



Adventist University of Central Africa

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AUCA RECRUITMENT POLICY



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ADVENTIST UNIVERSITY OF CENTRAL AFRICA
P. O. BOX 2461, KIGALI, RWANDA

AUCA RECRUITMENT POLICY

Kigali, 2022

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Philosophy

The Adventist University of Central Africa operates on the basis of the Seventh-day Adventist worldview, which holds that God is the Creator and Sustainer of the universe and the source of true knowledge. The entrance of sin caused man’s alienation from God, therefore the restoration of the relation between man and God is the main aim of the Christian Education that leads students to discover and understand the truth through critical thinking.

Mission

The mission of the Adventist University of Central Africa (AUCA) is to provide Christ-centred wholistic quality education to prepare for service in this world, and in the life to come.

Vision

The vision of the Adventist University of Central Africa (AUCA) is to become an international center of academic learning with global impact.

Beliefs and Values

AUCA is a Seventh-day Adventist institution of higher learning that nurtures the mental, spiritual, social and physical capacities of its personnel and students. The values of the University are rooted in the Bible and should be seen in the daily activities of the university administrators, workers, and students.

Through a process of discernment based on dialogue, critical thinking, and reflection, university designates the following as core beliefs and values of AUCA:

Love: Informed by the example of Jesus Christ, and by the fundamental beliefs of the Seventh-day Adventist Church AUCA demonstrates a spirit of unity and connectedness with one another through expression, courtesy, hospitality, shared values and loving communication regardless ethnicity, gender, or other considerations. AUCA extends this value of community by reaching out to neighbors and to members of the larger civil and ecclesial communities.

Faith: AUCA is a faith-based institution of higher learning. The faith nurtured in the institution is rooted in the teachings of Jesus Christ and in the 28 beliefs of the Seventh-day Adventist Church. While other religious traditions and individual beliefs of our personnel and students are respected, the university administration and faculties are expected to integrate a biblical, Seventh-day Adventist faith into learning activities of the students.

Integrity: Concerned for the good of the community in this life and the life to come is the University goal as it commits itself to honesty in all relations with students, faculty, staff and administration. Through the University integrity, workers and students earn and maintain the trust of the surrounding community, public, and governmental agencies.

Respect: AUCA values and respects the contribution of each member of the university community to the advancement of the mission of AUCA. AUCA encourages and supports each other as colleagues working together for the good of the whole institution.

Compassion & Care: Inspired by the example of Jesus Christ AUCA opens its workers and students' hearts to those in physical, spiritual and mental need. AUCA consciously reaches out beyond its boundaries to serve others in need with compassion and mercy.

Fairness and Justice: recognizing the dignity of all persons (students, staff, teachers and administrators) AUCA seeks to avoid any acts of injustice toward each other and addresses instances of injustice both within and outside of the university community from a stance of informed advocacy. AUCA holds each other accountable and endeavors to practice responsible stewardship of the resources available to us.

Excellence: As a faith-based institution of higher learning, AUCA seeks to combine faith with reason in the pursuit of academic excellence. AUCA Senate and Administration call all members of the university community to excel as individuals and as professionals within their specific roles.

Motto

“Education for Eternity”

1. Introduction

This policy is intended to provide assistance to those AUCA members of staff involved in the recruitment process. It specifies the procedures followed, from the need identification to offer of employment. It is also intended to provide advice on best practice to ensure that the AUCA's recruitment process is consistent and effective. This policy supplements AUCA procedures and provides further information for those involved in the recruitment and selection process. It should be followed by all individuals involved in the hiring in order to ensure success and compliance with all aspects of the recruitment and selection process.

2. Aim of the policy

This policy aims to:

-To ensure that preparation of job descriptions, person specifications, advertisements, short-listing, interviewing and selection of applicants reflect a commitment to achieving and maintaining equal opportunities within the workplace;

-To ensure that the recruitment process respect the procedures and rules of SDA church and Government of Rwanda;

3. Recruitment and selection process

In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, the following steps are recommended:

Step 1: Vacancy identification and Needs evaluation

Step 2: Position specification and description

Step 3: Clearance from the academic committee, Human resource committee & Business management committee

Step 4: Advertisement

Step 5: Selection (short-list) committee

Step 6: Interviewing committee

Step 7: Finalize recruitment

3.1. Vacancy identification and needs evaluation

This step implies the departmental planning. Before the beginning of a new semester, each department aligns staff skills sets to initiatives and goals or missions to be achieved by the university. The department planning includes: the identification of newly created positions and analyze the process of replacement.

3.1.1 Identification of replacements and newly created positions

After the mid-semester examinations, each faculty starts a course distribution for the next semester. Other non-academic department also evaluate their needs during this period. It is during this period that Head of departments and deans of faculties determine the need for new positions. When it is determined a new position is needed, it is important to:

- Understand and take into consideration strategic goals & plan for the University and/or department. HoD and the Deans of Faculty should answer the following question: Are there any upcoming changes that may occur in the next semester?
- Conduct a quick analysis, evaluate the core skills required now and those which may be needed in the future and answer the following questions: Are there any gaps? What core skills are missing from the department?
- Conduct an analysis of existing contract and the personnel assessment results in order to know those who needs to be replaced in the future.

3.1.2 Replacement process analysis

Once the replacements and newly created jobs are identified, the Dean of Faculty or the administrator in charge (in case of non-academic staff) seeks the approval of the academic

committee (in case of academic staff recruitment) or Human resource committee (in case of any no-academic staff). Before seeking the approval, the person in charge (Dean of faculty or the administrator in charge) considers the following:

- In case of newly created position, conduct a job analysis in order to tailor the position to what is currently required;
- In case of replacement, decide if there are any changes required as certain tasks and responsibilities performed by the previous person may not or should not be performed by the new person;
- The following elements are carefully analyzed:
 - The qualification level required for performing these tasks and responsibilities considering the appropriate classifications and credentials defined by the Human Resources Manager together with the Deputy Vice- Chancellor for academics (for academic staff) and the Business Manager (for non-academic staff);
 - The tasks carried out by the previous employee, in case of replacement;
 - Budget
 - Work hours

3.2 Position specification and description

- A job description is the core of a successful recruitment process. From the job description, interview questions, interview evaluations and reference checks questions are developed. A written job description:
 - Provides the idea on the qualification needed from of the candidate’
 - Clearly articulates duties and responsibilities to be carried out by the candidate;

- Serves as documentation to help prevent, or defend against, discrimination complaints by providing written evidence that employment decisions were based on rational needs;
 - Identifies tasks, work flow and accountability, enabling the department to plan how it will operate and grow;
 - Assists in establishing performance objectives
 - It is used for career planning and training by providing clear distinctions between levels of responsibilities and competencies required.
 - It is used as a benchmark to assist in ensuring internal and external equity and to identify duties and responsibilities.
- Prior to developing the job description the Dean of faculty (in case of academic staff) or the administrator in charge (in case of non-academic staff) identify the following:
 - General Information
 - Position Purpose
 - Essential Functions
 - Minimum Requirements
 - Preferred Qualifications

1. General information

Basic position information will need to be determined to assist with the development of the job description and job classification. This information will be different for each position being recruited. It includes:

- The working Title
- Department Name
- Department Head
- Supervisor Name
- Special Requirements and conditions

2. Position purpose

It describes the department's functions, the unit's functions, and/or the organizational unit's functions. The statement should summarize the position's essential functions and its role in relation to supporting, administering, or managing the activities of the department, unit, or organizational unit.

- It includes a description of the role and its relation to the department and the University
- It includes the estimated duration of the positions (contractual or permanent)

3. Essential job functions

Essential job functions describe the duties and responsibilities of a position. A job function is considered essential when the performance of the function is the purpose for the position. Typically, an essential function occupies a significant amount of time of the employee's time and requires specialized skills to perform. By accurately describing the essential functions of the job, job seekers will have a clear understanding of the role and your expectations for performing them. When developing essential functions for the position the following should be noted:

- Functions of the job which are critical for the position are arranged by importance
- Level and authority for the role should be described
- Essential tasks listed should be inter-related to the accomplishment of the essential function.

4. Minimum requirements

The minimum requirements or "basic qualifications" are those qualifications or criteria which was established in advance and advertised to potential applicants:

- They must be relevant and relate to the duties and responsibilities of the job;
- They must be objective;
- They should support the accomplishment of the essential function. For example a candidate to the Deputy Vice-Chancellor position is required to have organizational skills and communication skills.

5. Preferred qualifications

Preferred qualifications are skills and experience preferred in addition to basic qualifications and can be used to narrow down the pool of applicants. These preferred skills, knowledge, abilities and competencies can describe a more proficient level at which the essential functions can be performed such as:

- Prior experience
- Certifications and/or advanced degree as additional

3.3 Clearance from the academic committee and Business management committee

- Once the needs are defined and jobs specification and description are developed, a report entitled «The Recruitment Requisition» is presented to the academic committee (for the academic staff) or to the Human resources committee (for non-academic staff).
- The submitted report includes the following:
 - The date
 - The name of the requesting department
 - The requested job titles
 - Specify if it is a replacement or a new position
 - Specify if it is a contractual a permanent or a contractual employment
 - If it is a replacement, state the position replaced
 - If it is an addition position, state the reason for adding
 - Total number of current staff in the faculty/department
 - Number of persons holding the same position
 - Expected date to start
 - Specific job profile
 - Personality traits
 - Education requirements
 - Work experience requirements
 - Work skills

- Professional conduct
 - Remarks
 - The Dean of faculty's signature and stamp
 - The human resource managers remarks, signature and stamp
- The academic committee (in case of academic staff) or human resource committee (in case of a non-academic staff) decide on the relevance of the required position
 - In case the position is cleared and accepted by the academic committee or human resource committee, the report is submitted to the secretary of the Human resource committee for the job advertisement
 - The Business manager decide about the existence of the required budget for the position to be filled

3.4 Job advertisement

- The printed advertisement is sent to:
 - The local media or other paper and websites with a particular attention to SDA papers or channels (Radio or TV)
 - The local and external SDA churches and associations or institutions
 - The AUCA member of staff should be informed so that they can participate in looking for candidates

3.5 Selection committee

- All applications are submitted to the secretary of human Resource committee
- After the deadline, the secretary of Human resource committee submits all applications to the Deputy Vice -Chancellor for Academics for the selection of a shortlist of candidates
- The Deputy Vice -Chancellor for Academics calls a committee of selection which must include:
 - The Deputy Vice -Chancellor for Academics (chairperson)

- The Dean of the faculty which need a new academic staff (for academic staff) or the administrator of the department which need a new employee (for non-academic staff). This dean of faculty or this administrator is the secretary *ad hoc* of the selection committee.
 - Two teachers from the faculty (for academic staff) or two staff members from the department that needs a new employee (for non-academic staff).
- The selection committee makes a selection of candidates who will be interviewed.
 - The selection committee produces a report to submit to the Human resource committee. The selection report should include the following:
 - The name of each candidate
 - The documents presented by the candidate
 - The documents that are missing (if any)
 - The candidate qualification
 - The candidate experiences
 - The candidate language skills
 - The candidates' other skills
 - The decision of the selection committee (accepted for interview or not accepted)
 - If the candidate is not accepted, the report specify why.

3.6 Interview

- After receiving a report from the selection committee, the human resource committee organizes the interviewing committee, set a date for interview and inform the applicants about the interview dates;
- The interviewing committee includes:
 - The Human resource manager or his/her representative (Chairperson)
 - The secretary of Human resource committee (secretary)
 - The AUCA Chaplain (Member)
 - The AUCA director of quality assurance (Member)
 - The Dean of faculty that needs a new academic staff

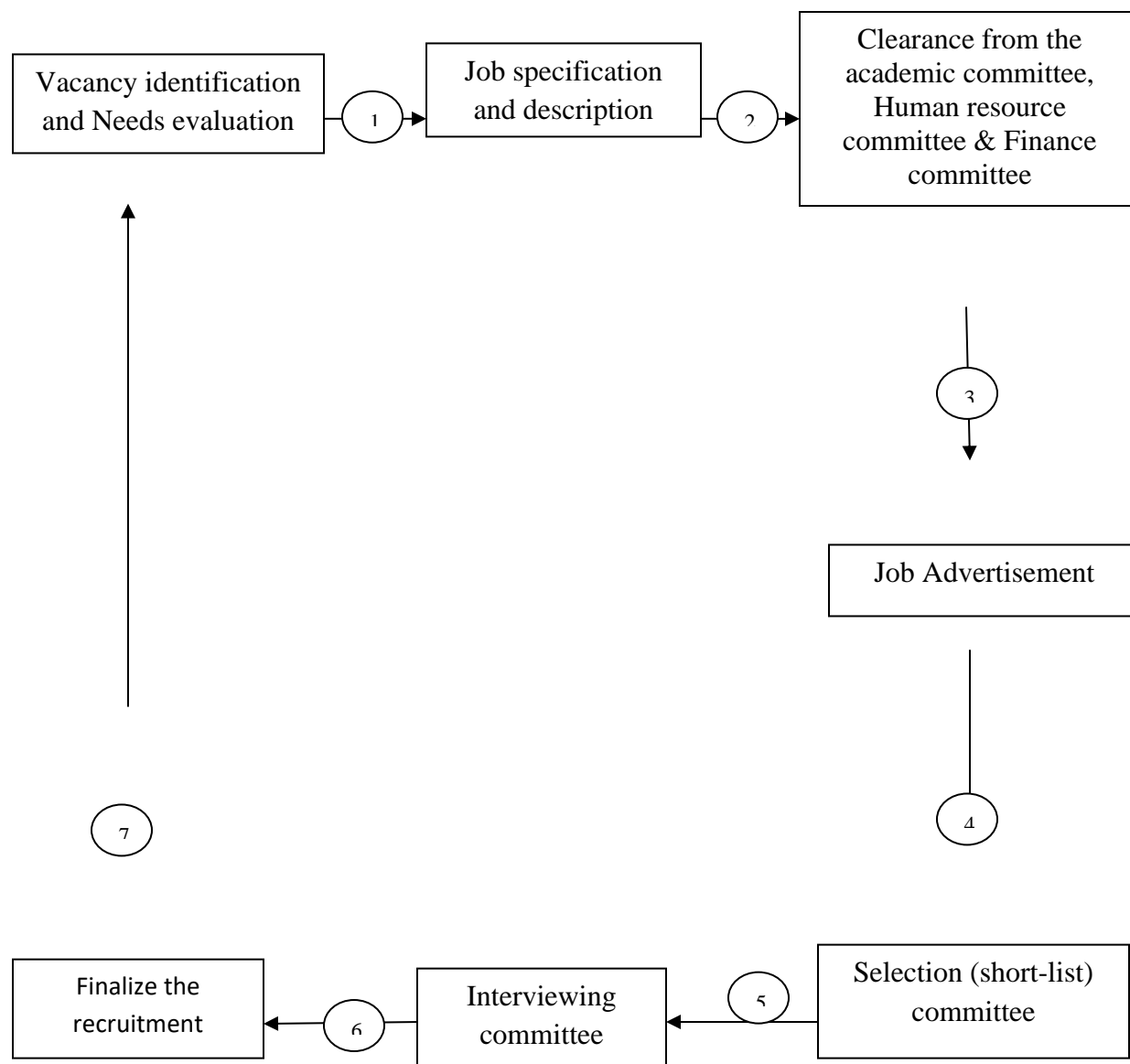
- The administrator of a department that need a new staff (in case of non-academic staff)
- Any other person who can help in the recruitment

- Before the interview starts, the interviewing committee determines elements that should be evaluated and marks that have to be attributed to each element. They prepare an “interview form” that includes these elements which is distributed to each member of the interviewing committee.
- Since the requirements for may differs according to the position to fill, each position must have its own “interview form”.
- To be as objective as possible, each candidate is evaluated according to the form and the Chairperson adds all the scores attributed to each candidate by the committee members. A mean score is computed out of 100 (100%). The decision is made according to the mean score of each candidate.
- After decisions are made, the secretary of interviewing committee prepares an interview report which includes:
 - The name of each candidate
 - The qualifications of each candidate
 - The experience of each candidate
 - The decision of the interviewing committee (recommended for the position or not)
- This report includes all candidates. However, it starts by the name of those who are admitted and ends with the names of those who are not admitted
- The report is submitted to the Human Resource committee for the further follow up

3.7 Finalize recruitment

- The human resource manager submits the report to the Administration committee for further decisions
- The recruitment process should start at least two months before the beginning of the new semester, so that the new staffs have enough time to prepare their courses syllabuses (in case of academic staff)

4. AUCA recruitment process



5. Mechanism for reviewing the AUCA recruitment policy

The AUCA recruitment policy shall be reviewed and updated if any missing guidelines may be found necessary for effective application of this policy. The modification of this policy is under the responsibility of the AUCA human resource committee.

6. Operation date of the policy

The recruitment Policy becomes operational with effect from the date it is adopted by AUCA Board.

7. Annexes (See pages below)

7.1 The recruitment requisition form (page 10)

7.2 The selection report (page 11)

7.3 The interview report (page 12)

7.4 The interview form (page 13)



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Recruitment requisition form

Date.....
 Faculty.....
 Department.....
 Requested Job Title.....
 Permanent employment () Contractual Employment ()
 Replacement () New position ()
 If replacement, state the position replaced.....
 If additional, state the reason of adding.....
 Total number of current staff in the faculty/department
 Number of persons holding the same position in the faculty/ department
 Expected date to start/...../.....

Specific job profile:

Age: Minimum..... Maximum
 Preferred sexe.....
 Civil status

Personality traits

Education requirements

Work experience requirements

Work skills:

Coordination skills () Computing skills () Filing skills ()
 Verbal communication () Written communication ()

Language skills

Professional conduct

Remarks

 Dean of faculty name Signature and stamp Date

Human resource manager remark



HRM name Signature and stamp Date
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Selection Report

Name of the candidate	Documents presented by the candidate	Documents that are missing (if any)	candidate qualification	candidate experience	candidate language skills	candidate research skills	decision of the selection committee



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Interview Report

Name of each candidate	Qualifications of each candidate	experience of each candidate	Total score in interview (%)	decision of the interviewing committee (recommended for the position or not)

Member of interviewing committee name & signature.....

Member of interviewing committee name & signature.....

Member of interviewing committee name & signature.....

Member of interviewing committee name & signature.....

Secretary of interviewing committee name & signature

Interview committee chairperson name & signature



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Interview form

Date.....

Name of the candidate:.....

Faculty.....

Position he applied for.....

Evaluation dimension n°1:.....

Evaluator observation:

.....

.....

.....

Score for evaluation dimension n°1

Evaluation dimension n°2:.....

Evaluator observation:

.....

.....

.....

Score for evaluation dimension n°2

Evaluation dimension n°3:.....

Evaluator observation:

.....

.....

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Score for evaluation dimension n°3

Evaluation dimension n°4:.....

Evaluator observation:

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.....

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Score for evaluation dimension n°4

Evaluation dimension n°5:.....

Evaluator observation:

.....

.....

.....

Score for evaluation dimension n°5

Evaluation dimension n°6:.....

Evaluator observation:

.....

.....

Score for evaluation dimension n°6

Evaluation dimension n°7:.....
Evaluator observation:

.....

Score for evaluation dimension n°7

Evaluation dimension n°8:.....
Evaluator observation:

.....

Score for evaluation dimension n°8

Evaluation dimension n°9:.....
Evaluator observation:

.....

Score for evaluation dimension n°9

Evaluation dimension n°10:.....
Evaluator observation:

.....

Score for evaluation dimension n°10

Evaluator's name

Signature

Date

