



Recruitment Procedure

1. Purpose

KOI believes that hiring qualified individuals to fill positions contributes to the overall success of the company. Each employee is hired to make significant contributions to KOI.

This Recruitment Procedure sets out the processes to be followed when recruiting personnel, other than the CEO and President.

2. Position Description and Personnel requisitions

When it becomes necessary to recruit for a position, the relevant Vice-President or Manager should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.

If no position description exists for the available position, or if the position description requires revising, this is the responsibility of the relevant Vice-President or Manager. Once the new position description or amendments have been drafted, it should be forwarded to the Human Resources Manager and, if appropriate, approved by the CEO and President and/or Council. Selection criteria will be drawn up on the basis of the position statement.

Where the position description is for a new role, the Human Resources Manager and Vice-President or Manager will review and evaluate the position and draw up a position statement that will then, if appropriate, be approved by the CEO and President and/or Council.

Requisitions must be initiated by the department supervisor/manager, approved by the CEO and President and then forwarded to the Human Resource (HR) department.

Personnel requisitions should indicate the following:

- Position title
- Position hours/shifts
- Expected start date
- Reason for the opening (refer to the "Recruitment Requisition Form" for selection)
- Essential job functions and qualifications (or a current position description may be attached)
- Any special recruitment advertising instructions

3. Recruitment Process

HR will create job postings that briefly describe the job opening and communicate KOI's brand.

Recruitment will be conducted through:

Internal Advertising:

KOI will advertise all vacancies internally. Exceptions to this rule require approval by the CEO and President and may occur when:



- The position is of such a specialised nature, and / or appropriate skills are not available within KOI
- There is a need to make a direct appointment to the vacant position

Internal advertising will usually be conducted in parallel with external advertising but exceptions may be allowed with the approval of the CEO and President.

Upon receiving approval for the vacant position, the Human Resources Manager will advertise the available position internally.

Internal advertisements should include the following:

- Position title
- Outline of the position
- Qualifications, skills and experience required for the role
- Closing date for applications

Internal applicants should forward a current copy of their resume, together with a covering letter, to the HR department for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the advertisement, will be interviewed for the position by the relevant Vice-President or Manager.

All applicants for a posted vacancy will be considered based on their qualifications and ability to perform the job successfully. Internal candidates who are not selected will be notified by the HR department.

External Advertising:

At the same time as the position is advertised internally, the position should be advertised through relevant networks, on relevant external recruitment websites (Seek and Indeed) and through local employment services.

All external advertisements must be approved by the CEO and President.

If required, the Human Resources Manager will prepare an appropriate recruitment advertisement for the position and submit it for review by the relevant Vice-President or Manager.

The Human Resources Manager will administer the placement of the advertisement and monitor applications received. Positions will remain posted until the position is filled.

Direct Internal Appointment/Promotion:

In situations where a Vice-President or Manager wishes to promote an employee who meets the specific selection criteria for the vacant position, the appointment must be recommended by the appropriate Vice-President or Manager and approved by the CEO and President. The approval is then forwarded to the Human Resources Manager.

4. Use of Recruitment Consultants

Where appropriate, external recruitment consultants may be used for recruitment purposes. The relevant Vice-President or Manager should contact the Human Resources Manager for assistance in engaging the services of a recruitment consultant. A contract engaging the recruitment consultant setting out the scope of their work and related fees must be in place prior to the recruitment consultant commencing recruitment activities.

The relevant Vice-President or Manager is responsible for ensuring that the recruitment consultant adheres to KOI's recruitment and selection policy and the terms of the contract.



5. Screening and Shortlisting Applicants

If a recruitment consultant has been engaged to recruit for a position, they will be responsible for screening the applicants and providing a shortlist to the HR department.

In all cases, resumes must be screened against the position description so that the suitability of applicants can be assessed for the specific role. Applicants who are assessed as suitable will then be ranked for interview. The HR department (or, if applicable, the selection panel) is responsible for the initial shortlisting of all applicants' and forwarding CV/resume to the hiring/department managers for reviewing and interview consideration.

The hiring/department manager will screen shortlisted applications and CVs/resumes prior to scheduling interviews. Vice-Presidents and Managers should consult with the Human Resources Manager if they require any assistance with the selection process.

Where appropriate, but particularly in positions of financial responsibility or in dealing with vulnerable clients / children, police checks may be arranged. Police checks shall be arranged only with the consent of the applicant concerned; however, if consent is refused this may be taken into consideration in the selection process.

With the consent of the applicant, previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.

Other checks may be conducted with the consent of the applicant if these checks are considered relevant and appropriate by the HR department or hiring/department manager.

Any checks which form part of the selection process should be conducted prior to issuing an offer of employment.

6. Interview process

Depending upon the seniority of the position, interviews will be conducted as follows:

- Initial interviews are generally conducted by the HR department and the hiring manager with the integration of both behaviour-based and structured interview process questions. It is recommended that all hiring managers review "Tips for Better Interviews", prior to attending an interview with any candidates.
- If a selection panel conducts the interviews, the selection panel for the position will be approved by the CEO and President on the recommendation of the relevant Vice-President or Manager. The selection panel shall comprise persons with experience relevant to the role being advertised. The short-listing and interview process will be conducted by the selection panel.

Interview notes should be kept with the resume and forwarded for filing to the Human Resources Manager. Candidate evaluation forms will be completed after each interview, forwarded to the Human Resources Manager and retained with the application.

When a number of applicants are interviewed, and dependent on the seniority of the position, a second round of interviews may be conducted with the Vice-President and/or the CEO and President.

The HR department will notify applicants who are not selected for positions at KOI.



7. Reference checks

HR will conduct professional reference checks on the successful candidate based on the results of the candidates' evaluation forms completed by the interviewers. A minimum of two (2) professional references are required from candidates prior to an offer of employment being extended to a candidate.

Details of the reference checks should be attached to the candidate's application for future reference.

8. Job offers

After a decision has been made to hire a candidate, the Human Resources Manager will conduct a background check on the candidate. Background checks will vary depending on the position and may include criminal history, WWCC, working rights, Visa status, qualification and professional, or any other relevant information for the job.

Internal applicants must complete required background checks or tests not previously completed to meet the required criteria.

Once the HR department receives satisfactory results from all required background checks and tests, the recommendation(s) of HR and the relevant Vice-President or Manager/the selection committee together with the draft offer and contract of employment, CV, reference checks and interview notes of the recommended candidate(s), should be forwarded to the CEO and President for approval.

Once approved by the CEO and President, candidates may be verbally informed by the Vice-President or Manager that they will be provided with a written job offer. The approval by the CEO and President must be obtained before an offer is communicated to the successful candidate.

The Human Resources Manager will advise the candidate of the offer of employment and provide them with the approved contract of employment for signature by the candidate.

To authorise the commencement or transfer of an internal employee, the Vice-President or Manager must notify the Human Resources Manager and provide confirmation of the approval by the CEO and President. The Vice-President or Manager should ensure that all recruiting documents are completed and returned to the Human Resources Manager for filing. The internal employee should be provided with a revised contract of employment for signature.

If a candidate fails to accept an offer of employment and return the signed contract of employment within 7 calendar days, the offer may be rescinded by KOI.

Once the Human Resources Manager has received the candidate's signed contract of employment, the Human Resources Manager will notify all unsuccessful candidates. If an external recruitment agency has been used, the Human Resources Manager is to notify the agency, who will notify the unsuccessful candidates.

9. New Starter Paperwork

The Vice-President or Manager is responsible for liaising with the Human Resources Manager to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.

The Human Resources Manager will forward an induction kit to the new employee for their completion. The Human Resources Manager and/or the Vice-President or Manager will conduct additional induction briefings as required depending on the role.



10. Records and Correspondence

All contact regarding the position is to be directed through Reception, with all applications marked "Confidential" and directed to the Human Resources Manager.

Letters/emails of acknowledgment should be sent to all applicants prior to the short-listing. Short-listed but unsuccessful applicants should be advised that their CV will be retained by KOI for future reference, unless the applicant advises otherwise.

Applicants who do not meet the selection criteria or are not suitable to be short-listed for an interview should be sent a letter advising them that their application has been unsuccessful.

11. Conflicts of Interest

If any person involved in the interviewing and assessment of an applicant identifies circumstances that could lead to a potential, perceived or actual conflict (e.g. where the applicant is a family member, friend or past colleague) they shall declare the potential, perceived or actual conflict in accordance with the Conflict of Interest Policy. If a conflict of interest is identified, then the conflicted person will probably be required to withdraw from their role in the recruitment process.

Document control

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***** END OF PROCEDURE *****