Instructors Recruitment Manual

QC_TSRP_Series_V1/0011

ADDIS ABABA, ETHIOPIA
AUGUST 2024

Contents

1. Brief Background of QC 3
Vision, Mission, Values and Educational Objectives 4
Vision 4
Mission 4
Values 4
Educational Objectives 4
1. Recruitment 6
3.2. Objectives 7
3.3. Policy guidelines 7
3.4. Sources of Recruitment 8
3.5. Recruitment methods. 8
3.5.1. Internal Requirement 8
3.5.2. External recruitment: - 9
3.5.2.1. Vacancy Announcement Procedures 9
3.6. Recruitment Procedures 10
2. Selection 11
4.2. Selection Procedures 11
A. Practical Examination 12
B. Written Examination 12
C. Interview 12
4.3. Reference check 12
4.4. Offer of Employment 12
4.5. Medical Examination 13
4.6. Police/ Forensic Clearance 13

1. Brief Background of QC

The current Queens' College was established in November 1998 G.C in Addis Ababa Ginfle Campus as a Language-Training Institute. Queens' Institute had been raised to a College level in November 1999 G.C with the motto of "Excellence in Education" to provide educational services at a Diploma level in Accounting, Secretarial Science and Office Management. Then after, the institute was upgraded to Queens' College. Moreover, a new branch has been opened in different location of Addis Ababa. In 2016, the College has been empowered to grant the bachelor's degree in Mexico Campus. First degree in Accounting and Finance, Computer science and Management has been begun. Over the last 6 years, the College has expanded its branches into eleven campuses that offer a number of TEVT, Under Graduate and Post Graduate programs at regular, extension and distance programs. It has well qualified and experienced academic and administrative staffs.

Queens College is persistently improving its academic staff hierarchy, infrastructures structures, administrative profile and overall systems since 1998 G.C. Quite surprisingly it has continuously boosted its financial strength, service facilities, employees profile and educational materials which in turn assist the college to gain wider public recognition and reputation.

From the time of its establishment, the College had made four successful Undergraduate graduation as well as one Post Graduate graduation ceremonies for the respective of years. In each successive year, the number of qualified graduates are increasing with corresponding quality education and infrastructures. The number of graduate during 2001, 2010 , 2011 , 2012 and 2013 E.C academic year were 39, 125 , 1619 and 2385 respectively that made totally **4,168** graduates.

The College took different expansion measures to insure the delivery of education for all societies. To this end, the college has been established twelve campuses at different districts of the Addis Ababa city.

This expansion will helps for delivering of Quality education that makes us education easily accessible and affordable to our customers and will have a plan expand to other uncovered areas of Addis Ababa city and other regional States.

At this time, due to increase numbers of programs and departments in the College our academic structure has been upgraded into Faculty Level.

Currently, QC provides educational services in the following faculties and departments:

a. **Faculty of Business** in the two departments namely Accounting and Finance, And Management
b. **Faculty of Information Sciences** in three departments namely departments of computer engineering, Information Technology, and Computer Science .
c. **Faculty of Social Science and Humanities –** Sociology and Social work.
d. **School of Graduate Studies** in three programs namely Masters of Business Administration (MBA), Master of Project Management , and Master of Science in Accounting and Finance.

In addition to these, the school of postgraduate and College of distance education are the parts of the collage working under it. The College has been well organized in the last 23

years in creating conducive environment for teaching learning process and engaged in social responsibilities. Accordingly, relevant and qualified academicians and practitioners are performing all academic and administrative tasks.
The Management of Queens College is persistently aspiring to maximize its capacity and provide training in a more efficient manner than ever before.

Vision, Mission, Values and Educational Objectives

Vision

The Vision of Queens College is "to be one of the leading higher institutions centers of excellence in teaching learning, research, public engagement and be the prime choice in Ethiopia and in east Africa by 2035".

Mission

The mission of Queens College is to produce competent graduates in diverse field of study, provide need based community service, and undertake problem-solving research to foster social and Economic development of the country.

Values

Queens College is committed and guided by the following values

- Academic Freedom
- Excellence
- Maintain Quality and Standards
- Integrity
- Good Governance
- Respect for Diversity
- Student centeredness
- Transparency and Accountability
- Professionalism
- Team work and team spirit and Entrepreneurship
- Creativity and Innovation
- Dignity, respect, fairness equity, and justice for all individuals Positive thinking
- Care, Concern, and Sensitivity for cross cutting issues (Gender, Environment, and Disabled)

Educational Objectives

The QC has the following objectives to realize the above mission.

Academic Excellence

- Develop a highly competitive academic community where there is focus on learning, inquiry, reflection, intense pursuit of knowledge and intellectual

achievement that is marked not only by transfer and ingestion of knowledge but also by intelligence development for the furtherance of new knowledge.

- Provide an intellectual background that qualifies one for further academic and/or professional pursuits.
- Enable capacity for critical thinking, personal responsibility for one's intellectual growth and maturity, skills for clear communication, keen aesthetic awareness and appreciation and understanding of key concepts within various disciplines.

Professional Capacity

- Develop internationally competitive professionals in the fields of focus.
- Develop professionals that can adapt their know-how to local situations and make a difference in the socio-economic life of local communities.
- Advance professional ethics that sustains respect and value for the profession, the professional and the community for whom who stands to serve.
- Impart professional know how that adds value to student intellectual development on one hand and places of engagement at work and in private and public lives.
- Yield graduates that can add value in their professional engagements, private and public lives, and in society at large.

Values Maturity

- Challenge students to confront their values, attitudes and behavior with an ethical spectacle that emphasizes public interest and investment in the community ahead of the pursuit of self-interest.
- Open up students to a well-ordered value structure that emphasizes attitudinal transformation befitting of the demands of the times and the needs of communities.
- Help develop a well-integrated character that is highly sensitive to both rights and obligations, is committed particularly to the less fortunate and
- Uphold to personal ethics abstaining from immoral behavior, dishonesty and conduct that hurts or exploits others.

Community Service

- Develop an ethics of indebtedness to communities and country and commitment to service to the same.
- Link the students of the college with the community for mutual learning and progress.
- Require and inspire both the faculty and students to relate their academic pursuits to the needs of the community through ongoing exchanges, field

work and outcomes that propel and support community development and enable the development of ideas and models that can readily be useful in both learning and development.

- Develop human capital that is committed to the service of society and nature.

Research

- Serve as a center of research on particularly topics that add value to community and national development.
- Share findings of research with the academic community and those interested in the knowledge gained.
- Experiment with research findings that can be applied for use and share the knowhow with those interested for replication.

Enabling Environment for Learning and Holistic Personal Development

- Provide adequate, high standard and inspiring buildings and grounds, facilities, learning resources and psycho-social settings that meet the teaching, learning, administrative and student personnel requirements with transformational impacts.
- Provide an inspiring and invigorating campus by putting in place an ambient, spacious, refreshing and environmentally friendly setting.

Linkage of the Graduates with the Job Market and Societal Needs

- Provide opportunities for the exploration of one's interest and potential early enough so that one will pursue an area of study that is both relevant and in line with one's interest or proclivity.
- Avail a linking pin with the job market through strong job placement service.
- Receive feedback about the quality and relevance of the educational program from various stakeholders and the local and global market and adjust one's focus according to demands and felt needs.
- Engage in an iterative process checking the validity of the institution's offerings with the changes in the knowledge industry.

Attentiveness to Nature

- Underscore an appreciation for the interdependence of man and nature and instill a culture of environmental friendliness.
- Emphasize the restoration and renewal of nature and help develop and promote alternative energy and survival sources that do not degrade the environment or hamper the restoration of the same.

1. Recruitment

3.1. Definition of Recruitment

- **Recruitment** is the Process of searching and attracting potential candidates to apply for the UC's vacant position

- **Internal sourcing:** recruiting candidates internally to fill a vacant post.
- **External sourcing**: recruiting candidates externally to fill a vacant post.
- **Screening**: A process of assessing job applications against the preset criteria for the job as indicated in the advertisement for the purpose of short-listing for selection.
- **Recruitment and Promotion Committee**: a committee that selects best candidate for a position based on setting selection criteria.
- **Selection:** A process where suitable candidates are selected among the candidates
- **Reference check**: A stage in the selection process which allows the company to talk to pastsupervisors in order to determine if the candidate being considered is suited for the role.

3.2.Objectives

The recruitment and selection policy seeks to achieve the following objectives:

- To promote fairness, equity and transparency in selection of candidates.
- To provide guidelines to be followed in recruitment and selection of suitable candidates.
- To recruit staff with the appropriate knowledge, skills and ability in order to meet the UC's current and future needs.
- To develop and enhance the image of QC as the most preferred employer.

3.3.Policy guidelines

The recruitment and selection process in QC is based upon a set of guiding principles:

a) Recruitment for the President shall only take place after evaluation of the need

and approval of the request by the HE's Board of Directors.

b) Recruitment for the Vice Presidents shall only take place after evaluation and approval of the request by the President of the QC and General Manager of Queens PLC.
c) Recruitment for Directors shall only take place after evaluation of the need and approval of the request by the Management of the QC.
d) Recruitment for Deans shall only take place after evaluation of the need and approval of the request by the Management of the QC and the VPAA.
e) Recruitment for non-managerial positions can be made by the Recruitment Committee inconsultation with the immediate supervisor.
f) Staffing decisions are to be made based on the merit principle of qualifications, relativeability, knowledge and skills.
g) Objectivity, fairness, and consistency guide the recruitment and selection process.
h) Confidentiality must be maintained by staff involved in the recruitment and selection process.
i) Documentation relating to applicant shall be treated with the utmost confidentiality.
j) Applicants shall have the right to feedback if they request for this.

3.4. Sources of Recruitment

Sources of recruits can be divided as internal & external sources. Therefore, QC shall use both internal and external sources of recruits. The prioritizing is, however, determined according to the QC and it's Labor Association manual situation.

If there is lack of expertise internally then go for external sources of recruits first. On the other hand, if the skill is available internally or can be strengthened by means of on the- job-training, priority should be given for internal recruitment (promotion, transfer,).

3.5. Recruitment methods.

QC may use any or combination of the following

3.5.1. Internal Requirement

a) QC shall endeavor to source internally before going externally when

looking to fill vacancies so that existing employees are provided with opportunities to further their career development within the company.

b) In the case of internal sourcing, transfer or promotion shall be considered before pursuing external recruitment.
c) Internal vacancy announcements shall be made for vacant posts for which suitable candidates might be available within Queens' College HR office. Applicants who only meet the requirements for the job shall be examined and the most suitable candidate offered the post.
d) All requests for manpower requirement shall be requested by the concerned department/Office using the Manpower Request Form and shall be submitted to Human Resources Office for review.
e) The Human Resources Department shall be responsible for coordinating all recruitment and selection practices in the QC.
f) All manpower requests for both new and existing positions shall be approved by the President Officer or his/her delegate.

3.5.2. External recruitment: -

To do this method it can use the following ways

- Visit of college and universities in search of fresh graduate
- Advertising through newspaper, radio/ TV Ads, professional and trade journals
- Job fairs
- Open house
- Popular websites and organization websites
- Walk in, Write in
- Head hunting

3.5.2.1. Vacancy Announcement Procedures

When QC does the recruitment, the vacancy shall be advertised in publication bulletin or in the media indicating the job title, summary of job description, Job specification, and terms of employment, deadline of the application, postal and physical address where the application is to be submitted and citation of the documents that shall accompany the letter of application.

Application shall be collected at the address designated by the HR

Office therein. Deadline for the submission of application shall not exceed five days for internal recruitment and 10 days for external requirement.

A day after the dead line, the application shall be collected and screened by HR Office and the selected CVs only presented to the recruitment committee. The Recruitment committee formulated in two different divisions Academic and Admin divisions. HR and One Selected QC Labor union representative shall be a permanent member for two division. The Academic Recruitment Committee lead by VPAA on the same sense the admin division also lead by VPAF

3.6. Recruitment Procedures

The following procedures shall be followed in recruitment:

i. Receive Personnel Request Form,
ii. Analyze recruitment requests to check compliance with annual plan and budgets,
iii. Determine sources of recruits - internal or external,
iv. Advertise the post: advertisement can be in the form of internal notice, through public media such as known newspapers and employment agencies & by deploying a recruitment campaign program in recognized higher learning institutions. Head hunting for certain posts that require high caliber individuals who should be recommended with prominent individual in the sector may be used,
v. Document verification and Registration: this includes collection of education & experience written testimonies, filling bio - data form etc,
vi. Short listing (It can be done by the committee or by the HR Office or his designate, and verified by the same),
vii. Assessment – recruitment assessment of managers (Directors, Deans and Heads) will be accomplished through a committee of at least three persons comprising of two or more members of management committee, HR and DEAN,
viii. The recruitment of other employees is accomplished through a committee of three persons comprising of Department Managers including HR & supervisor of the vacant post, and another senior staff; and

2. Selection

4.1. Definition and Objective

Selection is the process by which an organization chooses among applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions.

The basic objective of selection is to obtain the employees most likely to meet the UC's standards of performance.

4.2. Selection Procedures

- HR or the designate ensures that all applicants have submitted duly signed and filled Application for Employment **(HR Form-)**
- Conduct preliminary screening Interview – The HR specialist and the recruitment committee shall ensure weather the applicant satisfied the minimum requirement of the position.
- Short list qualified candidates and call for interview.
- Recruitment committee agrees on interview questions and question distribution to committee members.
- Conduct employment interview -as it is the most important element in the selection and placement process, the interview has to be done with most care taking the following points into account.
    - Plan for the interview - thoroughly review the job specification and description
    - Provide proper surroundings/climate setting including the sitting arrangement
    - Ensure adequate time and never do it hurriedly
    - Put the applicant at comfort
    - State the questions clearly and avoid leading questions
    - Ask personal questions naturally
    - Let the applicant do most of the talking
    - Get the exact dates and check for inconsistencies
    - Make the necessary notations immediately
    - Conclude the interview tactfully.
    - Let the applicant know that acceptance for the job or otherwise will be notified on a definite date in the future

- Administer in-House written examination or use testing center depending on the position.
- Summarize the results of interview and written examination using [HR Form-].
- Prepare minutes and submit the selection for approval of the President
- The Staff Selection and Promotion Committee shall assess the suitability of potential candidates using the following assessment methods solely or in combination as appropriate:

A. Practical Examination

A practical examination shall be used in selecting candidates whose jobs are practical in nature. A practical examination of some positions could be outsourced. The Staff Selection and Promotion Committee shall coordinate the practical examination in conjunction with the HRO.

B. Written Examination

Written examination may be conducted in respect of all recruitments as appropriate. The Staff Selection and Recruitment Committee shall, in consultation with the hiring business unit/department, determine the nature, standard and content of a written examination to suit the particular requirement of the position being filled.

C. Interview

The Staff Selection and Promotion Committee shall conduct interviews for eligiblecandidates as appropriate.

4.3. Reference check

- The Human Resources Department shall conduct reference check on the successful candidates. References shall only be used to confirm factual information such as the applicant's qualifications, employment history, performance, conduct, experience and anassessment of the candidate's suitability for the post in question.
- The successful candidate shall not be given offer of employment until satisfactory reference information have been obtained.

4.4. Offer of Employment

a) Offer of employment shall be made in writing after approval by the President. Once a candidate has been selected, the Human Resources shall prepare an Offer of Employment letter detailing the main terms and conditions of service.
b) The Offer of Employment for all staff shall be signed by the VPAF.
c) If the offer is not accepted within the time limit set, the Committee shall either identify the

second candidate who is to be offered the position together with the conditions of offer, or shall agree to restart the recruitment process.

4.5. Medical Examination

The employment offer is subject to medical fitness. Prior to commencing Provision and / Permanent appointment with the UC, successful candidates must be medically examined at the designated hospital to determine their fitness for the job.

4.6. Police/ Forensic Clearance

The employment offer is subject to police clearance. Prior to commencing Provision and / Permanent appointment with the UC, successful candidates must be cleared by the Federal or City Police department of any criminal activity they may have been involved in the past. The employees who are expected to submit forensic clearance shall determine by HR manager