

5.4. Recruitment processes

5.4.1 Launch of a Position

As mentioned above, in most cases the recruitment request will be launched as per the Recruitment Plan (5.3.1 &

5.3.2) as per the process outlined above. For this purpose, the recruitment manager will prepare a Recruitment Request Form (RRF) **Annexure 1** as well as a Job Description (JD) **Annexure 2**. The recruitment manager will submit them to the relevant HR department for further processing as follows:

5.4.1.1. Regular Staff:

The mission maintains recruitment plans which are specific to projects. These outline project specific positions. This recruitment plan is developed by the HR Co upon confirmation of a project. It is essential that this is completed promptly.

Important Note:

1. Where ' & ' is mentioned it means that signatures are required from all mentioned individuals.
2. If P1 is directly reporting to head of Base / leading the department, it will be dealt as an M grade

5.4.1.2. Casual Staff:

Important Note: Where ' & ' is mentioned it means that signatures are required from all mentioned individuals

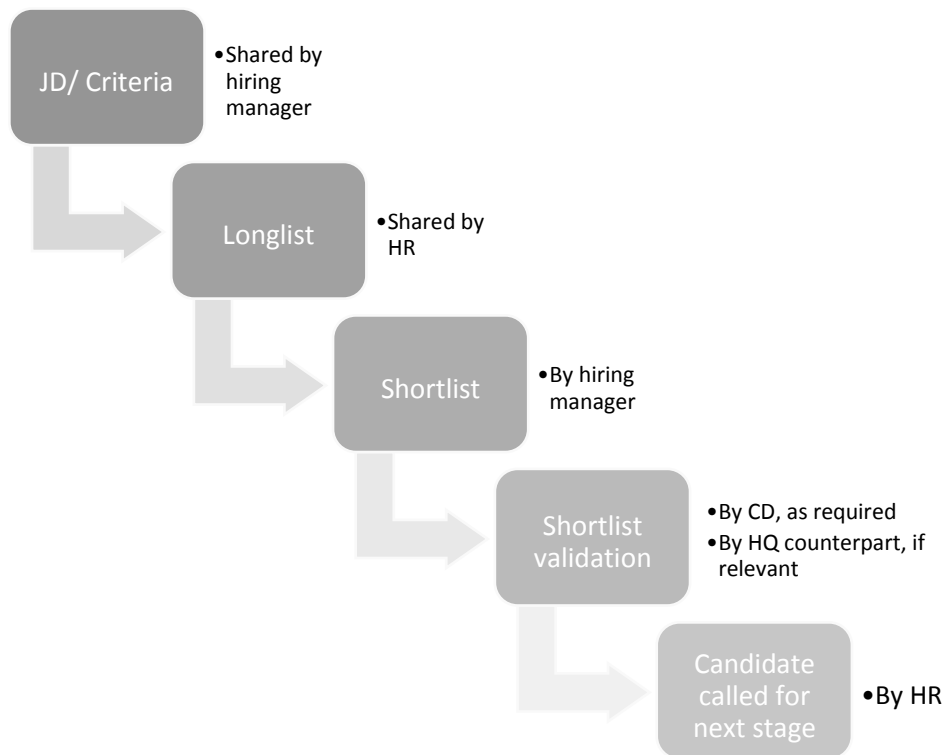
5.4.2. Posting Vacancies

For all internal and external recruitments, an approved RRF is necessary to initiate the job announcement/hiring process. Welfare and Relief Committee has an established internal and external vacancy announcement process through which it communicates available position openings. Internal and external advertisements are published by the Human Resources Department. All advertisements, both, internal and external, will clearly state the title of the vacant position; duties involved and required skills and experience, the address for sending applications, and closing date. The hiring supervisor must approve the wording of the advertisement before it is advertised on www.rozee.pk (or any other job portal used by Welfare and Relief Committee) or circulated to other organizations, to ensure that the stipulated required skills and experience are correct. Advertisements may be placed in national or local newspapers and/or circulated among the NGO/INGO community. An advertisement will be published for 5 to 7 days for adequate exposure to potential candidates (internal /external) and appropriately worded to attract women applicants and those identified in the diversity group. Decision of non-advertisement and appointment of position must be taken by Country Director in consultation with HR Coordinator and respective line manager(s) and will be documented when planned and obvious transfer or promotion is possible. On the basis of performance and suitability Internal candidates will be given the opportunity for taking part in the whole selection process if they meet the qualification and experience required for the job. In an event where an internal candidate has already been identified outside of the interview process, the concerned line manager will consult the HR Coordinator and recommend for interview process. The final approval will be given by the CD.

5.4.3 Head Hunting

Given that some positions are more specialised; a process of head-hunting can be employed. Head-hunting should still follow the standard review process. The recruitment manager, CD, DCD and other staff can share the recruitment opportunity with their contacts. If a suitable candidate is identified, he/she can apply through the proper channel. Once this candidate applies for the job, the staff member can share the CV with the relevant HR personnel and recruitment manager. If this person fulfils the necessary skills sets, and is above other candidates, only then he/she will be included in the long list created by HR.

5.4.4. Screening Candidates



5.4.4.1. *Long listing*

For all the positions, the initial long list should be completed by the relevant HR focal point. This person should use filters and reviews to select only those candidates that fulfil the necessary criteria outlined in the job description. They should also pay attention to the expected salary ensuring that the applicants stating a figure which is above the threshold are not considered. It is important that the HR team takes special measures and steps to ensure that suitable candidates are not excluded. The HR focal point should also ensure that, where possible, a gender balance or at least 30% representation exists within the long list. The ideal long list comprises of 20-25 candidates. The longlist is then shared with the relevant recruiting manager in the form of CVs. This long listing is prepared within 3 working days of the closure of a job announcement.

5.4.4.2. *Shortlisting*

The long list is shared by the HR focal point and based on this, the shortlist is prepared by the recruitment manager. Ideally the shortlist comprises of 5-10 candidates. The recruitment manager ranks candidates in the shortlist based on their suitability for the role. The line managers should give special consideration to the female candidates for the shortlisting purpose in order to increase the female ratio at the mission level especially in the management roles. This process should be completed in 3 working days. The recruitment manager should then share this list with the HR focal person to process the selection process.

5.4.4.3. *Test*

All shortlisted candidates will go through a written test. The test should cover key technical points relevant to the role. It should be an exclusive test (i.e. not taken from another recruitment) to avoid copying. It should be developed by the recruitment manager and shared with the HR focal person on the specific day of the test; 30 minutes prior to the scheduled time. These can be completed either remotely or in person. Remote testing should be considered as a strong possibility to ensure a high participation turnout of candidates. The timings for these should be strictly monitored. Ideally all candidates should complete the test at the same time. Also, the tests should be electronically completed to avoid difficulties in marking

and to enable the recruitment manager to test computer skills. Where relevant, more than one round of tests can be completed. For positions at C level, the recruitment manager, in consultation with the HR focal point, may decide to conduct a practical test. The HR focal person should review the test to ensure that it is suitable for someone at that level of candidacy. HR focal person is responsible for arranging the tests for candidates. Once the tests are final, the HR focal person should send the compiled tests to the recruitment manager. The recruitment manager will then have to score the tests within two working days and share a list of candidates for the interview with the HR focal person.

5.4.4.4. *Interviews*

The HR focal person arranges the interviews of the candidates identified by the recruitment manager. As per the HR procedures, at least 3 candidates should be included in the interview, therefore, it is advised to invite at least 4 candidates to meet the minimum criteria in case if a candidate cannot attend. Candidates should be given at least 2 working days to arrange attendance. Remote attendance is possible via Skype, however, in person attendance of the candidate is preferred.

The interview is conducted using the Interview Assessment Form **Annexure 3**. The questions for the interview are developed by the recruitment manager and shared with the HR focal point on the specific date of the interview; 15 minutes prior to the interviews. The HR focal point prints one (1) copy of the interview form for each reviewer per candidate. They also print one (1) full set of the candidate's CV, cover letter (if applicable) and test, along with one (1) copy of the job description for each interviewer.

Competency Based Interviews for all Positions

Competency Based Interviews are mandatory that for positions. In competency based interviews, the interview panel looks for competencies by asking scenario based questions. This style of questions makes a candidate to share situational examples of times when they have performed particular tasks or achieved particular outcomes using certain skills.

The recruitment manager designs the competency based questionnaire in relevance to the specific job profile/JD by using the sample questionnaire **Annexure 3**. The HR focal person is responsible to share the competency based interview preparation guidelines with all the shortlisted candidates who are invited for the interview **Annexure 4**.

Panel Members for Interviews

For all sort of panel interviews there should be at least 3 panel members, out of which one should be female in order to ensure and consider the gender perspective during the interview process. The HR focal person/HR Co. along with the consultation of recruitment manager will identify and suggest the panel members which will be approved by the Head of Base/CD.

For all the positions of Grades P and F, the panel should comprise of the following 03

members: □ The recruitment manager; □ An HR representative;

- A neutral person, a more senior position than the one being recruited for. Where possible, this should be a technical person from the capital office team.

For all the positions of Grade L and M, the panel should comprise of three (3) members, however in case if the below mentioned members are not available then any Coordinator can replace them based on recommendations and approval from CD. □ The recruitment manager;

- An HR representative;
- The CD or DCD

In addition, for all the L and M Grade positions, an HQ counterpart can also participate in the interview or conduct a separate interview with the candidates.

In terms of reviewing the interviews, following the completion of each interview, an interview form for each candidate is filled by the interviewer. At the end of all interviews, the interview panel discusses together

the potential of each candidate. Ideally, they should have a mutual consensus on candidates. This includes candidates to be considered further for prioritization according to combined score of test and interview. Where disagreement exists, for grade L and M positions the CD or Deputy CD holds a veto within the Panel. While, where the position is below these grades, the scores of the interviewers will be calculated and the top candidate will be offered the position. In case the panel recommends offering the job to any candidate other than the one standing first, the panel will discuss and finalize the selected candidate and record their basis for the CD's approval. The CD will take the final decision based upon the recommendations given by the panel member.

A recruitment report summarising the process and final recommendations must be signed off by the recruitment panel. This is submitted to request/ raise a job offer and also retained in Recruitment Files for future reference and proper audit trail.