



Recruitment and Selection Policy

1. Purpose and Scope

The success of King's Own Institute (KOI) relies on its ability to attract the best academic and administrative staff available. Recruitment methods must be fair, efficient and effective. This policy describes the recruitment and selection process for all administrative and academic staff. It does not apply to the recruitment and selection of the CEO and President.

2. Policy

KOI is committed to providing high quality programs and services to its students. To support the achievement of this objective, employing the most suitable candidate for a position is paramount.

KOI will ensure it has the best opportunity to attract the best available staff by broadly advertising (internally and externally as described below) all vacant remunerated positions and internship vacancies.

KOI will take all reasonable steps to ensure that applicants are suitably qualified and may be safely entrusted with the duties of their position.

KOI will internally advertise all vacant positions to current staff and students (where appropriate) to encourage career advancement and increase participation.

KOI is committed to providing a work environment that is free from harassment and discrimination. All recruitment and selection procedures and decisions will reflect KOI's commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities against the stated requirements for the position. No regard will be given to factors such as age, gender, marital status, race, religion, physical impairment or political opinions, unless specifically justified by inherent requirements of the position or equal opportunity mandates. (See KOI's *Fairness and Equal Opportunity Policy* for more information).

3. Responsibilities

The overriding responsibility for the administration of this Policy and monitoring of its effectiveness rests with the CEO and President.

It is the responsibility of Vice-Presidents, Managers and Supervisors to ensure that:

- they are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- staffing levels for their department are determined and authorised;
- all roles have current position descriptions that specify role requirements and selection criteria.

It is the responsibility of the Human Resources Manager to ensure that:

- Vice-Presidents, Managers and Supervisors are aware of their responsibilities in the recruitment and selection process;
- Vice-Presidents, Managers and Supervisors are given continuous support and guidance in recruitment and selection issues.



Staff Recruitment Procedures

Pre-recruitment activities

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.

Prior to commencing the recruitment process, the responsible Vice-President or Manager is required to gain approval from the CEO and President and forward this to the Human Resources Manager.

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 the organisation; or
- 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 covering letter, to the applicable Vice-President or Manager 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.

Direct internal appointments/promotions

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.

External advertising

Where a position cannot be filled internally or where it is appropriate to conduct an external recruitment campaign, the available position should be advertised through relevant networks, on relevant websites 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.

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 recruitment consultant.

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

Screening applicants

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

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.

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.

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

Conducting 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 short-listing and interview process will be conducted by the selection panel.

If any member of staff finds that they are assessing an applicant where there is a perceived or actual conflict (eg. where the applicant is a family member, friend or past colleague) they shall declare the perceived or actual conflict to the panel.

Interview notes should be kept with the resume and forwarded for filing to the Human Resources Manager.

When a number of applicants are interviewed, a second round of interviews may be conducted with a smaller group of candidates.

Reference checking

Managers are to ensure that, where possible, a minimum of two reference checks are conducted 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.

Approval of the offer of appointment

The recommendation(s) of the selection committee together with the CV, reference checks and interview notes of the recommended candidate(s), should be forwarded to the CEO and President for approval.

The approval by the CEO and President must be obtained before an offer is made to the successful candidate.

New starter paperwork

If an internal candidate is selected, the Vice-President or Manager is required to notify the successful candidate and their Manager. If an external candidate has been selected, the Vice-President or Manager is



to make a verbal offer to 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 Human Resources Manager will prepare a written letter of offer for the successful candidate for signing by the CEO and President. The letter of offer and or contract of employment will confirm the start date, salary (if any), position and the terms and conditions of employment pertaining to the employee.

Once the Human Resources Manager has received the candidate's signed letter of offer, 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.

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.

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 written letter advising them that their application has been unsuccessful.

Document Control

Policy title	Recruitment and Selection Policy
Policy owner	HR Manager In the absence of an HR Manager, the Vice-Presidents have carriage of this policy
Policy approver	Council
Version date	2 April 2020
Date Approved	2 April 2020
Date of Next Review	1 November 2022
Changes in this version	Page 2: clarification that internal only advertising requires approval by the CEO and President Note: Operational details still need attention, eg responsibility for conducting reference checks, sending correspondence, maintaining records

***** END OF POLICY *****