1. PURPOSE

i. To ensure that the best possible field of candidates is attracted to apply for employment opportunities and that the means of attracting candidates is cost effective.
ii. To ensure the appointment of staff who will support the University's values and current goals.
iii. Opportunities are offered for career advancement of staff currently employed by the University.

2. APPLICATION

This policy applies to appointments for all permanent and contract positions in the University.

3. EXCEPTIONS

The following employment categories are exempt from these procedures, as separate policies and procedures apply:
   (i) Vice Chancellor,
   (ii) Deputy Vice Chancellors and Principals

4. DEFINITIONS

**Conflict of Interest**
Means a conflict as outlined in the University's Conflict of Interest Policy.

**Equitable**
Open to all without systemic, hidden or apparent bias on the grounds of gender, marital status, pregnancy, potential pregnancy, breastfeeding, sexual orientation, transgender, race, nationality, colour or ethnic origin, age, religious or political conviction, impairment or disability, family responsibility or family status.

**Executive Manager**
Means the Deputy Vice-Chancellors, Principals and Deputy Principals.

**Internal Applicant**
A person who at the time of recruitment for the vacancy is employed by the University on a permanent, fixed term or temporary contract.

**Recruitment and Equity Training**
Online and/or face to face training which provides an understanding of effective recruitment processes and assessment tools.

**Transparent**
Processes that are clearly defined, easily understood, easily accessible, and open to scrutiny.

5. POLICY STATEMENT

(i) The University is a single employer and will implement appropriate search and recruitment strategies to appoint high-calibre staff who meet the job requirements of the vacant position.
(ii) The principles underpinning the recruitment and selection process are those of
- Merit and fairness;
- Equal employment opportunity;
- Equitable treatment;
- Open and transparent staffing processes and practices;
- Diversity is valued and respected, to ensure that the University reflects the communities it serves; and
- Career development to support the retention of existing staff.

6. PROCEDURES

6.1 Strategic Workforce Planning

6.1.1 The current and future workforce requirements of the work area, available financial resources and relevant workforce planning strategies within the University and the work area will inform the recruitment decision.

6.1.2 When a decision is made as to the need for a position, these requirements are to be articulated in a position description, outlining the key accountabilities and responsibilities of the role, and the selection criteria.

6.2 Sourcing of Candidates

6.2.1 Managers can determine various means by which to source appropriate candidates. At the authorisation of the Director, Human Resources or nominee, external Recruitment Consultancies or Agencies may be engaged. The methods by which candidates are sourced shall be cost effective and appropriate to the type of position and the potential applicants.

6.2.2 Before a position can be advertised the University's staff with transferable status must be considered for potentially filling a vacancy.

6.2.3 As a minimum positions are to be advertised on the [http://www.mak.ac.ug](http://www.mak.ac.ug) website, unless an exemption applies as outlined in paragraph 6.2.5. To broaden the range of potential applicants, positions may also be advertised externally (simultaneously with the internal advertisement) through various media, internet, or through other avenues. Human Resources is responsible for co-ordinating all advertising activities.

*Note: Career development opportunities of 6 months or more may be offered on an 'Expressions of Interest' basis and advertised on the [http://www.mak.ac.ug](http://www.mak.ac.ug) website, however such advertising is at the discretion of a work area.*

6.2.4 When positions are advertised internationally, or there is the potential for a candidate being appointed from outside Uganda, matters in relation to immigration, visas and relocation must be factored in to the recruitment process at the earliest possible stage.

6.2.5 Advertising of positions is not required in the case of:
(a) Re-appointment of a staff member engaged in the same or similar duties who is on a fixed term contract, provided they have competed for the position via a merit selection process and a Performance Appraisal (PA) has been undertaken in the previous 12 months;
(b) Lateral transfer/redeployment of an existing staff member, both within and between Schools/Areas;
(c) Persons identified for a position in a research funding application, or following the awarding of an industry grant or other non-recurrent funded research;
(d) Re-appointment of academic research staff member(s) where there is a need for that staff member(s) to continue with their assigned research project for a further fixed term and that re-appointment is approved by the Vice-Chancellor or nominee;
(e) Fixed term appointment of a specific duration as a 'recent professional practitioner' or 'relevant commercial experience' [i.e. up to two years (general staff) or three years (academic staff and general staff at Level M6 and above)]; OR
(f) Vice-Chancellor, or nominee, approves a direct appointment (i.e. waives the advertising requirement) for either of the following reasons:
(i) specialist knowledge is required and the Executive Manager demonstrates that a search has been undertaken and certified that no other suitable candidates would be identified had a merit selection process been undertaken within the University; OR
(ii) an individual is a leader in their field of expertise and/or has qualifications, credentials and experience that would assist the University in achieving its overall strategic objectives.

6.3 Selection decisions
6.3.1 Selection decisions shall be made by an interview panel. All interview panels shall have at least three members, however the Chair of the selection panel has responsibility to determine the:
(i) balance of internal and external representation (refer note below); and
(ii) size of the panel, where additional expertise is required to assess applicants (e.g. Senior appointments at professorial or managerial level)

Note: at least one panel member must be external to the work area. The Chair shall determine if that external representation is from other School/Department or a student representative, or person(s) outside of the University who has specific expertise that will assist in the selection process.

6.3.2 All University staff participating on interview panels must have completed the University's recruitment and equity training, or approved equivalent.

6.3.3 The Chair of the interview panel must ensure that selection processes used to assess applicants are:
(i) Consistent with the values of the University;
(ii) Applied consistently for all candidates;
(iii) Evidence based;
(iv) Transparent;
(v) Timely and cost efficient;
(vi) Equitable; and
(vii) Free from conflict of interest.

6.3.4 Applicants are to provide a resume with evidence of their capacity to apply their knowledge and skills to achieving the outcomes of the position. Applicants are not required to address each element of the selection criteria, but should provide sufficient information to enable the selection panel to make an informed assessment of their suitability for the role at short-listing.

6.3.5 All interview panel members are eligible and invited to participate in short-listing. Candidates who are ineligible or who have not provided sufficient information to enable the interview panel to assess their claims against the selection criteria and accountabilities for the position shall be excluded.

6.3.6 The interview panel must ensure that the applicant(s) short-listed have the required skills and experience, and a demonstrated commitment to the values of the University.

6.3.7 Applicants shall be treated with respect throughout the recruitment process, have their personal documentation held in confidence, and have access to feedback.

6.3.8 Appointment processes will be consistent with the University's Human Resource Manual.

6.4 Review of Staffing decisions
6.4.1 The University's recruitment and selection practices will be monitored by Human Resources. Instances where practices are inconsistent with policy and/or its supporting guidelines shall be referred to the Vice Chancellor with a recommendation.

6.4.2 The University will accept appeals for review of selection decisions for unsuccessful internal applicants on the following grounds:
(i) the applicant considers that there has been non-compliance with this policy or its supporting guidelines and that non-compliance amounts in the circumstances to a serious defect in the assessment of merit; and/or
(ii) that a conflict of interest was not declared.

The obligation to establish failure to follow due process lies with the appellant.

6.4.3 Requests for review of the selection decision must be lodged in writing to the Director, Human Resources within three working days of advice of an unsuccessful application.

6.4.4 The Director, Human Resources will appoint a person(s) not involved in the original selection process to investigate the circumstances of the claim and report back within seven working days. After considering this report the Director, Human Resources may decide to:
(i) Reject the appeal; or
(ii) Appoint a different selection panel to shortlist and/or interview all or some of the applicants.
6.5 Guidelines
6.5.1 Recruitment and Selection Guidelines form the basis for the implementation of this Policy.
6.5.2 Human resources advice and support is available within Human Resources to assist at all stages of the recruitment, selection and appointment process.

6.6 Responsibilities
6.6.1 Executive Managers, or delegate
(i) Approve recruitment and appointment action for academic and general staff positions.

6.6.2 Principal/Head of Administrative Unit
(i) Convene Selection Panels or assign nominee.
(ii) Recommend appointments in their College/Unit.
(iii) Negotiate any conditions of employment with the recommended candidate on a without prejudice basis, unless this responsibility is delegated to the Chair of the selection panel.

6.6.3 Chair - Interview Panel
(i) Design and implementation of equitable and fair recruitment process.
(ii) Advise successful applicant that they are the preferred candidate for appointment.
(iii) Negotiate any conditions of employment on a without prejudice basis if so authorised by the Principal/Unit Head.
(iv) Provide direct notification to all unsuccessful applicants, including feedback to unsuccessful applicants upon request.
(v) Complete the appropriate documentation to enact the appointment, i.e. Interview Panel Report and Recommendation for Appointment.

7.6.4 Director, Human Resources, or delegate
(i) Issuing contracts of employment under delegated authority from the Vice Chancellor.
(ii) Approval of classification level of Position Description, selection criteria, and advertisement.
(iii) Advertising of positions.
(iv) Provision of professional human resources advice.
(v) Training and development in recruitment and the principles of equity.
(vi) Evaluation of, monitoring and reporting on the recruitment process.
(vii) Approve amendments to the Recruitment and Selection Guidelines.