Procedures document, which provides the detailed operational steps, timelines, panel compositions, and forms required to implement this Policy.

7. STRUCTURES GOVERNING THE POLICY

7.1 Council

The Council of NUST is responsible for:

7.1.1. Approving this Recruitment and Selection Policy and any amendments thereto.

7.1.2. Approving the University's organisational structure and staffing framework.

7.1.3. Appointing Executive Management: The Vice-Chancellor, Deputy Vice-Chancellors, and the Registrar, in accordance with the NUST Act and Statutes.

7.1.4. Ensuring that recruitment practices align with NUST's strategic objectives, legal obligations, and principles of good governance.

7.2 Vice-Chancellor

The Vice-Chancellor is responsible for:

7.2.1. Maintaining the approved staff structure and authorising appointments in accordance with the Delegation of Decision-Making Authority Framework.

7.2.2. Approving senior academic and administrative appointments as per the delegated authority.

7.2.3. Authorising headhunting and approved exceptions to standard recruitment procedures where justified.

7.2.4. Approving the annual Workforce Plan in consultation with EXCO and the Human Capital Department.

7.3 Executive Committee (EXCO)

EXCO is responsible for:

7.3.1. Annually reviewing and approving the University's workforce requirements and associated financial implications.

7.3.2. Approving recruitment requests for positions within their delegated authority.

7.3.3. Ensuring alignment between appointments and the University's strategic priorities and budgetary provisions.

7.4 Deans, Directors, and Heads of Department

Academic and administrative line managers are responsible for:

7.4.1. Submitting recruitment requests aligned with the approved Workforce Plan.

7.4.2. Developing job descriptions and advertisements in consultation with the Human Capital Department.

7.4.3. Recommending members of the shortlisting and interview panels.

7.4.4. Chairing or formally delegating the chairpersonship of the shortlisting and interview processes.

7.4.5. Reviewing and approving interview proceedings and minutes within their mandate.

7.5 Human Capital Department

The Human Capital Department is responsible for:

7.5.1. Providing expert advice on the interpretation and application of this Policy and associated procedures.

7.5.2. Maintaining the register of approved positions and monitoring appointments against the approved organisational structure.

7.5.3. Co-ordinating Workforce Plans in consultation with Faculties, Departments, and Units.

7.5.4. Conducting job analysis and reviewing and grading job descriptions before advertisement.

7.5.5. Co-ordinating all aspects of the recruitment process, including advertisement, shortlisting logistics, interview scheduling, and reference checks.

7.5.6. Serving on all Selection Committees and recording official minutes of proceedings.

7.5.7. Preparing and issuing provisional offers of employment.

7.5.8. Communicating outcomes to all candidates and maintaining recruitment records.

7.6 Selection Panels

All Selection Panels are constituted to oversee a specific recruitment process and are responsible for:

7.6.1. Ensuring fair, transparent, merit-based, and legally compliant selection processes.

7.6.2. Asking structured, competency-based, job-relevant assessment questions.

7.6.3. Advancing the University's Affirmative Action targets.

7.6.4. Declaring conflicts of interest and maintaining strict confidentiality throughout.

7.6.5. Making informed, documented recommendations for appointment.

Every shortlisting and selection panel shall consist of **at least one Affirmative Action representative and at least one senior staff member with Namibian citizenship.** At least one external subject-matter expert shall be included on the selection panel for Management, Executive, Professor, and Associate Professor positions.

8. IMPLEMENTATION

8.1 Workforce Planning

All recruitment shall be preceded by and grounded in an approved Workforce Plan. Workforce Plans shall be developed for each strategic planning period, reviewed annually, and approved by EXCO. No position may be created or filled unless it is reflected in the approved organisational structure and budgeted Workforce Plan, save where expressly approved by the Vice-Chancellor.

8.2 Types of Appointments

NUST recognises the following categories of appointment, each governed by the conditions and processes set out in the companion Recruitment and Selection Procedures:

8.2.1 Executive Appointments

The Vice-Chancellor, Deputy Vice-Chancellors, and Registrar are appointed by Council through the Joint Search Committee of Council and Senate (JSCCS), in accordance with Sections 13(2) and 14(1) of the NUST Act, 2015, and the applicable Statutes.

1. Where a suitably qualified and experienced Namibian candidate is identified for the position of Vice-Chancellor, that candidate shall be given preference over non-Namibian candidates.
2. An expatriate Vice-Chancellor's contract of employment may be extended beyond the initial five-year period of appointment only where no suitable Namibian candidate is identified.
3. A Namibian citizen appointed as Vice-Chancellor, Deputy Vice-Chancellor, or Registrar who, for reasons other than dismissal for misconduct, is not re-appointed after serving the institution, shall be offered a position and salary package equivalent to the academic post of

Director/Professor (for Vice-Chancellor) or Deputy Director/Associate Professor (for Deputy Vice-Chancellor and Registrar) in either the Academic or Administrative Structure.

4. No expatriate Deputy Vice-Chancellor or Registrar contract of employment shall be extended beyond the initial five-year period of appointment.

8.2.2 Senior Management Appointments

Senior appointments include Deans, Associate Deans, Heads of Department, Directors, and other positions designated as senior by the Vice-Chancellor. These appointments are made in accordance with the relevant Statutes and the Delegation of Decision-Making Authority Framework.

1. Appointment of a Dean shall be made in compliance with Part 14 of the Statutes and Regulations of NUST. A suitably qualified and experienced Namibian candidate shall be given preference over non-Namibian candidates.
2. No expatriate Dean's contract of employment shall be extended beyond the initial four-year period of appointment.
3. A Namibian citizen appointed as Dean who, for reasons other than dismissal for misconduct, is not re-appointed after serving the institution, shall be offered a position and salary package equivalent to the academic post of Director/Deputy Director/Professor/Associate Professor in either the Academic or Administrative Structure.

8.2.3 Permanent Appointments

Permanent appointments are offered following a competitive recruitment process and have no predetermined end date. Permanent appointments address long-term institutional needs and are available to Namibian citizens, permanent residents, and domicile holders. No person above the prescribed retirement age (65 years) shall be appointed on a permanent basis, except for exceptional cases approved by the Vice-Chancellor.

8.2.4 Fixed-Term Appointments

Fixed-term appointments are contractual engagements with a defined start and end date, used for non-Namibian employees, project-based roles, externally funded positions, research roles, replacement employees, post-retirement retention, internships, GTA Programme participants, and understudies. Fixed-term contracts do not imply automatic renewal. Non-Namibian fixed-term appointments shall not exceed five years per contract.

8.2.5 Fractional Appointments

Fractional (permanent part-time) appointments are established positions within an approved organisational structure, structured around a defined portion of the working day. The appointment

fraction shall range between 3/8 and 5/8 of a full-time equivalent (FTE). Remuneration and benefits shall be allocated proportionally.

8.2.6 Part-Time and Supernumerary Appointments

Part-time or supernumerary appointments are short-term, non-permanent engagements for temporary staffing needs. They are not part of the approved organisational structure and do not attract long-term employment benefits. Remuneration is provided on an hourly or task-specific basis.

8.2.7 Part-Time Academic Appointments

Part-time academic appointments engage industry experts, retired academics, or subject specialists to contribute to teaching, research, or supervision on a limited basis. Terms and conditions are governed by the approved Council tariff list. Individuals in this category have no expectation of permanent appointment.

8.2.8 Acting Appointments

A staff member may be appointed to act in a higher-graded position for a continuous period exceeding one calendar month, subject to approval in accordance with the Delegation of Decision-Making Authority Framework.

1. Acting allowance shall be calculated at one hundred percent (100%) of the basic minimum notch of the higher position and shall be non-pensionable.
2. Acting in a higher position shall not exceed six (6) months. An extension of a further six (6) months may be considered only in exceptional circumstances.
3. To ensure fairness, acting appointments shall be rotated. No staff member shall serve in an acting capacity for more than six (6) months continuously; where the acting period must continue beyond six months, another eligible staff member shall be appointed to act in the position.
4. The position in which the employee acts must be graded at a level higher than the employee's substantive job grade. No staff member shall act in a position lower than their current job grade. An acting appointment does not imply or guarantee permanent employment in that position.
5. The acting allowance shall be payable only where the incumbent assumes full accountability, responsibility, and the requirements of the position. The allowance is added to the incumbent's monthly salary but is not taken into account for pension, bonus, or other benefit calculations.

6. The substantive position shall be advertised and recruitment initiated within the six-month acting period, and the position shall be substantively filled thereafter.
7. Acting appointments shall be granted to the next eligible employee in line, provided that the employee possesses the minimum qualifications required for the position and has completed no less than 50% of the prescribed years of experience for the role.

8.2.9 Additional Work Responsibilities

In the absence of a substantive employee at the same level for a continuous period exceeding one calendar month, an eligible employee may be assigned additional work responsibilities, subject to prior approval in accordance with the Delegation of Decision-Making Authority Framework.

1. The additional work allowance shall be calculated at fifty percent (50%) of the minimum basic notch of the employee's current job grade and shall be non-pensionable.
2. Additional work responsibilities shall be granted for a maximum duration of six (6) months per instance, and shall not apply to responsibilities for a position at a lower job grade.
3. Only one staff member shall be eligible for additional work responsibilities per vacant position, and that staff member shall be from the same department.
4. Additional work responsibilities are distinct from, and shall not apply to, acting appointments at a higher level, which are governed by the Acting Allowance provisions above.

8.2.10 Visiting, Sabbatical, and Secondment Appointments

Individuals from other institutions or organisations may be appointed in a visiting, sabbatical, or secondment capacity to foster academic collaboration and knowledge exchange. Such appointments are governed by formal agreements and do not qualify for full remuneration or permanent employment benefits. Individuals may receive an honorarium, accommodation support (up to 14 days), return travel assistance, and access to institutional resources.

8.2.11 Post-Retirement Appointments

The retirement age at NUST is 65 years. Where a retiring employee occupies a position for which no suitable replacement has been identified, the University may

re-employ the retired individual on a fixed-term contract of up to 12 months, subject to Vice-Chancellor approval and the submission of a skills transfer plan. Extensions beyond 12 months may be granted annually up to the employee's 70th birthday, subject to medical fitness and institutional need.

8.2.12 Transfers and Redeployment

A staff member may be transferred to another position within the University, either on the initiative of management or through a formal self-initiated application. Such requests shall first be discussed

with the relevant Line Manager through the Director: Human Capital, who shall assess the circumstances and recommend an appropriate course of action to the relevant Deputy Vice-Chancellor or the Vice-Chancellor, as prescribed in the Delegation of Decision-Making Authority Framework.

1. **Conditions for transfer:** A transfer shall only be implemented on medical grounds (supported by valid documentation); upon the recommendation of a duly constituted Disciplinary or Grievance Committee; or in cases of redundancy, reorganisation, or retrenchment. Transfers that do not fall within these conditions shall be subject to the standard recruitment and selection process.
2. **Eligibility of the target position:** The position must exist on the approved organisational structure, and must be vacant and budgeted.
3. **Nature of transfers:** Transfers shall be lateral only (same grade and remuneration), or geographical (involving relocation to a different campus, region, or office). Transferred staff shall retain their existing salary and benefits.
4. **Staff eligibility:** The staff member must have completed probation and must meet the qualification and experience requirements of the target position. All transfers require approval by the Vice-Chancellor.
5. **Temporary transfer:** NUST may temporarily transfer a staff member to another post for which they are suitably qualified, provided the staff member consents. Temporary transfers shall normally not exceed twelve

1.1.2 (12) months.

Redeployment shall be initiated by the University and guided by fair labour practices, consultation, and consideration of the employee's skills, experience, and preferences. Redeployment shall be used as an alternative to retrenchment and may be temporary (secondment) or permanent. Employees redeployed to lower roles by the University shall retain their existing remuneration and benefits. Voluntary redeployment shall result in adjusted pay and forfeiture of grade-linked benefits. Refusal of redeployment may result in retrenchment, in accordance with Section 34 of the Labour Act, 2007.

8.2.13 Reinstatement and Re-employment

Employees dismissed following disciplinary action shall not be reinstated or re-employed, except where required by a binding Arbitration Award or Court Order. Former employees of NUST who resigned while indebted to the University shall not be eligible for re-employment, whether on a full-time or part-time basis, unless a formal repayment agreement is in place and the individual has demonstrably complied with the agreed repayment terms.

8.3 Promotion of Staff

NUST shall endeavour to promote deserving staff to vacant senior positions on the approved organisational structure, in recognition of merit, performance, and institutional contribution.

8.3.1 The promotion of administrative staff shall be subject to the standard recruitment and selection processes set out in this Policy and the companion Procedures, including advertisement, shortlisting, and interview, save where otherwise approved by the relevant delegated authority.

8.3.2 The promotion of academic staff shall be recommended by the relevant committee (including, where applicable, the Professorial Selection and Promotions Committee and the Institutional Faculty Evaluation Policy) for approval by the Vice-Chancellor.

8.3.3 To be eligible for promotion, an employee must comply with all minimum requirements in respect of qualifications and experience applicable to the particular post and must have completed probation in their current position.

8.3.4 Promotion decisions shall be documented in writing, including the rationale for the decision, and shall be available for audit and review in accordance with Section 5.5 of this Policy.

8.3.5 Promotion shall not be used as a mechanism to circumvent the standard recruitment and selection process, except where expressly permitted under this Section.

8.4 Succession Planning and Retention

NUST shall implement and maintain structured succession planning and retention processes to ensure the continuity of critical roles, leadership, and institutional knowledge.

8.4.1 The Human Capital Department, in consultation with line management and Executive Management, shall establish guidelines to identify, develop, and retain talented staff in alignment with the University's strategic goals and workforce needs.

8.4.2 Succession planning shall be integrated with the University's Workforce Planning process and reviewed annually.

8.4.3 Identified successors who meet the required qualifications and competency standards shall

be accorded first consideration for relevant internal recruitment or promotion opportunities, prior to the consideration of external candidates, without derogating from the principles of merit and fair competition set out in this Policy.

Succession planning is further governed by the NUST Succession Planning Policy, read together with this Policy.

8.5 Temporary Replacement of Staff

The following provisions govern the temporary replacement of staff members who are absent on leave or otherwise unavailable:

8.5.1. The duties of a staff member who is away on leave shall normally be absorbed by the relevant Department, School, or Section.

8.5.2. Where a temporary replacement is considered necessary, the Head of Department shall justify the necessity in writing to the relevant line EXCO member, Manager: Talent Acquisition and Remuneration, for approval by the Director: Human Capital.

8.5.3. A temporary replacement shall be considered only where tasks of a critical nature cannot be absorbed by other staff members within the Department, and where the necessary funding is available within the Department's approved budget.

8.5.4. A contingency reserve, equivalent to the basic salary of a Senior Lecturer or the administrative equivalent, shall be provided annually under the budgets of the Dean, Bursar, Registrar, or Head of Department, to be used exclusively to address temporary staffing challenges within the respective Department.

8.6 Minimum Appointment Requirements

The following table sets out the minimum qualification, experience, and competency requirements applicable to each appointment category, aligned to the Peromnes Grading System. Individual job descriptions may specify additional requirements consistent with this framework:

Category / Post	Minimum Requirements
Vice-Chancellor	Criteria set by the Joint Search Committee of Council and Senate (JSCCS) as per the job profile and NUST Act.
Deputy Vice-Chancellor	Criteria set by the Joint Search Committee of Council (JSCC) as per the job profile and NUST Act.
Registrar	Relevant Master's degree (NQF 9) with at least ten years of experience in strategic academic administration; detailed knowledge of higher education legislation, governance and quality assurance.
Bursar	Relevant Master's degree in Finance, or Chartered Accountant certification, with at least ten years of experience in financial management, of which five years must be at senior management level.
Executive Director / Director	Relevant Master's degree with at least ten years of relevant experience, of which five years must be at management level

Category / Post	Minimum Requirements
Chief Legal Advisor	LLB or Bachelor of Laws, admitted as a Legal Practitioner, with at least ten years of legal practice experience.
Special Adviser to the VC	Doctorate and Professorship, with at least ten years of academic experience at higher education institutional level.
Dean	Relevant Doctorate (NQF 10), or in exceptional cases a Master's (NQF 9) with current doctoral enrolment; at least ten years of teaching and managerial experience in a specialist field at tertiary level, of which five years must be at management level; research profile including publications, conference papers, and postgraduate supervision.
Associate Dean / Head of Department	Relevant Doctorate (NQF 10), or in exceptional cases a Master's (NQF 9) with current doctoral enrolment; proven academic leadership and management capability.
Professor	Doctorate; at least seven years of lecturing/industry experience; research profile of at least twenty peer-reviewed publications/books/conference proceedings with a Google Scholar h-index of 10; successful supervision of at least three Master's and one Doctoral student. Must satisfy the criteria in the Policy for the Awarding of Professorships.
Associate Professor	Doctorate; at least seven years of lecturing/industry experience; research profile of at least twenty peer-reviewed publications with a Google Scholar h-index of 6; supervision of at least three Master's students. Must satisfy the criteria in the Policy for the Awarding of Professorships.
Senior Lecturer	Relevant Doctorate (NQF 10); at least six years of lecturing and/or industry experience; credible publication record (Google Scholar h-index of 4 advantageous) and postgraduate supervision experience.
Lecturer	Relevant Master's degree (NQF 9); at least four years of lecturing and/or industry experience.
Junior Lecturer	Relevant Honours degree (NQF 8); two years of relevant experience or enrolment in a postgraduate programme.
Staff Development Fellow (SDF)	Relevant Honours degree (NQF 8) or Master's degree (NQF 9); must enrol in a postgraduate programme.
Post-Doctoral Research Fellow	Relevant Doctorate (NQF 10) awarded within the last five years; exceptional research output record.
Tutor	Relevant Bachelor's degree; excellent English communication skills.

Category / Post	Minimum Requirements
Laboratory Manager	Relevant Doctorate (NQF 10) with two years postdoctoral experience, or relevant Master's with four years of laboratory management experience.
Chief Laboratory Technician / Technologist	Relevant Honours degree (NQF 8) with eight years of experience, or relevant Master's with six years of experience.
Senior Laboratory Technician / Technologist	Relevant Honours degree (NQF 8) with six years of experience.
Laboratory Technician / Technologist	Relevant Honours degree (NQF 8) with two years of experience, or Bachelor's degree (NQF 7) with four years of experience.
Manager / Deputy Director	Relevant Honours degree (NQF 8) with supervisory experience.
Administrative Specialist / Middle Manager	Relevant Bachelor's degree or Honours degree with supervisory experience.
Administrative / Specialist Staff	Relevant Bachelor's degree or Diploma with relevant experience.
Semi-Skilled Administrative Staff	Grade 12 Certificate with at least two years of relevant experience.
Unskilled / General Assistants	Grade 10, basic literacy, and working knowledge of English.

8.7 Roles and Responsibilities Summary

Structure / Role	Key Recruitment Responsibility
Council	Approves the Policy; appoints Executive Management; approves the organisational structure.
Vice-Chancellor	Approves senior appointments; endorses offers of employment; approves the Workforce Plan; authorises headhunting exceptions.
EXCO	Annually approves workforce requirements and associated financial implications; approves recruitment requests within delegated authority.
Deans / Directors / HoDs	Initiates recruitment; develops job descriptions; chairs selection panels.
Human Capital Department	End-to-end coordination of all recruitment processes; advisory, governance, recommends minutes of interviews to the relevant EXCO member and records management role.

Structure / Role	Key Recruitment Responsibility
Selection Panels	Conducts shortlisting, interviews, and assessments; makes evidence-based recommendations for appointment to the relevant EXCO member.

8.8 Support and Advice

8.8.1 **Human Capital Department:** Primary contact for all recruitment and selection process guidance. | hrs@nust.na

8.8.2 **Chief Legal Advisor:** Legal interpretation and compliance matters.

8.8.3 **Job Evaluation Committee:** Evaluation and grading of all new and materially changed positions.

8.9 Communication

This Policy shall be communicated to the NUST community through:

8.9.1 Official publication on the NUST website and Policy Register.

8.9.2 Email circulars issued by the Office of the Registrar and the Director: Human Capital to all staff and Heads of Department.

8.9.3 Induction briefings for all new staff members.

8.9.4 Annual briefings to Deans, Directors, and Heads of Department at the commencement of each academic year.

9. COMMENTS

All members of the NUST community are encouraged to provide feedback on this Policy. Comments may be submitted to the Director: Human Capital at hrs@nust.na or through the online feedback portal on the NUST website. All feedback will be reviewed by the Human Capital Department and considered as part of the scheduled policy review process.

10. NON-COMPLIANCE

Non-compliance with this Policy, including failure to follow prescribed recruitment procedures, failure to declare conflicts of interest, or misrepresentation during the recruitment process, may result in:

1. Removal of a department's authority to conduct recruitment processes independently.

2. Invalidation of the affected recruitment process and, if applicable, withdrawal of any appointment made.
3. Disciplinary action against the relevant staff member(s), in accordance with NUST's Disciplinary Code and applicable HR policies.
4. Termination of employment where misrepresentation occurred on the part of the appointed individual.

11. REVIEW

This Policy shall be reviewed every five (5) years from the date of implementationor astheneedarises.



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

RECRUITMENT AND SELECTION POLICY

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