



THE UNIVERSITY OF ZAMBIA

Recruitment and Selection Policy and Procedures

June 2017

Table of Contents

Foreword..... iii

Working Definitions iv

Acronyms..... vi

Part I: Policy

1.0 Introduction..... I

2.0 Situation analysis I

3.0 Vision I

4.0 Policy Statement 2

 4.1 Policy Goal..... 2

 4.2 Policy Objectives..... 2

 4.3 Policy Strategies..... 2

5.0 Scope..... 3

6.0 Responsibility..... 3

7.0 Implementation Framework..... 3

 7.1 Institutional Framework..... 3

 7.2 Legal Framework..... 6

8.0 Policy Monitoring, Evaluation and Review..... 6

9.0 Policy development procedure..... 6

Part II: Procedures

10. Procedures on Recruitment of Staff in the University..... 8

 10.1 General Procedure on Recruitment of Management, Academic and Non-Academic Staff..... 8

 10.1.1 Procedure on Internal Recruitment..... 8

 10.1.2 Procedure on External Recruitment..... 9

 10.1.3 Procedure on Submission of Applications for Recruitment..... 9

 10.1.4 Procedure on Retention of Applications for Jobs..... 10

 10.2 Procedure on Recruitment of Vice-Chancellor and Deputy Vice-Chancellor..... 10

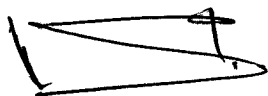
 10.3 Procedure on Recruitment of Visiting Staff..... 11

 10.4 Procedure on Recruitment of Honorary/ Part-Time Staff..... 11

I0.5	Procedure on Recruitment of Staff on Casual, Temporary, Seasonal and Short term Basis.....	12
II.0	Procedure on Selection of Staff in the University	13
II.1	General Procedure on Selection of Management, Academic and Non-Academic Staff in the University.....	13
II.2	Procedure on Recruitment of Vice-Chancellor and Deputy Vice-Chancellor.....	16
I2.0	Procedure on Recruitment of New Employees (Local).....	16
I3.0	Procedure on Recruitment of New Employees (International).....	17
I4.0	Procedure on Recruitment of Reserve Candidates.....	18
I5.0	Procedure on Confirmation in New Position.....	18

FOREWORD

The process of recruitment and selection must be fair, systematic, efficient and effective, ensuring that equality of opportunity. Since University of Zambia is labour intensive institution, its success relies on its ability to attract competent and highly talented employees available on the labour market. All recruitment and selection procedures and decisions shall reflect UNZA'S commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. To this end, no consideration shall be given to any form of discrimination including ethnicity, age, gender, marital status, race, religion and disability.



.....
Professor Luke E. Mumba
VICE-CHANCELLOR

18/08/17

.....
Date

WORKING DEFINITIONS

Casual employee	means a person whose employment: (a) is not permanent in nature; (b) does not require any skill in the performance of the work to be done; and (c) terms provide for payment at an hourly rate, payable at the end of each day
Executive Management	means a staff appointed as principal officers or at the same level with principal officers in the University.
Employee	means a person who, in return for wages, enters into a contract of service whether on full time, part time or temporary basis or who is engaged to do casual work, but does not include a person employed under a contract of apprenticeship made in accordance with the Apprenticeship Act, an independent contractor or a person engaged to do piece work.
Full-Time	means employment under a contract of service that stipulates the maximum number of statutory or conventional hours prescribed for a week, month or year, but excludes overtime work.
Internal advertising	means advertising in any media that is accessible only by internal applicants who are currently University of Zambia employees.
Internal applicant	means a person employed at the University of Zambia at the time of applying or responding to a University of Zambia Job advertisement.
Management	means staff or group of employees appointed in a managerial position or equivalent, reporting to a position at senior management level.
Other Staff	means an employee serving under the terms and conditions of service for University of Zambia Allied and Workers' Union.
Professional and Technical Staff	means an employee serving under the terms and conditions of service for University of Zambia Professional Staff Union.

Probation	means the period specified for assessing the suitability of an employee for the job from commencement date to the date when employment or appointment is confirmed in writing to the employee by the University Council.
Procedure	means a step-by-step process to be followed in the recruitment and selection process.
Recruitment	means a process of attracting potential candidates for appointment and engaging them into a vacant position.
Seasonal employment	means employment under a contract of service where the timing and duration of the contract is influenced by seasonal factors such as climate, agricultural or business peak cycle.
Selection	means a process of assessing the suitability of attracted candidates and recommending the best suited candidate for appointment in a position.
Senior Management	means a staff appointed in managerial positions reporting to Principal Officers or equivalent positions.
Short term contract	means a contract of service of six months but not exceeding twelve months.
Strategic Position	means a position that has a significant impact on one or more of the university capabilities or a position characterized by a significant amount of variability in the performance of the employees holding such a position.
Temporary employment	means service under a contract of service where a person is engaged to do relief work in the absence of a substantive employee, and may include employment which is part-time, but does not include a person engaged on a short-term contract.

ACRONYMS

HoD	-	Head of Department
HRC	-	Human Resources Committee
HoU	-	Head of Unit
UNZA	-	University of Zambia
UNZALARU	-	University of Zambia Lecturers and Researchers' Union

PART I:

RECRUITMENT AND SELECTION POLICY

1.0 INTRODUCTION

Human Resources Management is a strategic functional partner to other strategic organisational functions such as Finance. The core of human resources management is acquisition of effective staff for an organisation. Without sufficient, well qualified and skilled employees, an organisation can hardly implement its strategic and operational plans and thus fail to achieve its mandate. In recognition of this fact, most well managed institutions have policies for staff resourcing.

This *Recruitment and Selection Policy and Procedures* is a direct response to challenges that have been faced by the University of Zambia in recruiting staff. The policy addresses matters regarding recruitment and selection of staff, responsibilities of various stakeholders and structures in the process as well as other matters that impact recruitment.

2.0 SITUATION ANALYSIS

Since its inception the University of Zambia has not had an express and/or written policy on recruitment and selection. The unavailability of such a policy often times made decision making in matters of recruitment of staff difficult. However, in recruiting staff, the University has relied on practice already set as precedent, best practice known in other organisations as well as wisdom and other University documentation that aid in recruitment. In terms of documentation, the University has a Human Resources Manual that has summary policies and procedures on a number of human resource management functions as well as a document on qualifications for positions. While these documents have been of great help in the recruitment of staff, the lack of a written policy on recruitment and selection of staff sometimes has impacted negatively in as far as consistence in decision making is concerned.

In order to alleviate the above void, this Recruitment and Selection Policy and Procedures has provided the salient components of the recruitment and selection process, stakeholder involvement in the process as well as other issues related to recruitment and selection.

3.0 VISION

It is the vision of the University of Zambia to be a provider of world class services in higher education and knowledge generation. However, without sufficient, qualified, skilled and competent workforce, the university cannot achieve its vision. In recognition of this fact, this Policy has been formulated. It is therefore the University's vision to have a recruitment and selection policy and procedures in order to achieve the University's vision and mission.

4.0 POLICY STATEMENT

The University is an equal opportunity employer whose policy on recruitment and selection is to acquire, in a cost effective manner, the optimum number of employees with the best mix of competencies required to meet its current and future needs.

4.1 Policy Goal

The goal of this Recruitment and Selection Policy is to guide, effectively and efficiently, and also to have a transparent and fair recruitment and selection process.

4.2 Policy Objectives

The objectives of the policy are to:

- a) Outline and standardise the processes of recruitment and selection;
- b) Attract the best candidate for the job based on merit and ensure the identification of the person best suited for the job and the institution;
- c) Provide the means by which the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- d) Enhance the reputation of the University as recruitment and selection are a key public relations exercise.
- e) To model best practices in recruitment and selection that may result in an efficient and effective recruitment process.
- f) Provide a cost effective process for recruitment and selection of staff.
- g) Enforce a culture of transparency and fairness in matters of staff recruitment and selection.

4.3 Policy Strategies

For this policy to be effectively implemented, the following strategies shall apply.

- a) Council Office shall ensure that recruitment and selection procedures are followed strictly during the recruitment process.

- b) The Registrar's Office shall ensure that each Head of Unit or Department is made aware of the University's policy and procedures on recruitment and selection. Ultimately it is the responsibility of the senior management in the University in conjunction with Council Office to ensure awareness of the policy.
- c) Each Head of Unit or Department shall be expected to adhere to the University's policy and procedures on recruitment and selection.
- d) The University will provide appropriate training, development, and support to those involved in Recruitment and Selection activities in order to meet the set or desired standards.
- e) Provide Job Descriptions for all positions.
- f) All the stipulated stakeholders shall be involved in conducting recruitment and the required quorum met in undertaking selections
- g) Advertise positions whenever they fall vacant and need to fill the vacant positions is established. In the event that two consecutive advertising efforts do not yield anything, head hunting shall be considered as an option to fill a vacancy.

5.0 SCOPE

This recruitment and selection policy and procedure encompasses all activities that form part of the recruitment and selection process. The policy shall be applicable to all University positions.

6.0 RESPONSIBILITY

It shall be the overall responsibility of the Council Office to ensure that all staff involved in the process of recruitment and selection adhere to the provisions of this policy in order to ensure transparency and fairness throughout the recruitment and selection processes.

7.0 IMPLEMENTATION FRAMEWORK

7.1 Institutional Framework

The Council Office shall coordinate the process of recruitment and selection. Once approval has been received from the Registrar's Office, the recruitment process will be initiated and completed using

provisions in this policy and procedures. A number of stakeholders will be involved in the recruitment process. The section below indicates the various roles each of the stakeholders will play in the process.

7.1.1 Recruiting Unit/ Department

The role of the recruiting Unit/ Department is to initiate the recruitment process, participate in shortlisting and selection processes. Thus, once a position has been formally established, or a vacancy has arisen, the Head of the affected Unit or department shall write to the Registrar to seek authority to have a position filled. The request to the Registrar shall be accompanied by details such as how the vacancy has arisen, establishment for the Unit as well as proof that the position was budgeted for or has fallen vacant within the financial year hence making it a replacement case.

7.1.2 Registrar's Office

The role of the Registrar's Office in the recruitment and selection process is to authorize the recruitment as well as other activities associated with the recruitment and selection process. These include appointment of the selection panel as well as appointing successful candidates. However, the appointments exclude candidates for the position of Vice-Chancellor, Deputy Vice-Chancellor and Registrar.

Thus, once a request for authority to fill a position has been received by the Registrar, verification in terms of availability of establishment and finances will be done in consultation with Council Office. If satisfied, the Registrar shall inform the recruiting Unit of the approval and also instruct Council office to commence the recruitment process.

7.1.3 The Minister's Office

In line with the Higher Education Act No. 4 of 2013, the Minister, responsible for education shall appoint the Search Committee for the positions of Vice-Chancellor and Deputy Vice-Chancellor. The Minister shall also authorize the Chairperson of Council to appoint candidates for the positions of Vice-Chancellor and Deputy Vice-Chancellor.

7.1.4 Council Office

The role of the Council Office in the Recruitment Process is to coordinate the recruitment and selection process. The office is also responsible for the recruitment budget. Once instruction to recruit have been received from the office of the Registrar, Council office shall advertise the position to be filled and coordinate the other activities as outlined under section Part II of this document.

7.1.5 The Human Resources Committee

The role of the Human Resources Committee includes chairing of all interviews for all positions on the University establishment. Except for cases involving Executive Management (Principal Officers) the Committee receives and considers recommendations for appointment of successful candidates following a selection process.

7.1.6 Composition of Interview Panel

- a) The Interview Panel shall be chaired by a member of the Human Resources Committee and other members shall include representation from Council Office, recruiting unit and other members both within and outside the University who may be deemed appropriate (experts in the field under consideration) depending on the level and nature of the position.
- b) Any Interview Panel member who has a close personal relationship with an applicant or a shortlisted candidate is expected to declare their interest (to avoid conflict of interest) to the Chair of the panel or to the Registrar's Office so that alternative arrangements can be made to avoid any unfairness, whether actual or perceived, in the recruitment and selection process.
- c) Where there is disagreement amongst a panel as to the successful candidate, the majority view shall prevail. In an event of a tie, the chairperson shall have a casting vote.
- d) Quorum for interview panels shall be 100%. However, in an event that one of the panel member is unable to continue sitting on the panel for various reasons, the scores for such a member shall be dropped i.e. they shall not count towards the overall scores.

7.1.7 Executive Planning and Resources Committee

The role of the Executive, Planning and Resources Committee includes chairing of all interviews for Executive Management positions. The Committee also receives and considers recommendations for appointment of successful candidates in Executive Positions following a selection process.

7.1.8 The University Council

The University Council is the ultimate employer of all staff in the University. Its role in the recruitment and selection process is to ratify decisions made by the Human Resources Committee and the Executive Planning and Resources Committee on recruitment matters.

7.2 Legal Framework

This Policy has been formulated in line with the higher Education Act No. 4 of 2013. It shall also comply with any laws in Zambia that govern matters on recruitment and selection.

8.0 POLICY MONITORING, EVALUATION AND REVIEW

This Policy will be reviewed every 3 years. The Council Office shall initiate the process of review and the normal process of approval shall be followed. Where changes in employment legislation occur that directly affect this policy and procedure, they will be reflected with immediate effect and communicated to stakeholders.

Where possible, every selection meeting will take an opportunity to collect information from candidates on the University's recruitment and selection process as a mechanism of improving recruitment and selection practices.

9.0 POLICY DEVELOPMENT PROCEDURE

This policy has been initiated and prepared by the Office of the Deputy Registrar (Council), the office mandated to coordinate recruitment and selection function in the University. The approval of this Policy followed a consultative process. The Policy Formulation and Development Committee and the Senior Management Committee reviewed the draft document after which it was approved by a combined meeting of the Executive Planning and Resources Committee and the Human Resources Committee at its meeting held on 24th May 2017. The Policy was finally ratified by the University Council at its meeting held on 30th June 2017.

PART II: PROCEDURES

10. PROCEDURES ON RECRUITMENT OF STAFF IN THE UNIVERSITY

There are a number of key stages in recruiting for a post. This procedure outlines the key stages and provides operating guidelines.

10.1 GENERAL PROCEDURE ON RECRUITMENT OF MANAGEMENT, ACADEMIC AND NON-ACADEMIC STAFF

The following shall be the procedure for recruitment:

- a) The process of recruitment shall be initiated by the Head of Unit or Department in various Units in liaison with Council Office by identifying a vacant position arising from, among others, the following: death, resignation, promotion, dismissal, end of contract, retirement, transfer and creation of a new position.
- b) Once the vacancy has been identified, the Head of Unit or Department shall request the Registrar for approval to fill the position. Approval to recruit shall be subject to the availability of funds, among other things.
- c) Once the request to fill the vacant position has been approved, a decision shall be made to either fill the vacancy internally or externally.
- d) All adverts shall run for a period not exceeding two weeks i.e. applicants shall have a maximum period of two weeks within which to apply for a vacant position. Where advertisements are done through print media, the insertions should not exceed four (4) times.

10.1.1 Procedure on Internal Recruitment

The following procedure shall apply for internal recruitment:

- a) Once approval to recruit internally is granted, the Council Office in liaison with the requesting Unit shall prepare an internal advertisement based on the job description and specification.

- b) Except for management, academic and positions that may be considered specialised or strategic, all job vacancies shall be internally advertised in order to give equal opportunity to all deserving employees with requisite qualifications to apply.
- c) The Council Office shall then advertise the vacancy on the notice boards and UNZA intranet. The advertisement shall also be circulated to the Heads of Units and Departments.
- d) While advertisements shall be prepared by the Registrar's Office (Council), relevant consultations should be undertaken with the Recruiting Department/unit, external experts or relevant professional bodies.
- e) Interviews shall still be conducted even if there is only one shortlisted candidate.
- f) Where there are no suitably qualified job candidates for the advertised position (s), the job vacancies shall be externally advertised.

10.1.2 Procedure on External Recruitment

The following procedure shall apply for external recruitment:

- a) Management, academic and positions that may be considered strategic shall be advertised externally, including positions, which will initially be advertised internally, but without yielding any candidates with requisite qualifications.
- b) Once approval to recruit externally is granted, the Council Office in liaison with the requesting Unit shall prepare an external advertisement based on the job description and specification.
- c) The Council Office shall then advertise through print and electronic media (intranet, e-mail, and website).
- d) Interviews shall still be conducted even if there is only one shortlisted candidate.

10.1.3 Procedure on Submission of Applications for Recruitment

All applications emanating from both the internal and external applicants shall be received by the Office of the Registrar. In both cases, all applicants shall be required to submit application letters/forms, together with certified copies of educational qualifications, training and other necessary testimonials as well as names of three referees.

10.1.4 Procedure on Retention of Applications for Jobs

The University receives applications for employment in two different modes. Those solicited when a position is advertised and those unsolicited. In both cases, the following shall apply:

- a) For the solicited applications, they shall be retained for a maximum period of three months after a position has been filled after which they shall be disposed of. However, other documentation generated during the recruitment process such as the list of applicants, summary of shortlisted candidates, minutes of the shortlist as well as minutes of the interviews shall be retained.
- b) For unsolicited applications, those belonging to non-academic staff shall be retained for a maximum period of one year while those for academic staff shall be retained for a period of two years after which they shall be disposed of.
- c) Once a vacancy is identified, both solicited and unsolicited applications shall be considered.

10.2 PROCEDURE ON RECRUITMENT OF VICE-CHANCELLOR AND DEPUTY VICE-CHANCELLOR

The following shall be the procedure for recruitment:

- a) The process of recruitment shall be initiated by Council Office by identifying a vacant position arising from, among others, the following: death, resignation, promotion, dismissal, end of contract, retirement, transfer and creation of a new position.
- b) Once the vacancy has been identified, the Registrar shall be requested for approval to fill the position. Approval to recruit shall be subject to the availability of funds, among other things. Once approved, the Registrar shall write to the Minister requesting for the appointment of a Search Committee as provided for in the Higher Education Act No. 4 of 2013.
- c) Once the Minister has appointed a Search Committee, the Registrar shall convene a meeting to discuss modalities of recruiting and selecting for the vacant post.
- d) Once modalities for recruiting are agreed upon by the Committee, an advertisement shall be issued in both print and electronic media.

I0.3 PROCEDURE ON RECRUITMENT OF VISITING STAFF

The following shall be the procedure for recruitment:

- a) The process of recruitment shall be initiated by Head of Unit in an academic Unit in liaison with the office of the Registrar.
- b) Once the Registrar has authorized the engagement, the requesting unit shall discuss the application for the prospective visiting academic staff and submit the application, curriculum and minutes to Council office for consideration by the Human Resources Committee.
- c) In the case of appointment of the visiting academic staff to the rank of either Associate Professor or Professor, the Head of Unit shall submit the candidate's application and School Human Resources Committee minutes to the Vice-Chancellor for the appointment of the Special Committee to ascertain whether or not the applicant is suitable for appointment as either Associate Professor or Professor.
- d) The Chairperson of the Special Committee shall submit the assessment report to the Vice-Chancellor who shall in turn forward it to the Registrar for consideration by the Human Resources Committee of Council.
- e) In the event that the Special Committee has established that the candidate is not suitable for appointment to the rank of either Associate Professor or Professor, the candidate shall be communicated to in writing by the Registrar stating the reasons thereof and the case shall not be escalated to the Human Resources Committee of Council for consideration.

I0.4 PROCEDURE ON RECRUITMENT OF HONORARY/PART-TIME STAFF

The following shall be the procedure for recruitment:

- a) The process of recruitment shall be initiated by Head of Unit or Department in various academic Units in liaison with Council Office by identifying the number of vacant positions available on part-time basis. The indicators for need to have part-time staff shall include among others, unavailability of staff to teach a course(s) and increased numbers of students. Part-time Lecturers shall be part of the

departmental establishment and that no application for part-time lecturers shall be considered where the departmental establishment is full, unless the application is backed by an increase in student population and where full-time lecturers are not claiming for excess teaching load allowance.

- b) One (1) month before the beginning of the next academic year, Schools shall submit a list of the required number of Part time Lecturers, Tutors and Demonstrators to the Office of the Registrar in order to enable Management plan for the recruitment process.
- c) Once approval has been granted to recruit Part-Time Lecturers, Tutors and Demonstrators, interested candidates shall obtain application forms from Schools. Duly completed application forms shall be submitted to the Office of the Deputy Vice-Chancellor for approval.
- d) Before approval, the Office of the Deputy Vice-Chancellor shall send the duly completed application forms to Council Office for verification and to ascertain the vacancies or need for a Part-Time Lecturer, Tutor or Demonstrator. All applications shall be accompanied by supporting documentation, including the departmental establishment, indicating clearly the number of lecturers in post and courses they are teaching, vacant positions, variance and the number of part-time lecturers being requested for and the courses they shall be teaching.
- e) Once Council Office has verified the request, the Deputy Vice-Chancellor shall approve the appointment of a Part-Time Lecturer, Tutor or Demonstrator.
- f) Following approval of the application, the office of the Registrar shall prepare an appointment letter.

10.5 PROCEDURE ON RECRUITMENT OF STAFF ON CASUAL, TEMPORARY, SEASONAL AND SHORT TERM BASIS,

The University shall strictly adhere to the provisions of the Employment Act, particularly the amended 2015 Employment Act Number 15 on the recruitment and selection of staff on casual, seasonal, temporary and short term basis.

The following shall be the circumstances under which the University shall recruit casual, seasonal, temporary and short-term employees:

- (a) Covering for an employee who, among other reasons, is out for maternity leave, special leave and illness;

- (b) Hiring an expert or rare skills for a specific project with a clearly defined timeline;
- (c) Anticipated busy season such as during the peak season in the case of Liempe Farms and UNZA Printer.

The following shall be the procedure for recruitment:

- a) The process of recruitment shall be initiated by Head of Unit or Department in various Units in liaison with Council Office by identifying vacant positions which may need to be filled by staff on casual, temporary or short-term basis. Temporary and short term vacancies may arise from, among others, the following: sabbatical leave, maternity leave, illness etc.
- b) Once the vacancy has been identified, the Head of Unit or Department shall request the Registrar for approval to fill the position. Approval to recruit shall be subject to the availability of funds among other things.
- c) Once the request to fill the vacant position has been approved, Council Office shall advertise on the intranet and notice boards within the University.
- d) Council Office shall liaise with the requesting Unit in arranging an Ad-hoc Committee meeting on shortlisting candidates. The Ad-hoc Committee shall be appointed by the Registrar, Deputy Vice-Chancellor or Vice-Chancellor depending on the vacancy being filled. The Ad-hoc Committee shall also look into the database of unsolicited applications for shortlisting.
- e) Recommendations of the Ad-hoc Committee shall be submitted to the Registrar for appointment of applicants on casual, temporary or short-term employment contract.

II.0 PROCEDURE ON SELECTION OF STAFF IN THE UNIVERSITY

There are a number of key stages in selecting for a post. This procedure outlines the key stages and provides operating guidelines.

II.1 GENERAL PROCEDURE ON SELECTION OF MANAGEMENT, ACADEMIC AND NON-ACADEMIC STAFF IN THE UNIVERSITY

The following procedure shall apply for selecting potential employees:

- a) All received and recorded applications by the Registrar's Office shall be forwarded to Council Office for sorting and preparation of summaries.
- b) Once applications have been sorted and summarized, Council Office shall then forward applications to the requesting Unit.
- c) All applicants should be assessed against the person specification and should meet, as a minimum, what was specified in the job advert.
- d) Those involved in short-listing should only use the evidence provided in the application when assessing the applicant against the criteria and should not use information obtained informally from other sources.
- e) Within the Unit, a short-listing Committee chaired by the Head of Unit with representation from Council Office, shall then be constituted to short-list the applicants. Proceedings of the short-listing Committee meeting shall be recorded and the minutes shall be submitted to Council Office. Short-listing for all posts shall be undertaken by a minimum of three people to avoid any possibility of bias, one of whom would normally be the direct supervisor.
- f) Any member of staff involved in a selection process who has a personal or family relationship with an applicant must declare interest and recuse himself/herself from the recruitment and selection process.
- g) All candidates shortlisted shall be invited to attend interviews and where there are a lot of candidates shortlisted for interviews, various recruitment and selection methods shall be used to reduce the number of shortlisted candidates to manageable levels.
- h) Interviews shall still be conducted even if there is only one shortlisted candidate.
- i) Depending on the nature of the position, the short-listed applicants shall be subjected to the appropriate selection criteria such as Interviews, Assessment centres, Aptitude tests, Verbal presentations, Practical exercises and Psychometric tests.
- j) Council Office shall liaise with the requesting Unit in arranging for an Interview Panel (Selection Committee) meeting which shall be chaired by a member of the University Council. The Interview Panel shall be appointed by the Registrar,

Deputy Vice-Chancellor, Vice-Chancellor or the Chairperson of Council, depending on the vacancy being filled.

- k) The Interview Panel shall include representation from Council Office and other members both within and outside the University who will be deemed appropriate (experts in the field under consideration) depending on the level and nature of the position. To be recommended for appointment, a non-academic candidate must score a minimum of 60% during the interviews.
- l) For academic staff, the minimum scores for appointment shall be as determined by Management from time to time.
- m) All short-listed applicants shall be invited in writing, electronically and by phone to appear before the Interview Panel at least one (1) week before the selection meeting.
- n) Referee Reports: referee reports shall normally be requested from three (3) referees before the case is submitted to the Human Resources Committee for consideration. The report shall accompany the recommendations of the interview panel and the report is intended to confirm the suitability of the shortlisted applicant. Ultimately all job offers are subject to, inter alia, satisfactory references. In the event that the University receives an adverse referee's report on the candidate, the offer of employment shall be withdrawn.
- o) Recommendations of the Interviewing Panel (Selection Committee) shall be submitted to the Human Resources Committee of Council for consideration. Successful applicants shall be notified through a letter of offer of employment by the Registrar. Included in the offer, shall be two (2) copies of the conditions of service, medical form and a job description. The identification of the most suitable candidate (s) shall be based on the Interviewing panel's aggregate score and not on Interviewers comments.
- p) Unsuccessful applicants shall be informed of the outcome of the application by the Office of Deputy Registrar (Council)/and or Registrar depending on the position being considered.
- q) Candidates shall be required to notify the University within two weeks of receipt of the appointment documentation whether they are taking up the offer or not. After two weeks (from the date of the offer letter) without communication from the

candidate, the offer shall lapse and the reserve candidate shall be appointed. If there is no reserve candidate, the position shall be re-advertised.

II.2 PROCEDURE ON RECRUITMENT OF VICE-CHANCELLOR AND DEPUTY VICE-CHANCELLOR

In case of the Vice-Chancellor and the Deputy Vice-Chancellor, the selection process shall be in accordance with provisions of the Higher Education Act Number 4 of 2013. However, the following shall apply:

- a) Once appointed by the Minister, the Search Committee shall set its Terms of Reference (ToRs) which may include the following:
 - i) To search for, and garner, a pool of candidates who identify with the University's vision and meet the criteria for the position;
 - ii) To produce a short-list of candidates who identify with the University's vision and who meet the criteria for the position;
 - iii) To choose from this pool of candidates the best candidate and submit a proposal for his or her appointment, with reasons for its choice.
- b) Once agreed on ToRs, agree on roadmap for interviews. The road map may include a variety of assessments such as the Assessment Centre, ordinary interview, stakeholder vetting and psychometric testing.
- c) Once a candidate has been selected, the Executive, Planning and Resources Committee and Council shall consider the recommendations of the Search Committee.
- f) Finally, Council shall recommend to the Minister the selected candidate for consideration and approval.

12.0 PROCEDURE ON RECRUITMENT OF NEW EMPLOYEES (LOCAL)

The following procedure shall apply for engaging potential employees:

- a) A new employee shall be required to undergo a medical check-up by UNZA Health Services before taking up the appointment. A Medical Certificate shall be submitted

directly to Council Office together with the signed letter of acceptance of offer. The cost of the medical examination shall be borne by the prospective employee.

- b) Following successful medical certification, the employee shall be provided with Personnel Data Forms for completion. Once the forms have been completed, the Contracts Officer shall then enter the details of the prospective employee into the Human Resources Information System. The employee number shall then be issued to the employee.
- c) New employees shall be required to fill-in key forms such as staff identity forms and forms for institutional email.

13.0 PROCEDURE ON RECRUITMENT OF NEW EMPLOYEES (INTERNATIONAL)

The University of Zambia is a globally acknowledged University whose internationalization is reflected in the composition both its international students and staff. Once a candidate who is not Zambian has been selected and appointed, the following procedure shall apply.

- a) The employee shall be, in compliance with national laws, vetted with relevant authorities.
- b) Once cleared, Council Office shall communicate with the candidate informing them that they have been offered employment by the University. The candidate shall also be informed to avail medical certificate of fitness if they are taking up the appointment.
- c) Once confirmation is received within two weeks that they are taking up the offer, Council Office will commence the process to acquire a work permit. Other arrangements such as travel shall also be commenced at this stage. Thus, the Passages Officer shall be informed to be in touch with the candidate.
- d) Once the work permit has been secured and travel arrangements finalized, upon arrival, the recruiting Unit shall be informed by Council Office to receive the new employee. Before the new employee receives their first salary, the recruiting Unit shall be responsible for their welfare in terms of accommodation and meals.
- e) Once at the university, the new employee shall be required to undergo a medical check-up by UNZA Health Services before taking up the appointment. A Medical Certificate shall be submitted directly to Council Office together with the signed

letter of acceptance of offer. The cost of the medical examination shall be borne by the prospective employee.

- f) Following successful medical certification, the employee shall be provided with Personnel Data Forms for completion. Once the forms have been completed, the Contracts Officer shall then enter the details of the prospective employee into the Human Resources Information System. The employee number shall then be issued to the employee.
- g) New employees shall be required to fill-in key forms such as staff identity forms and forms for institutional email.

I4.0 PROCEDURE ON RECRUITMENT OF RESERVE CANDIDATES

The following procedure shall apply for engaging reserve candidates:

- a) Upon receipt of a decline letter from a selected candidate or upon receipt of a request to fill a position, the Registrar shall instruct Council Office to check the availability of reserve candidates for possible consideration.
- b) Once availability of reserve candidates is confirmed, Council Office will prepare necessary appointment documentation for the identified reserve candidate.

I5.0 PROCEDURE ON CONFIRMATION IN NEW POSITION

All first appointment in the University shall be subject to probation. The probation period for non-academic members of staff shall be for a period not exceeding six (6) months, and one (1) year for academic staff. Once the probationary period has been served, the following procedure shall apply for confirmation:

- a) The Head of the Unit shall assess the candidate's performance based on the key result areas for the position in which the new member of staff is employed. The assessment shall be considered by the Unit Human Resources Management Committee.
- b) Once considered, the Head of Unit shall submit the recommendations of the Unit Human Resources Management Committee to Council Office for confirmation by

the Registrar. The recommendations shall be submitted to Council office at least a month before the end of the probation period.

- c) Head of Units/Departments should ensure that before the probation period is over, candidates are assessed for confirmation in their positions.

