REDEEMERS HEALTH VILLAGE

Human Resources Department

RECRUITMENT & SELECTION POLICY

Policy Code: HR-POL-025

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Date Approved:	—		

Relevant Standards

- Labour Act of Nigeria (Cap L1 LFN 2004)
- Nigeria Data Protection Act (NDPA) 2023
- RHV Background Check Policy (HR-POL-001)
- RHV Onboarding Policy (HR-POL-007)
- RHV Conflict of Interest Policy (HR-POL-009)
- ILO Convention No. 111 — Discrimination (Employment and Occupation)
- Applicable professional regulatory body requirements (MDCN, NMCN, PCN, MLSCN)

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1	Draft	April 28, 2026	New Policy — Board Submission	CHRO
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1. Purpose

This policy establishes the governance framework for all recruitment and selection activities at Redeemers Health Village (RHV). It ensures that RHV attracts, selects, and appoints the most suitable candidates for every role in a manner that is fair, objective, transparent, legally compliant, and consistent with our institutional values and patient safety obligations.

Effective recruitment is one of the most consequential decisions RHV makes. Hiring the right people — people who combine professional competence with personal integrity and alignment with our mission — is the foundation of everything else we do. This policy exists to ensure that process is governed with the seriousness it deserves.

2. Scope

This policy applies to all recruitment and selection activity at RHV including permanent, fixed-term, part-time, temporary, locum, and contract appointments and to all persons involved in the recruitment process, including HR staff, hiring managers, interview panel members, and any external recruitment partners.

3. Guiding Principles

- Merit: All appointments are made on the basis of skills, qualifications, experience, and demonstrated competence; never on the basis of personal relationships, favouritism, or non-job-related characteristics.
- Equal Opportunity: RHV is an equal opportunity employer. No candidate will be discriminated against on the basis of gender, age, religion, ethnicity, disability, marital status, pregnancy, national origin, or any other characteristic protected under Nigerian law.
- Transparency: The recruitment process is documented at every stage, and all candidates receive consistent, fair, and timely communication.
- Patient Safety: For all clinical and patient-facing roles, the safety and wellbeing of patients is an overriding consideration in selection decisions.
- Legal Compliance: All recruitment activities comply with the Labour Act, NDPA 2023, and relevant professional regulatory requirements.
- Confidentiality: All candidate information is treated with strict confidentiality and managed in accordance with the RHV Data Protection & Privacy Policy (HR-POL-024).

4. Workforce Planning and Vacancy Authorisation

4.1 Workforce Planning

All recruitment must arise from an approved, current workforce plan or a documented, justified business need. Ad hoc or unplanned hiring without a workforce planning basis is not permitted. The CHRO, in collaboration with the COO and CFO, produces an annual Workforce Plan aligned to RHV's operational budget and strategic plan. The Workforce Plan is approved by the CEO and noted by the Board.

4.2 Vacancy Authorisation

Before any recruitment activity commences for a vacancy, whether for a new role or a replacement, written authorisation must be obtained. The process is as follows:

1. The Head of Department (HOD) submits a Vacancy Authorisation Request to the CHRO, including: job title, grade, justification for the vacancy, proposed start date, and the approved budget line.
2. The CHRO reviews the request against the Workforce Plan and budget, and where approved forwards to the CEO for sign-off.
3. CEO approval is required before HR may commence any recruitment activity.
4. For senior or executive roles (Grade 8 and above, or any role reporting directly to the CEO), Board REMCO is notified before commencement of the search.

5. Job Analysis and Job Description

For every vacancy, HR and the relevant HOD prepare or update a current Job Description (JD) before advertising. The JD must include: job title and grade; department and reporting line; purpose and key accountabilities; essential and desirable qualifications and experience; required professional registrations or licences; and the competencies, skills, and personal attributes required for success in the role. The JD is the foundation of the entire selection process — it defines what is being assessed.

6. Advertising and Sourcing

6.1 Internal Advertisement

Where a vacancy may be suitable for an existing employee, it should ordinarily be advertised internally for a minimum of five (5) working days before external sourcing begins. Internal candidates are assessed using the same objective criteria as external candidates.

6.2 External Advertisement

All external job advertisements must: accurately describe the role and its requirements; be approved by HR before publication; not contain language that could, directly or indirectly, discriminate against any group; be posted on appropriate platforms (RHV's official careers page, relevant professional body notice boards, reputable job platforms); and clearly state the application closing date.

6.3 Direct Sourcing

For specialist, senior, or hard-to-fill roles, HR may engage approved external recruitment agencies or executive search firms. Any agency engaged must have a signed agreement with RHV governing their terms, fee structure, and data handling obligations under the NDPA 2023.

6.4 Unsolicited Applications

Unsolicited or walk-in applications may be received and acknowledged by HR but will only be considered if a relevant vacancy exists. Unsolicited CVs are retained for a maximum of six (6) months and then securely destroyed, in line with the RHV Data Retention Schedule.

7. Application and Shortlisting

7.1 Application Process

All candidates must complete the RHV Application Form (available from HR or the RHV careers page). Submission of a CV alone, without a completed application form, does not constitute a valid application. The application form ensures that all candidates provide the same categories of information, enabling consistent and fair assessment.

7.2 Shortlisting

Shortlisting is conducted by a minimum of two assessors — typically the HR officer and the relevant HOD. Shortlisting must be carried out solely against the essential and desirable criteria set out in the Job Description. All shortlisting decisions must be recorded on a Shortlisting Matrix, which is retained on file regardless of outcome. Candidates who do not meet the essential criteria will not be shortlisted. At least two candidates should be shortlisted per role where the applicant pool permits.

7.3 Conflict of Interest in Shortlisting

Any person involved in shortlisting who has a personal, familial, or financial relationship with a candidate must immediately declare this to HR and recuse themselves from the shortlisting process. Failure to declare is a disciplinary matter.

8. Selection Methods

8.1 Interviews

All shortlisted candidates are invited to a structured interview. Interview panels must comprise a minimum of two members — ordinarily the HR officer and the HOD, with a third panel member for senior roles. All panel members must: have received interview and selection training from HR; use the same structured, pre-approved question set for all candidates for the role; score responses against pre-defined criteria using a standardised scoring matrix; and not ask questions about pregnancy, marital status, religion, ethnicity, disability, or any other protected characteristic.

8.2 Practical Assessments and Tests

For clinical, technical, or specialist roles, practical assessments, skills tests, or case-study exercises may be used as part of the selection process. All assessments must be directly relevant to the requirements of the role and scored using a pre-agreed marking scheme. The same assessment must be administered consistently to all candidates for a given role.

8.3 Presentations

For senior or management-grade roles, candidates may be required to deliver a presentation on a pre-set brief. Presentations are scored by the interview panel using pre-agreed criteria. The brief is shared with all candidates for the role at the same time and under the same conditions.

8.4 Second Interviews

For roles at Grade 8 and above, a second interview with Executive Management or a Board-level representative may be conducted before a final offer is made.

9. Selection Decision and Offer

9.1 Selection Decision

Selection decisions are made collectively by the interview panel based on the documented evidence gathered through the selection process, measured against the criteria in the Job Description. The decision must be recorded in writing, with reasons. Where panel members disagree, the HR officer facilitates a structured discussion. The final decision is signed off by the HOD and the CHRO. No selection decision based solely on informal impressions, personal chemistry, or undocumented criteria is acceptable.

9.2 Offer of Employment

A conditional offer of employment is made in writing by HR. The conditional offer is subject to: satisfactory completion of all background checks (per HR-POL-001); verification of professional registration and qualifications; medical clearance from the RHV Medical Officer; and receipt of all required pre-employment documentation. The offer letter must state: the role title, grade, department, salary, start date, probationary period, and any conditions attaching to the offer.

9.3 Pre-Employment Documentation

Before a start date is confirmed, all new hires must provide: certified copies of all academic and professional certificates; evidence of current professional registration (where applicable); two passport photographs; National Identification Number (NIN); Bank Verification Number (BVN) and account details; two professional references; and any other documentation specified in the offer letter.

10. Background Checks

All conditional offers are subject to satisfactory completion of background checks in accordance with the RHV Background Check Policy (HR-POL-001). No start date will be confirmed, and no employment contract will be

issued, until the CHRO is satisfied with the outcome of all required checks. The type and scope of checks conducted will be proportionate to the role and its risk profile.

11. Unsuccessful Candidates

All shortlisted candidates who are not selected will be informed of the outcome in writing within five (5) working days of the selection decision. Feedback is offered to all interviewed candidates on request. Application records for unsuccessful candidates are retained for six (6) months following the close of the process and then securely destroyed, in accordance with the NDPA 2023 and the RHV Data Retention Schedule. RHV does not retain applications in a speculative talent pool without the candidate's explicit consent.

12. Rehiring Former Employees

Former RHV employees may be considered for re-employment, subject to the standard recruitment process and the following additional conditions: their previous departure from RHV was voluntary or on mutually agreed terms; their previous employment record at RHV contains no undischarged disciplinary findings; and the CHRO approves their inclusion in the applicant pool in advance. Former employees dismissed for gross misconduct are not eligible for re-employment at RHV.

13. Recruitment for Senior and Executive Roles

For roles at the level of Head of Department and above, the following additional requirements apply:

- The CHRO presents a shortlisting report to the CEO before any candidate is invited to interview.
- The CEO participates in or approves the composition of the interview panel.
- For C-suite and Executive roles, the REMCO of the RHV Board is involved in the final selection decision.
- Board-level appointments (including Non-Executive Directors and Committee members) are governed by a separate Board Nominations process, not this policy.

14. Monitoring, Audit, and Review

HR maintains a Recruitment Register documenting all vacancies, applicant numbers, shortlisted candidates, appointed candidates, and time-to-fill metrics. This data is reviewed quarterly by the CHRO and included in the annual HR report to the Board. The CHRO conducts an annual audit of compliance with this policy across all departments. Any patterns of bias, unexplained selection outcomes, or process breaches identified in the audit are addressed with the relevant HOD and, where appropriate, escalated to the CEO. This policy is reviewed annually.