

# KOMFO ANOKYE TEACHING HOSPITAL



**RECRUITMENT POLICY AND PROCEDURES (*Policy No. HRM 1.0*)**

## **1. INTRODUCTION**

### **1.1 Mandate of Komfo Anokye Teaching Hospital**

The mandate of the Komfo Anokye Teaching Hospital (KATH) as provided by the Ghana Health Service and Teaching Hospitals' Act 525, 1996 is in the following areas:

- Advanced clinical care
- Training of undergraduate and post-graduate medical professionals
- Research

### **1.2 Vision Statement**

To become a centre of excellence in the provision of specialist healthcare services

### **1.3 Mission Statement**

To provide quality health service to meet the needs and expectations of all clients. This will be achieved through well-motivated and committed staff applying best practices and innovation

## **2. POLICY STATEMENT**

KATH strives to recruit highly qualified staff at all levels to achieve its vision of becoming a centre of excellence. Our HR strategy stresses the importance of taking proactive, imaginative actions to encourage top performing staff to work with KATH.

## **3. PURPOSE OF THE POLICY**

The policy is designed to provide a clear and simple process for effective recruitment with considerable flexibility to meet the needs of directorates and units. It is also to ensure consistent, fair and transparent process through which the best person who meets the job requirements is appointed.

The policy will promote equality of opportunity as enshrined in the 1992 Constitution of Ghana, Article 17 Section 2 (*A person shall not be discriminated against on grounds of gender, race, colour, ethnic origin, religion, creed or social or economic status*) and the Labour Act 2003(Act 651) Section14e (*An employer shall not in respect of any person seeking employment, or of a person already in his employment discriminate against the person on grounds of gender, race, colour, ethnic origin, religion, creed, social or economic status, disability or politics*).

The policy is to ensure that all applicants are afforded equal opportunities within employment and that entry into employment with the hospital and progression within employment will be determined only by personal merit and the application of criteria which are related to the duties of each particular post and relevant salary structure. In all cases, ability to perform will be the primary consideration. No applicant will be treated

less favourably than another because of his/her gender, marital status, religion, political background, racial group or disability.

KATH recruitment policy is also to attract and retain the right calibre of staff to meet the needs of the hospital.

#### **4. SCOPE**

This policy applies to the appointment of all members of staff to the Hospital.

#### **5. PRINCIPLES**

- Recruitment shall take place after evaluation of the need for the post against the requesting unit's/directorate's/hospital's strategic plans and budget
- Appointments shall be based on qualifications and competences required for clearly defined duties, roles and responsibilities and where required, as approved for by Parts the Health Professions Regulatory Bodies Act, 2013 (Act 857)
- The necessary procedures must be followed to select the suitable and highly qualified person
- The selection process shall reflect good HR practice and be transparent, timely, cost effective, equitable, effective and free from conflict of interest.
- The applicant shall be treated with respect throughout the recruitment process.
- Documentation relating to applicant shall be treated with utmost confidentiality
- Approval of financial clearance shall be obtained from Ministry of Finance before appointments are made
- Applicant shall have the right to feedback

#### **6. AIMS**

- To streamline the processes of recruitment and make the processes more effective and efficient
- To meet the hospital's operational requirements and strategic aims
- To promote the Hospital's values
- To ensure that the recruitment process enhances the reputation of the hospital as an employer of choice

#### **7. INITIATING AND APPOINTING AUTHORITY**

Recruitments in the Hospital shall be effected by the following authorities whenever a vacancy occurs as provided in Table below:

<b>CATEGORY OF POST</b>	<b>INITIATING AUTHORITY</b>	<b>APPOINTING AUTHORITY</b>
Chief Executive	Board	Board
Directors, Deputy Directors, Consultants	Chief Executive	Board
Senior Staff	Head of Directorate/Unit	Chief Executive
Junior Staff	Head of Directorate/Unit	Chief Executive
Utility	Head of Directorate/Unit	Chief Executive

## **8. RECRUITMENT PROCEDURES**

These guidelines form the basis for the implementation of the hospital's recruitment policy.

### **7.1 Recruitment Process**

#### *7.1.1 Vacancy*

A vacancy may occur for a number of reasons:

- Increase in Workload
- Requirement for new Skills
- Change in Structure
- Introduction of new service/technology
- When a member of staff leaves the service through:
  - Death
  - Dismissal/Termination
  - Resignation
  - Vacation of post
  - Retirement

#### *7.1.2 Preparation*

The following shall be done before the recruitment and selection processes start:

- Review of Requirements - the full evaluation of the need of the role against the plans and budget of the requesting authority

- Review of Roles by the requesting authority
  - Job description - defines the role's purpose, principal duties and responsibilities. It allows applicants the opportunity to assess their suitability for the role and to make a decision
  - Person specification - describes the knowledge, skills required to perform the duties of the person
- Requesting Units/Directorates obtaining approval to recruit from appointing authority and using **Staff Requisition Form**.

### *7.1.3 Obtaining/Attracting Candidates*

#### i) Advertisement/Searching

When approval is granted for vacancies in the posts of Deputy Director, Consultant and below the HR Unit shall put up internal advertisements to attract qualified and suitable staff for consideration. External advertisement shall be resorted to only when the background qualification, skill and experience sought are not available within the Hospital. For posts of Chief Executive and Directors external advertisement shall be made. Vacant positions shall be advertised and it should clearly state

- Job Title (Grade)
- Job Description
- Job Specification
- Age Limit
- How to Apply
- Closing Date

The most widely circulated and cost effective media shall be used for the external advertisements to maximize the number of suitably qualified candidates.

#### ii) Unsolicited applications

Unsolicited applications may also be considered as and when necessary.

#### iii) Skills search/Head Hunting

Skills search, or "head-hunting," may be used to identify candidates for senior posts or where skills are scarce. Where this process is chosen, it shall be demonstrated that the qualifications and special requirements of the position in question cannot be obtained through the normal process of initially considering eligible serving officers within the organisation and open advertisement. Once candidates have been identified through headhunting however, the principles of selection on merit shall be applied, as required in the case of other methods of recruitment.

iv) Applications

Applicants shall submit their applications together with a completed **KATH APPLICATION FORMS**

Applicants resident outside Ghana shall address their applications directly to the Board Chairman or Chief Executive. In all cases where the recruitment of a non-Ghanaian is involved there must be a clear indication that a Ghanaian is not readily available for the post.

*7.1.4 Receipt of Applications*

Applicants shall be treated with respect and provided with sufficient information to make informed decisions regarding their suitability for the role. Their applications shall be maintained in strict confidence to protect the privacy of personal information.

## **8. SELECTION PROCESS**

The selection process shall be:

- Based on job description and specification
- Transparent
- Timely and cost effective
- Equitable (non-discriminatory)
- Free from conflict of interest
- Recorded in writing

### **8.1 Short listing**

- Short listing shall be carried out after the closing date for receipt of application,
- Shall be carried out by more than one person and they shall have copies of the job description and person specification
- Candidates shall be assessed against the criteria in the person specification
- A candidate shall not be short listed unless he/she meets **ALL** of the essential criteria in the person specification
- A clear, objective rating system shall be used and reasons should be recorded
- Assessments shall be based solely on the evidence submitted in the application (whether the candidate is internal or external) against the criteria
- New selection criteria **MUST NOT** be introduced at this stage

- If there is a large number of suitable candidates consideration shall be given to holding preliminary assessment to determine the final shortlist.

## **8.2 Mode of Assessment**

Applicants shortlisted shall be assessed and the most qualified and suitable ones selected for appointment. Assessment shall also include the verification of academic/professional qualifications presented by applicants.

In assessing shortlisted applicants, any one or a combination of the following three (3) assessment methods may be employed:

- Practical Examination
- Written Examination
- Selection interview

### *8.2.1 Practical Examination*

A practical examination shall be adopted in selecting candidates whose jobs are practical in nature e.g. Secretarial, Drivers, Artisans.

A panel of not less than three (3) officers shall be set up to conduct the practical examination and submit report.

### *8.2.2 Examinations*

Written Examination shall be conducted in respect of recruitments to grades in the Junior and Utility Staff categories to assess their writing abilities. The Director, HR shall in consultation with the requesting directorate/unit determine the nature, standard and content of a written examination to suit the particular requirement of the grade being filled.

### *8.2.3 Interview*

A panel set up by the appointing authority shall orally assess eligible candidates for selection on merit.

A panel set up as in paragraph (i) below shall conduct the assessment. Assessment reports signed by the panel will be forwarded to the appointing authority for approval.

## **i) Assessment Panel**

Candidates shall be selected on merit by an interview panel of not less than three (3) and not more than five (5) members constituted by the appointing authority as follow:

- a) Appointment of Chief Executive Assessment Panel shall be constituted by Public Service Commission.

b) Appointment of Directors, Deputy Directors and Consultants

- The Chairman of Human Resource Management Committee as Chairman
- The Chief Executive
- Representative from the Public Services Commission
- One with expert knowledge of the area
- Representative from the Ministry of Health (with the appointment of Directors)
- The Dean of the School of Medical Sciences (with the appointment of Consultants)

c) Appointment of other staff

- The Director of the class as Chairman
- Head or representative of the requesting Unit/Directorate
- Representative of a related Profession
- Representative from HR

As a rule, all members of a Selection Panel should be senior or superior in status relative to the grade to which a candidate is being recruited.

There shall be a Secretary to the Selection Panel

**ii) Interview Report**

The Selection Panel shall be thoroughly satisfied with the recommendations made and sign the report which will be forwarded for the approval of the appointing authority. This is to guarantee the credibility of the Report.

**9. MAKING APPOINTMENTS**

**9.1 Request for Financial Clearance**

Financial Clearance shall be sought from the Ministry of Finance in line with prevailing regulations for the payment of emoluments of selected candidates before appointment.

**9.2 Medical Examination**

Offer of appointment shall be subject to medical fitness. Prior to commencing permanent appointment with KATH, successful candidates shall undergo thorough medical examination at the hospital to determine their fitness for the job and submit report on the assessment before appointment.

### **9.3 References**

The Human Resource Unit shall take up written references on the successful candidate. References shall only be used to confirm factual information such as the applicant's qualifications, employment history, performance, conduct, experience and an assessment of the candidate's suitability for the post in question.

References from most recent employer (candidates with working experience) and not less than two (2) others provided by the candidate shall be taken.

A date to start employment shall not be finalised until satisfactory references have been obtained.

The information sought shall include:

- Length of employment
- Job title
- Brief details of responsibilities
- Reason for leaving

### **9.4 Issuing of Appointment Letters**

Offer of employment shall be made in writing after approval of the report. The content of the appointment letter shall include the following:

- Name of Employer
- Name of Employee
- Job Title
- Salary starting point and other benefits
- Effective date/Starting date
- Probation period
- Job Description
- Amount of notice to terminate employment to be given by employer and employee
- Employment Status
- Reporting relationships
- Statutory deductions
- Hours of work

### **9.5 Acceptance of Appointment**

A successful applicant to a position shall accept the appointment in writing within the stipulated time before the appointment becomes valid.

## **9.6 Effective Date of Appointments**

The effective date of an appointment shall be the date an appointee assumes duty after being formally appointed into the Komfo Anokye Teaching Hospital.

## **9.7 Condition of Service**

Condition of service shall be made available to the new appointee upon assumption of duty.

## **9.8 Payment of Salary**

The process of appointment shall not end until the new staff has been placed on the payroll through the preparation of Establishment Warrant and completion of New Entrant Form supported by relevant documents.

## **9.9 Advising Unsuccessful Candidates**

Unsuccessful candidates shall be notified in writing, giving feedback if possible. This shall be done on receipt of approved report.

# **10. JOINING THE HOSPITAL**

## **10.1 Probation**

All employees on first appointment shall be on probation and their letters of appointment shall so provide. The minimum period of probation shall be **six (6) months**. At the end of the period an employee's appointment shall be confirmed upon satisfactory performance and conduct. However, the appointing authority may extend the probation period for a further three (3) months for stated reasons upon performance appraisal.

## **10.2 Induction/Orientation**

All new employees shall go through induction/orientation to enable them understand the hospital set up and also become effective contributors of the work team early. A well planned induction shall be organized for them before they start work to enable them to become fully operational. The orientation programme in all instances shall consist of the following:

- Information on the Hospital
- Relevant Manuals including HR Policies and Conditions of Service
- Job briefing
- Introduction to relevant Heads of Departments and Peers or Subordinates

### **10.3 Employee Records**

A new appointee shall give the following particulars in addition to any records that the Hospital may require

- Date of birth and evidence thereof
- Recent passport sized photograph
- Home and permanent address/telephone, e-mail address
- Education and professional qualifications
- Marital status and children (if any)
- Name of spouse
- Name and address of next of kin
- Social Security Number
- Health Insurance Certificate number or
- National Identification card number
- Hometown
- Name of father and place of birth
- Name of mother and place of birth
- Person(s) to contact in case of emergency

Concealment of any of these facts or any intentional false statement given may be considered sufficient grounds for non-employment or subsequent termination of the employee's appointment by the appointing authority. The employee shall promptly notify Management of any change(s) in any of the particulars that he or she has provided.

### **10.4 Confirmation of Appointment**

Unless informed in writing to the contrary, an employee who has completed his or her probation period would be deemed to have been confirmed.

### **10.5 Termination of Appointment**

An appointment may be terminated in writing by the Appointing Authority if, an appointee's performance and/or conduct does not meet the expected standards by the end of the period of probation. Such employee shall be paid one month salary in lieu of notice.

## **11. RECRUITMENT ON LIMITED TERMS (CONTRACT)**

### **11.1 Conditions for Limited Engagement**

11.1.1 Candidates who, to the knowledge of the appointing authority have attained the prescribed compulsory retiring age may be appointed on limited engagement.

11.1.2 Limited engagement shall be for a period of two (2) years in the first instance and renewable for a further two (2) but shall not exceed five (5) years provided the candidate is not above 65 years.

11.1.4 Limited engagement shall be subject to the following conditions:

- Exigency of the service or health institution
- The employee possesses special skills, knowledge, experience and qualification not readily available or in short supply in the Hospital
- Medical fitness evidenced in a medical report by a licensed or registered public medical practitioner
- A recommendation by the Board, and
- Such other terms and conditions as the appointing authority may determine

11.1.6 A non-Ghanaian expert shall be engaged on limited terms not exceeding two (2) years in the first instance.

### **11.2 Prerequisite for Limited Engagement**

11.2.1 All limited engagements shall be initiated by the applicant through Head of Directorate/Unit, through the Director of Class and approved by the appointing authority.

11.2.2 The request for the engagement of a retired person on limited engagement into Category A. Post shall include the following conditions:

- That there is no in-service officer eligible for immediate appointment
- The justification for the retention of the skills and experience of the officer
- That the retention of the officer shall not impede the smooth progress or promotion of serving officers

### **11.3 Mode of Assessment**

11.3.1 Recommendation from the last Head of Directorate/Unit together with a copy of last performance appraisal report on applicant.

11.3.2 Interview - The candidate shall be assessed by a panel of not less than three (3) members constituted by the appointing authority and submit report.

11.3.3 Medical Examination – After the approval of the panel report, the medical fitness of selected candidates shall be assessed by a Medical Doctor at the request of the appointing authority.

#### **11.4 Appointment**

The medical report of fitness together with the recommendation of the Board shall be sent to the Public Service Commission for authorization. On receipt of the authorization, request for financial clearance shall be made through the Ministry of Health to the Ministry of Finance.

Appointment shall be offered on receipt of the financial clearance. Successful candidates who are in hospital residence will have to vacate before they are appointed.

### **12. REVIEW OF POLICY**

This policy will be reviewed in two years to assess its effectiveness. It may, however, be reviewed before the two years to reflect service changes at the Hospital or any changes required by law.

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**CHIEF EXECUTIVE**

**Effective Date**