

**KIBOGORA POLYTECHNIC**



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# KP STAFF RECRUITMENT POLICY AND PROCEDURES

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# KP STAFF RECRUITMENT POLICY AND PROCEDURES

## 0. LIST OF ACRONYMS

**DAQ: Director of Academic Quality**

**DVCA: Deputy Vice Chancellor in charge of Academic and Research**

**DVCAF: Deputy Vice Chancellor in charge of Administration and Finance**

**HOD: Head of Department**

**HR: Human Resource**

**ID: Identity Card**

**KP: Kibogora polytechnic**

**VC: Vice Chancellor**





# KP STAFF RECRUITMENT POLICY AND PROCEDURES

## 1. Introduction

### 1.1. Background

Kibogora Polytechnic is a private faith-based higher learning institution owned by Free Methodist church in Rwanda accredited under license by Ministerial Order 07/2015 of 2015, published in Official Gazette 03/15.

#### 1.1.1. KP Vision

The KP's vision is "educating people with a positive impact on their socio-economic and spiritual lives, and on the whole society".

#### 1.1.2. KP Mission

The KP's mission is to contribute to the modernization of the Rwandan society on the side of improving the quality of human resources in terms of education, by helping the graduates better serve themselves, the society, and God, through spiritual growth, professional learning, and research, and community involvement.

#### 1.1.3. KP Motto

KP Motto's is: Science, Conscience, and Faith

## 2. Policy Statement

Effective recruitment and selection procedures are vital in attracting and retaining high-quality staff.

For recruitment and selection procedures to be effective, it is essential that they are fair, rigorous and transparent. It is the Policy of KP to ensure that the best candidate for the job is selected. All decisions relating to recruitment and selection must be consistent with the criteria outlined for the post. The policy covers guidelines for recruitment of all staff.

### **The following are the key Policy Statements:**

- a) KP is an equal opportunity employer and all people are recruited on merit
- b) All vacancies are advertised either internally, externally or both against the established KP structure.
- c) The appointing authority shall depend on the job category.
- d) Eligible candidates shall be selected through a process determined by the relevant organ.
- e) KP reserves the right to hire, promote and transfer staff.



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## **3. Aims of the Procedure**

It is intended that the operation of the procedure will provide a fair, systematic and effective process for recruitment and selection which:

- a) Ensures the appointment of the best candidate for the post on the basis of objective criteria which include qualifications, competencies, skills, knowledge, and experience
- b) Enables the filling of vacancies within agreed timescales in a cost-effective manner
- c) Eliminates discrimination
- d) Recognizes internal redeployment requirements.

## **4. Equal Opportunities principle**

KP is committed to working towards the principles of social justice and equal opportunity in all aspects of the Institution's life and creating a positive atmosphere where there is a shared commitment to value diversity and respect difference. KP is dedicated to promoting equality, diversity and a supportive environment for its students, staff, and others closely associated with its work and affirm the right of individuals to be treated fairly and with respect.

All those associated with KP, especially staff and students, should expect fair treatment without discrimination when applying to work or study at the Institution. KP strives to ensure that people are treated equally regardless of their sex, marital status, race, color, ethnic or national origin, nationality, economic background, disability, religion, age or other inappropriate distinctions. Staff and students are expected to act in accordance with the equal opportunity principles set out in this policy. The institution will not tolerate discriminatory behavior.

## **5. Selection and recruitment**

KP selects and recruits the right staff for the right jobs in accordance with laws and regulations in force and after assessment of KP needs. Thus, there is recruitment when a working post in KP organizational structure is vacant and included in the budget.

Recruitment is done through competition. There are two kinds of competition: internal competition and external competition. Internal competition is done at the level of and within KP when there is need to promote an existing staff member to a vacant post while external competition is open to all persons likely to meet requirements for advertised post.





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## 6. Authority to Recruit

On the recommendation of the KP council, the owner appoints Executive organs including Vice Chancellor and Deputy Vice Chancellors. Authority to recruit to a post is given by the Senior management.

All other appointments and related activities will be conducted by the KP Management.

## 7. The recruitment timescales

**For a 'standard' post the following guideline timescales should apply:**

Vacancy advertisement duration	5 working days
Original Qualifications checking, Short listing completed and returned to the HR Office	Within 5 working days of closing date of application submission
Exam conducted	within 2 weeks of receipt of the Short listing
Final Results published	within 5 working days after exams
Appeal	3 working days after the publication of the decision she/he is appealing against

From the above information the recruitment, selection and appointment turnaround time will be recorded and monitored. This will ensure that the progress of the vacancy and any problem areas are highlighted and dealt with. In addition to working to the service-level timescales, the following objectives should be highlighted to all managers who are recruiting:

- a) To treat all applicants and candidates for employment with respect and dignity
- b) To adhere to the principles set out in the policy, procedures, and guidelines
- c) To ensure the highest standards in non-discriminatory practice
- d) To convey the best impression of the institution as an employer at all times where possible by:
  - i. Returning telephone calls within one working day
  - ii. Responding to all written inquiries within one working week
  - iii. communicating promptly within one working week to all applicants if there are unforeseen delays in the recruitment process.
- e) To provide professional support and guidance to all managers involved in recruitment and selection, Including involvement at all stages of the procedure
- f) To challenge any practice that does not comply with KP's policies, procedures, and guidelines



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## **8. Identification of vacant positions**

The HR and Management shall analyze in consultation with Directors, Deans, HoDs of various departments within KP, the needs in accordance with its strategic plan, organizational structure and annual planned budget. The needs are submitted to relevant organs for approval

### **8.1. Identifying and Developing a Rationale for Replacement/Appointment**

A vacancy can occur for a number of different reasons, such as an increase in workload, a requirement for new skills, a change in structure or when a member of staff leaves or retires. Therefore, whenever a post falls vacant it should be examined critically to ensure it needs filling and to identify any changes in the job content. In examining the post, the following questions should be considered:

- a) Is a direct replacement or a new post required?
- b) Does the work carried out by the previous post holder need to continue to be done?
- c) Can any of the required work be reallocated?
- d) Is the post correctly defined and graded?
- e) Do future changes or uncertainty suggest that a temporary or fixed-term position should be considered?

In considering the above questions managers are advised to give careful consideration to the following sources of information: strategic plans, current and projected student/staff ratios, current establishment figures, any feedback received from an exit interview and any feedback/consultation received from other members of staff.

### **8.2. Developing a Post/Candidate Profile**

Once a vacancy has been identified and approved, an Application for Replacement/Appointment of Staff must be completed (**Appendix 1**). The Post Profile (including the Candidate Profile) and the job advertisement must be compiled.

If a Post Profile exists, it should be reviewed and amended to reflect the current requirements of the post. The Post Profile should clearly and accurately detail the duties and responsibilities of





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the post and include a section detailing the Candidate Profile: qualifications, knowledge, experience and skills/abilities/competencies essential to perform the job.

A standard Post Profile is attached (**Appendix 1**). It should include:

- a) The Faculty/Department/Unit/Directorate
- b) To whom the post holder is responsible
- c) Salary/grade
- d) The main purpose of the post
- e) The main duties and responsibilities of the post
- f) Where the position is being advertised and the closing date.

## **The Candidate Profile should include the following:**

- a) **Qualifications:** The level of education and examination standard required for the effective performance of the post.
- b) **Knowledge:** the range and type of knowledge that is required for the effective performance of the post should be specified. Knowledge should be specific and can be obtained through studying, development and/or work experience.
- c) **Skills/abilities/competencies:** the range and type of practical and specialized skills/competencies required for the effective performance of the post should be specified – e.g. the ability to use ICT applications, communication, and organizational skills, fluency in French and/or English.
- d) **Experience:** the type, level and length of work experience that it is expected the post holder will have should be broadly specified – e.g. at least two years of previous general office experience, significant experience of generating income.
- e) **Discrimination:** care should be taken not to include criteria that are not essential and discriminate against women or men or disabled people.

## **9. Vacancy advertisement**

The Content of the advertisement for academic staff must be approved by the Director of Academic Quality and the respective Dean of the Faculty, and the content of the advertisement for support staff must be approved by the Director of Administration and finance in consultation with the head of the respective unit.

External advertising can be very expensive; therefore, it is important the posting profile is used as the basis of the advertisement to keep the text as specific and relevant to the post as possible.





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The advertisement should consist of the following information:

- a) KP Employment Equity Statement
- b) Job Title (and, specifically, whether the post is temporary or fixed-term and the duration, where applicable)
- c) A brief summary of the relevant details of the post
- d) A brief summary of the qualifications, knowledge, skills/abilities/competencies and/or experience required by the post holder.
- e) The method of application and when and from where potential applicants can obtain further details of the vacancy,
- f) Specification of attachments; Application letter, Copy of ID, academic documents and detailed and signed curriculum vitae.
- g) To whom candidates should apply
- h) Number of copies of application;
- i) Closing date for application

For internal recruitment only, a statement will be included which indicates that only employees of KP are eligible to apply.

## **10. Advertisement channels:**

The advertisements shall be done through

- a. KP website
- b. Selected one and/or two national wide newspapers
- c. KP notice board

## **II. Recruitment committee:**

- a. For all academic, professional and administrative vacancies, with advice from the senior management committee, the vice chancellor will constitute a recruitment committee typically including the deans of faculties, Director of Academic Quality and the Human Resource who is the secretary of the committee. if need be an expert in the field may be invited and/or hired to be part of the committee. The Deputy Vice Chancellor in charge of Academics and Research (DVCA) is the chair of recruitment committee for academic staff and Deputy Vice Chancellor in charge of Administration and Finance (DVCAF) for administrative staff.
- b. The committee is responsible and accountable for recruitment procedures from selection to the publications of results and submit the report to Vice Chancellor
- c. HR shall gather all applications and submit them to the chair of the committee.



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## **12. Receiving and Management of Applications**

- a. All hard copy applications shall be received and acknowledged at the KP reception under the supervision of HR office.
- b. All electronic applications shall be received in a manner specified in the advertisement mentioned e-mails.
- c. It shall be the responsibility of the HR and Management to manage received applications.

## **13. Selection processes and procedures**

The recruitment committee will review all applications against the requirements of the job and form a shortlist. The record of the selection procedures should be kept.

The shortlisted candidates shall be communicated through KP website and their personal e-mail and/or phone. There is no obligation to contact the non-shortlisted applicants.

## **14. Examination processes**

- a. KP shall announce the date, time and venue of the test to the shortlisted applicants through their personal e-mail or phone.
- b. The recruitment test shall be organized as a written exam and/or Interview. In case there will be only interview, it will be approved by the senior management committee.
- c. If necessary, the electronic means (online) may be used to conduct the exam.
- d. A candidate shall be required to present his/her original national identity card or Equivalent before he/she is permitted to sit for the test.

## **15. Disclosure of conflict of interest**

Any member of the recruitment committee should disclose any conflict of interest to avoid biases.

## **16. Pass mark**

The pass mark is 70% and above for candidates to be successful and be appointed to the advertised post.

In case more candidates have 70% and above and yet only one is needed the best performer will be offered the position.

In case more than one best performer has the same score, and yet only one is needed, the recruitment committee set another test and/or criteria to select one among them.





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## 17. Appeals

- a. A candidate who is not satisfied with the recruitment process or the results obtained shall appeal in writing to the VC in a period not exceeding three (3) working days from the date of the announcement of the results.
- b. If it is evident that there is an error in summation of marks, the examiners shall immediately correct it.
- c. If the error is related to the marking procedures, the examiner shall be requested to review the award of marks appropriately.
- d. The Vice Chancellor may constitute an independent panel to review and communicate the verdict to the aggrieved person or complainant.

## 18. Requirements to be provided by a successful candidate before appointment

A successful candidate shall be required to present the following documents before effective appointment:

- a. Detailed curriculum vitae;
- b. Notified copy of the original certificate and equivalence when applicable;
- c. one passport photo;
- d. A valid Professional license for practice when is applicable
- e. Criminal record certificate

**Approved by KP council on 23/04/2022**



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## APPENDICES





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## Appendix 1:

### POST PROFILE FORM

<b>Faculty/Centre/Unit/Directorate:</b>
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<b>Role code</b> (to be completed by HR Officer)	<b>Post Title:</b>
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<b>Responsible to:</b>	<b>Responsible for:</b>
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<b>Main purpose of the post</b> (that is, the reason why the role exists – and the statement should summarize the main areas of activity and responsibility)
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<b>Principal duties or key objectives</b> (this listing should specify only the highest level of duty and/or the major areas of responsibility and activity which will be used to assess achievement and performance; list a <u>maximum</u> of ten)
1
2
3
4
5
6
7
8
9





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As a term of employment and after due consultation, staff may be required to undertake such other reasonable duties and/or working arrangements as may be required to meet the needs of the Institution.

**Any special features:**



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## Appendix 2:

### CANDIDATE PROFILE FORM

This section should include the basic, essential requirements the post holder should have in order to carry out the role to an acceptable level of performance. You can also add in desirable items.

<b>1 Qualifications</b>
<b>2 Experience:</b>
<b>3 Knowledge:</b>
<b>4 Skills/abilities/competencies:</b>

*Line manager:*

Signature \_\_\_\_\_ Print name \_\_\_\_\_  
Date \_\_\_\_\_

*Dean/Director*

Signature \_\_\_\_\_ Print name \_\_\_\_\_  
Date \_\_\_\_\_

*Vice Chancellor.*

Signature \_\_\_\_\_ Print name \_\_\_\_\_  
Date \_\_\_\_\_





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For HR Office use only

Grade/Salary:	
Advertising date:	
Closing date:	

