Staff Recruitment, Development, and Promotion Quality Assurance Draft Policy



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| **Responsible Executive** | **Vice Chancellor** |
| **Responsible Division** | **Directorate of Quality Assurance** |
| **Approved By** |  |
| **Date Approved** |  |
| **Review Date** | **After every four (4) years** |
| **Stakeholders affected by this policy** | **All categories of staff and students of University of Nigeria Nsukka as well as their partners (JAMB, ALUMINI, FGN and local and International****collaborators)** |

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# **1. Purpose**

This policy provides a framework to ensure that staff recruitment, development, and promotion processes at the University of Nigeria are conducted in a fair, transparent, and merit-based manner. The aim is to attract, retain, and promote talented and qualified staff, fostering professional growth and ensuring alignment with the university’s mission and strategic goals.

# **2. Scope**

This policy applies to all staff categories, including academic, technical, administrative, and support staff, across all departments and faculties within the university. It governs processes for:

* **Staff Recruitment**: Attracting and selecting staff for both academic and non-academic positions.
* **Staff Development**: Enhancing the skills, knowledge, and career prospects of staff through ongoing professional development.
* **Staff Promotion**: Advancing staff members in recognition of their contributions, qualifications, and potential.

# **3. Objectives**

The QA policy for staff recruitment, development, and promotion aims to:

* Establish clear, consistent, and transparent procedures for recruitment, development, and promotion.
* Ensure that recruitment is based on merit, qualifications, and the strategic needs of the university.
* Foster a culture of continuous professional growth through staff development initiatives.
* Provide equitable opportunities for promotion based on performance, qualifications, and contributions to the university.
* Align recruitment, development, and promotion processes with the university’s commitment to diversity, inclusion, and equal opportunity.

# **4. Staff Recruitment**

The recruitment process is designed to ensure that the university attracts the most qualified candidates, while promoting diversity and inclusivity.

## **4.1 Recruitment Principles**

* **Merit-Based Selection**: Recruitment will be based on qualifications, experience, and the skills required for the role, ensuring alignment with the university’s strategic priorities.
* **Diversity and Inclusivity**: Recruitment practices will promote equal opportunities for all, encouraging diversity in staff hires across gender, race, ethnicity, and backgrounds.
* **Transparency**: All recruitment processes will be transparent, with clear criteria, open communication, and accessible information regarding the selection process.
* **Compliance**: All recruitment processes will comply with national labour laws, university policies, and relevant accreditation and legal standards.

## **4.2 Recruitment Process**

1. **Needs Identification**: Departments or faculties identify staffing needs based on strategic goals, teaching requirements, and operational demands.
2. **Job Advertisement**: Positions are advertised through appropriate channels (e.g., university website, academic networks, professional organizations) to reach a diverse and qualified pool of candidates.
3. **Screening and Shortlisting**: Applications are reviewed based on predefined criteria. Shortlisted candidates must meet the qualifications and experience required for the role.
4. **Interviews and Assessment**: Candidates undergo interviews and, where appropriate, teaching demonstrations, practical assessments, or psychometric evaluations.
5. **Final Selection**: The selection committee, following a structured and transparent assessment process, recommends the most suitable candidate for approval by the relevant authorities.
6. **Onboarding**: Successful candidates are provided with a thorough orientation, introducing them to the university’s policies, culture, and expectations.

# **5. Staff Development**

Staff development initiatives ensure that employees have access to continuous learning opportunities to enhance their performance and career progression.

## **5.1 Development Principles**

* **Continuous Learning**: Staff members are encouraged to pursue lifelong learning through formal training, workshops, seminars, conferences, and further education.
* **Alignment with Institutional Goals**: Professional development must align with the strategic objectives of the university and contribute to individual career growth and institutional excellence.
* **Equal Access**: All staff members should have equal access to development opportunities, with consideration given to their role, experience, and career aspirations.

## **5.2 Development Programs**

1. **Induction and Orientation**: New staff members are provided with an induction program to familiarize them with university policies, academic standards, and operational procedures.
2. **Ongoing Training**: Continuous professional development (CPD) programs, such as workshops, conferences, seminars, and online learning opportunities, are offered to help staff stay current with academic, administrative, or technical trends.
3. **Academic Support**: Academic staff are encouraged to engage in research, attend conferences, publish papers, and collaborate with external academic networks.
4. **Mentorship Programs**: Staff members are paired with mentors to support professional growth, providing guidance on academic development, career progression, and work-life balance.
5. **Leadership Development**: Tailored leadership development programs are offered to prepare staff for managerial and leadership roles within the university.

# **6. Staff Promotion**

Promotion processes recognize and reward staff for their contributions, achievements, and potential to contribute at higher levels.

## **6.1 Promotion Principles**

* **Merit-Based Advancement**: Promotion is based on merit, assessed through demonstrated performance, academic excellence, and potential for future contributions using the criteria spelt out in the Yellow Book for Academics, and the Scheme of Service for the Administrative and Technical Staff.
* **Transparency and Fairness**: Promotion criteria and processes will be clear, with decisions based on evidence, performance reviews, and achievements.
* **Equity and Inclusivity**: The promotion process will provide equal opportunities for all staff, ensuring there are no barriers based on gender, race, age, or other protected characteristics.

## **6.2 Promotion Process**

1. **Performance Review**: Staff undergo annual or periodic performance reviews that evaluate their achievements against agreed-upon objectives spelt out in the relevant appraisal guideline documents. This include teaching performance, research output, administrative contributions, and community engagement.
2. **Application for Promotion**: Eligible staff members submit applications for promotion based on meeting specific criteria, such as publication records (for academic staff), service to the university, and leadership qualities.
3. **Assessment and Review**: The promotion committee evaluates applications against promotion criteria, considering feedback from peers, supervisors, and external evaluators where necessary.
4. **Promotion Decision**: The decision is made based on a comprehensive review of the candidate’s qualifications, performance, and contributions, and it is submitted to the relevant governance body for final approval.
5. **Appeals Process**: A transparent appeals process is in place for staff who wish to challenge promotion decisions.

# **7. Monitoring, Evaluation, and Continuous Improvement**

To ensure the effectiveness of recruitment, development, and promotion processes, the university will:

* **Regularly Review Policies**: The university will conduct periodic reviews of its recruitment, development, and promotion policies to ensure alignment with strategic goals and compliance with legal and accreditation requirements.
* **Gather Feedback**: Feedback from staff through surveys, performance reviews, and exit interviews will be used to improve processes and identify gaps.
* **KPIs and Metrics**: Key performance indicators (KPIs) will be developed to track success in areas such as diversity in hiring, staff retention, professional development participation, and promotion outcomes.
* **Benchmarking**: The university will benchmark its practices against national and international standards to maintain competitive and fair policies.

# **8. Roles and Responsibilities**

* **Personnel Department**: Manages the recruitment process, organizes staff development programs, and ensures compliance with promotion policies.
* **Deans and Department Heads**: Identify staffing needs, support staff development, and evaluate staff performance for promotion.
* **Quality Assurance Unit**: Monitors the effectiveness of recruitment, development, and promotion processes and ensures they align with institutional goals.
* **Staff**: Actively engage in professional development opportunities and participate in the performance review and promotion processes.

# **9. Communication and Dissemination**

This policy will be communicated to all staff through official channels, including the university’s intranet, staff handbooks, and HR bulletins. Regular workshops and seminars will be conducted to ensure all employees are aware of the procedures and opportunities available for recruitment, development, and promotion.

# **10. Compliance**

All university departments must adhere to the standards outlined in this policy. Non-compliance with recruitment, development, or promotion procedures may result in corrective action or additional reviews.

# **11. Policy Review**

This policy will be reviewed every five years, or sooner, if necessary, to ensure it remains current, relevant, and aligned with the university’s strategic direction and the evolving needs of staff and the institution.

# **12. Conclusion**

The university is committed to attracting, developing, and promoting highly qualified staff members who contribute to the academic excellence, research output, and operational efficiency of the institution. This policy ensures that recruitment, development, and promotion processes are conducted transparently, fairly, and in alignment with the university’s mission and goals.