



RECRUITMENT AND SELECTION POLICY

Scope:	The policy applies globally to all employees working for and on behalf of CIVICUS
Effective date:	1 August 2016
Review date:	September 2018
Approval:	Senior Management, inclusive of SG, COO and HR Manager
References:	Salary and Job Evaluation Policy, Expatriation Policy
Questions:	All questions pertaining to the policy should be directed to HR

1. PURPOSE

The purpose of this policy is to recruit the best person for each position, ensuring compliance with respective employment legislation and organisational values. The policy defines the objectives to be met in the implementation of Recruitment and Selection which are aimed at attracting competent individuals to fill a position with the most suitable applicant. Candidates are selected for appointment according to their ability, qualifications and competencies required to fulfil the job requirements, without having regard to discrimination factors, such as race, gender, disability, etc.

2. PRINCIPLES

CIVICUS'S recruitment and selection policy and procedures is guided by the following principles:

- CIVICUS is an equal opportunity employer and all vacancies will be filled based on skills, experience, and competency. No consideration will be given to any ground which is not relevant to the applicant's ability to do the role.

- The recruitment and selection process will be transparent, timely and cost effective, equitable and free from conflict of interest.
- The minimum age for employment with CIVICUS is 18 (eighteen) years, effective on the day of employment. CIVICUS shall not recruit any persons under the age of 18 (eighteen).

3. RECRUITMENT AND SELECTION DIVERSITY STATEMENT

Our recruitment and selection process is designed to prevent any bias, conscious or unconscious, from influencing our hiring decisions. We advertise positions both broadly and in specific publications to try to reach people from excluded groups. We aspire to ensure that our staffing and decision-making reflects the diversity of the world we live in, including with regards to gender balance and representation of excluded and under-represented groups. We use fair and consistent methods of selection and provide guidance to recruiting line managers on recruitment practices. We try to ensure that all roles are open to

all candidates who may be suitable, that our recruitment process is transparent to all who apply for positions and that our workplaces are accessible. By doing so we aim to select the best person for the job, give all our staff members and volunteers an equal chance to progress in their careers and retain talented staff.

4. ROLES AND RESPONSIBILITIES

1.1.1. Secretary General (SG)

The SG is responsible for:

- Authorising the creation of and budget for a new position within the organisation's structure
- Recruiting team members with a direct reporting line to them, which means they will follow the roles of the Recruiting Line Manager below

1.1.2. Senior Leadership Team (SLT) Member

An SLT member is responsible for:

- Approving the recruitment of the cluster leads that the SLT member manages and other roles within the particular cluster
- Recruiting team members with a direct reporting line to them, which means they will follow the roles of the Recruiting Line Manager below

1.1.3. Recruiting Line Manager

The recruiting Line Manager is responsible for:

- Ensuring compliance with the recruitment & selection policies and procedures as well as other CIVICUS guidelines and procedures related to recruitment & selection i.e. equal opportunity guidelines

- Planning the recruitment and selection process in collaboration with HR who will offer support and guidance

This planning process should involve:

- Obtaining authority to recruit, including all related recruitment and selection costs such as advertising, travel, assessments etc.
- Identifying which interview panel members will be involved, securing their commitment, booking their time as early as possible and providing HR with these dates and times
- Job analysis and Job Description (JD) writing on the standardized JD template
- Confirmation of grade, location and terms and condition in collaboration with HR
- Identifying suitable assessment techniques in collaboration with HR
- Where relevant and necessary, source reputable translator services where adverts are required in a language other than English
- Leading the assessment and selection process – this includes collating and writing the final panel recommendation
- Identifying and agreeing the longlisting criteria for HR
- Ensuring the relevant documentation is completed and submitted to HR for archiving. These include the signed staff requisition and approval for recruitment, applications, completed short-listing grid, interview notes and other assessment records, copies of references and other due diligence checks that fall within the manager's brief
- Ensuring the relevant due diligence checks are completed
- Agreeing the job offer with HR prior to making it and obtaining approval from the Line-of-Line
- Planning the induction and on-boarding of the new recruit following the standard Induction and on-boarding guidelines

- Interview Questionnaire – Recruiting Line Manger to draft and finalize with guidance and input from HR?

1.1.4. Human Resources

- The recruitment process will be overseen by HR. HR will support and assist in the planning of the recruitment and selection process and in administering elements of that process including:
 - o Ensuring, together with the recruiting Line Manager, that the guiding principles of recruitment and selection are always adhered to
 - o Ensuring compliance with the prevailing local labour law and legislation regarding recruitment and selection of staff in the locations where the roles are being recruited
 - o Assisting with the development of adverts and then placing advertisements
 - o Screening applications based on agreed criteria and providing the recruiting Line Manager with a long-list of candidates
 - o Where required, offering training to build capabilities in this area
 - o Arranging assessment and tests
 - o Participating in interview panels
 - o Requesting the relevant due diligence checks and sharing them with the recruiting line manager
 - o Issuing contracts of employment.
 - o Facilitating the job grading committee for any new Job Description or existing roles that have has substantial changes made to the Job Description
 - o Confirmation of grade, salary range and terms and conditions
 - o Checking and confirmation of eligibility of selected staff member to work in specific location and advise on the work visa process where applicable

5. FAIR RECRUITMENT PRACTICES FOR RECRUITING LINE MANAGERS

Recruiting Line Managers and HR are responsible for ensuring that recruitment practices are fair and conform to legal requirements. All individuals have a right to be treated fairly and equitably, both during the recruitment and selection process and in their employment.

Throughout the recruitment and selection process Recruiting Line Managers should be aware that what one says verbally to a candidate could be taken as a binding offer, so please be careful that only the terms and conditions discussed with candidates are related to those openly advertised. As a rule, Recruiting Line Managers should refer queries on salaries and other benefits that arise during a selection process to HR for clarification rather than promise something that cannot reasonably be delivered, and remember that only HR make salary offers to candidates.

Beware of treating individuals differently. Be sure that as a Recruiting Line Managers one does not set precedents or do anything during the recruitment and selection process that could result in someone saying they have not had fair or equitable treatment.

There are, of course, certain questions Recruiting Line Managers can and cannot ask in an interview. Steer clear of asking anything that is not directly relevant to the job and ask consistent questions to all candidates.

Be aware that candidates can request to see any interview notes that have been written about them. It is also imperative that Recruiting Line Managers can justify any recruitment decisions made and why one candidate has been chosen over another. There should be no subjectivity or 'personal preference'



used in making recruitment decisions and interview notes should only relate to responses to the interview questions and performance in the interview. If Recruiting Line Managers are unclear about any issue at any stage of a recruitment process, please contact HR for further guidance and support.

6. THE RECRUITMENT PROCESS

6.1. STEP 1 - Approval of the vacancy

Recruiting a new member of staff represents a major investment for CIVICUS. Therefore, the recruitment and selection process for any role cannot be initiated without obtaining the appropriate approval to recruit.

The approval process will be initiated by the Recruiting Line Manager. The Recruiting Line Manager will be required to prepare and submit a completed 'Request to Employ Form' along with a new or revised Job Description to the respective SLT member (for existing/ replacement roles) or the SG (for new roles) for approval prior to proceeding with the recruitment process. The form is obtainable from SharePoint under "HR – Shared Documents – HRD"

Upon receipt of approval the Recruiting Line Manager and HR will discuss the recruitment request and based on the information provided, start the recruitment process.

6.2. STEP 2 – Job Description (JD)

To ensure fairness and consistency JDs and person specifications must be reviewed to ensure that they are appropriate for every vacancy, and revised/rewritten if necessary.

A clear and well-written JD is a vital part of the recruitment process as it helps to ensure that the post holder has a good understanding of their responsibilities. The document should be written in plain English, free of CIVICUS or other sector

acronyms and jargon, and be a clear summary of the role and its duties.

The person specification must clearly identify the essential and desirable skills and experience that are necessary to undertake the role. The person specification should not list every single criterion but should focus on the main elements directly relevant to each role. Applicants are short-listed against how closely they match the person specification requirements – it is therefore extremely important that the essential and desirable criteria are clearly defined in the person specification and are appropriate for the role.

The JD should be written using the standard CIVICUS JD template. If a new role has been created, HR will liaise with the relevant Line Manager to support them to write a new JD. If it is a replacement for an existing role the JD should be reviewed and updated before being advertised.

The JD should go through a formal job evaluation process to identify the salary grade. This should be confirmed and agreed prior to the role being advertised and during the approval of the vacancy.

6.3. STEP 3 – Advertising

CIVICUS has a standard advert template that must be used. It uses information provided in the JD to create an advert that is clear, concise and straight to the point.

A decision will be made by the Recruiting Line Manager in consultation with HR whether to advertise internally, externally or both at the same time.

All advertisements must be displayed for a minimum of two weeks. This period can be extended up to 4 weeks, but cannot be shortened to less than 1 week, and is to be agreed between HR and the Recruiting Line Manager. Vacancies should always be advertised internally. Communication or information shared

with staff should ensure that it is done in a way that ensures that all CIVICUS staff should have access to opportunities. Vacancies will be advertised internally through:

- Placing the vacancy on Workplace;
- Distribution via e-mail using distribution lists

Vacancies will be advertised externally using one or more of the following media:

- The "Work with us" page on the CIVICUS website;
- External websites appropriate for the vacancy;
- National as well as International Newspapers;
- Professional and Social Networks

The Recruiting Line Manager and HR must agree on the external media to be used prior to recruitment.

Requests to have vacancies advertised via national newspapers must include the details of the top/most popular publications/newspapers used for advertising in the market area/ country.

Note that in many instances of work permit applications, it is a requirement that the position be advertised in local media in the country where the role will be based to provide proof that local citizens were given the opportunity to apply for the role before considering a foreign national.

Copies of the JD, competencies, organograms and other useful information should be made available to candidates by placing it on the website, linked to the vacancy advertisement.

Recruitment through agencies and third parties (executive search/head hunting resources) may only be managed by HR and, due to cost implications, is to be used as a best alternative to a) to c) above sourcing means. Factors such as seniority of the vacant position, urgency (mission critical), and scarcity of skills in the market will be motivating considerations and



need to be signed off as sufficient by the SG/COO. HR will be responsible for selecting agencies, negotiating rates, receiving candidate profiles and all communication with the agency/third party. Selected agencies will be placed on the CIVICUS supplier database for future reference.

6.4. STEP 4 – Longlisting and Shortlisting

HR will receive all applications and based on the advert and agreed longlisting criteria, will compile a longlist of potential candidates to be considered for the position.

Once the 'longlist' has been compiled by HR, the Recruiting Line Manager will have an opportunity to peruse the list and the CV's with motivation and advise HR of the candidates to be progressed to the next stage.

6.5. STEP 5 - Selection Tests/Assignments

It is often useful to support the interview with a selection exercise, as some elements of the person specification in the JD are difficult to test during an interview. This not only provides another tool to distinguish between candidates, but also allows determining whether the candidate does possess the skills and knowledge they claimed to have in their application form or during the interview.

Some tests/assignments include writing samples, scenario cases, presentations, computerised tests, and multiple-choice assessments. Please note that the Recruiting Line Manager needs to send these tests to HR who will then send it to the candidate

Recruiting Line Manager will be responsible for evaluating completed assignments/assessments and providing written feedback on scoring and how candidates were rated. The rating of these assessments/assignments are a key part of the recruiting documentation.

6.6. STEP 6 - Interviewing process

HR will set-up interviews with the shortlisted candidates. Depending on availability and accessibility, the interview may be conducted 'in person' or via call. The preferred method of calling is Skype, but the medium on which the call will be based will depend on connectivity of panel members and candidates as well as costs.

Where possible, it is advisable to do a test call with candidates to test connectivity or ensure that an alternative contact method is confirmed with the candidate.

Panel members and candidates who are not physically present in the interview should be very quick to notify others if they are unable to hear a question or response as this could affect the interview quality and candidate rating.

Psychometric testing can only be administered by qualified individuals in a controlled environment. It is of utmost importance that Psychometric guidelines be followed in the administration, sharing of results and filing of psychometric testing.

Documents required before the interview include a cover letter, CV and if applicable, may include a completed assignment. HR will collate and distribute these documents to the interview panel prior to the interview.

The Recruiting Line Manager, together with the HR, will prepare the interview questionnaire.

The interview will be:

- Undertaken by an interview panel comprising of the a) Line Manager, b) HR Manager or HR representative and c) one other manager or appropriate individual, suitable to assess the suitability of applicants for the position as well as fit into the organisation.
- All interviews for a position must be conducted by the same interview

panel unless unusual circumstances prevail such as illness of a member of the interview panel in which case the selection committee member will be replaced by like.

- All panelists will participate actively during the interviewing process and will record responses to the interview questions.
- In order to avoid prejudice or unfair advantage, the manner in which the interviews are completed must remain consistent – should a skype interview be scheduled for one candidate then skype must be used as the mechanism for all candidates. Another example to include, should one candidate request a video call, rather than a call without video, then all candidates must be given the opportunity to present themselves via video.

6.7. STEP 7 - Selection Process

The choice of an appointee to a position will be determined jointly by the interview panel and a final decision must carry the approval of the Recruiting Line Manager.

For appointments at the level of Manager or above, the SG should be regularly apprised of significant developments in the recruitment process, and his/her concurrence gained for an eventual appointment.

6.8. STEP 8 - Employment checks/ confirmation

Candidates will be advised that confirmation of employment is subject to the following satisfactory checks/ confirmations, and where applicable, the candidate's consent will be obtained:

- At least 2 (two) satisfactory written or verbal references made to CIVICUS (requested by either the Line Manager or HR) – candidate's will be informed that reference reports will be held in the strictest of confidence.



- If references are not received, another credible form of verification such as character testimonials can be considered. If none are available, the appointment process can proceed under caution and the SG/COO may decide on appointment at his/her discretion.

Submission of any false information pertaining to references will be cause for use of the disciplinary procedure which may lead to dismissal.

CIVICUS may also go beyond reference checks to conduct background checks on prospective employees, although CIVICUS will in no way breach the privacy of prospective candidates and will seek permission from prospective employees;

- If, and where applicable, right to work in a specific country/location;
- If, and where applicable, identity verification in the form of a passport or ID (identification) card;
- If, and where applicable, confirmation of qualifications; and/or
- If, and where applicable, criminal check or police clearance.

6.9. STEP 9 - Making an offer

After the interview panel has decided on the applicant to be offered the position, HR will convey the final outcome and seek approval for the employment offer (inclusive of the remuneration package) from the SG/COO after which a formal written offer will be made to the candidate. Unless otherwise agreed,

the offer is open for acceptance within 3 (three) working days of the date of such offer.

Once the candidate has accepted the offer, HR will notify the Line Manager, COO and SG accordingly, and confirm the start date of the new employee. The start date will be dependent on the notice period that the successful candidate needs to serve.

6.10. STEP 10 - Feedback to candidates

Feedback will be given to all applicants, by HR, who completed assignments and/or were interviewed for the position. This will be done within 7 (seven) working days after the selection and appointment of a candidate has been confirmed.

Panellists to ensure that accurate feedback is provided to HR in order to ensure that constructive feedback is available for the candidates should applicants ask for further reasoning as to why they were not successful.

7. EMPLOYMENT OF RELATIVES

For the purpose of these guidelines, the definition of relatives of a staff member/ or person on an SLA include the person's spouse, partner, parents, parents in law, children and other close relatives such as aunts, uncles, nieces, nephews and cousins.

CIVICUS allows for the employment of relatives/acquaintances under the following conditions:

- The position does not report directly to the person to whom the employee

is related or within their scope of responsibility;

- The relative/acquaintance must not be able to influence any financial, promotional or other gain;
- The applicant must process through the normal recruitment procedures and must also be interviewed by the COO if at officer to senior/specialist level and by the SG if at middle and upper management level. In the case of relatives/acquaintances of the SG, by the chairperson or chairperson nominated executive committee member of the board;
- There must be no conflict of interest or ethical dilemma about the appointment and the relationship must be disclosed, beforehand, to the HR. The declaration of interest form is required to be completed by all successful candidates.

8. MONITORING AND RECORD KEEPING

Each stage of the recruitment and selection process should be in line with audit requirements and a suitable paper trail which is relevant and accurate should be maintained. It is important that a clear record of all decision making is retained in case any decisions are challenged and for feedback purposes.

Once the recruitment and selection process has been completed, all documentation needs to be sent to HR for safekeeping and filing

