

ASSEMBLY OF SOCIAL MOBILIZATION

STAFF RECRITMENT AND HIRING POLICY

INTRODUCTION

The success and existence of the Assembly of Social Mobilization relies on its ability to attract the best staff and volunteers available. Recruitment methods must be fair, efficient, and effective.

PURPOSE

The Staff Recruitment Policy has been established to ensure Assembly of Social Mobilization has the opportunity to attract the best available staff and volunteers for all vacant positions. This policy relates to employment of all staff and volunteers other than the Executive Director

POLICY

Assembly of Social Mobilization is committed to providing high quality programs and services to our community. To support the achievement of this objective we recognize the importance of employing the most suitable applicant for all vacant positions.

Assembly of Social Mobilization will ensure it has the best opportunity to attract the best available staff by broadly advertising all vacant remunerated positions and volunteer vacancies.

Assembly of Social Mobilization will take all appropriate precautions to ensure that applicants may be safely entrusted with the duties of their position.

Assembly of Social Mobilization will internally advertise all vacant positions to current staff and volunteers to encourage career advancement and increase participation.

Assembly of Social Mobilization is an equal opportunity employer, and is committed to providing a work environment that is free from harassment and discrimination.

All recruitment and selection procedures and decisions will reflect Assembly of Social Mobilizations commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to factors such as age, gender, marital status, race, religion, physical impairment or political opinions.

RESPONSIBILITIES

It shall be the responsibility of the Executive Director and the Program Manager to implement this policy and to monitor its performance.

It is the responsibility of Managers and Supervisors to ensure that:

- They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- Staffing levels for their department are determined and authorized;
- All roles have current position descriptions that specify role requirements and selection criteria.

PROCEDURES

Pre-Recruitment Activities

When it becomes necessary to recruit for a position, The Program Manager should refer to the position description to establish the requirements for the position, and the key selection criteria for the position.

If no position description exists for the available position, or if it requires revising, this is the responsibility of the Program Manager. Once the new position description or amendments have been drafted, it should be forwarded on to the Executive Director and, if appropriate, approved by the Board. Selection criteria will be drawn up based on the basis of a position statement.

Where the position description is for a new role, the Program Manager will review and evaluate the position and draw up a position statement that will then, if appropriate, approved by the ED or Board.

Direct Internal Appointments/Promotions

In situations where a Manager wishes to promote an employee who meets the specific selection criteria for the vacant position into the internal vacancy, the appointment must be authorised by the appropriate Manager, and the approval is to be forwarded to the Program Manager

Assembly of Social Mobilization must ensure that all of the organization's employees/volunteers who possess the relevant skills and who have expressed interest in the position have been appropriately considered.

Internal Advertising

Where appropriate, Assembly of Social Mobilization will advertise all vacancies internally.

Exceptions to this rule may occur when:

- The position is of such a specialised nature, and appropriate skills are not available within the organisation; or
- There is a need to make a direct appointment or promotion into the vacant position.

Upon receiving approval for the vacant position, The Program Manager will advertise the available position internally. Internal advertisements should include the following:

- Position title;
- Outline of the position;
- Skills required for the role;
- Closing date for applications.

All internal applicants should forward a current copy of their resume, together with covering letter, to the applicable manager for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, should be interviewed for the position by the relevant Manager or Supervisor.

External Advertising

Where a position cannot be filled internally or where it is appropriate to conduct concurrent internal and external recruitment campaigns, the available position should be advertised externally.

All such positions will be advertised through relevant networks, on relevant websites, and through local employment services.

Volunteer positions will be advertised as widely as deemed reasonable.

All advertisements must be approved by the ED and, if the cost exceeds the allocated budget, by the Board.

If required, the Program Manager will prepare an appropriate recruitment advertisement for the position and submit it for review and approval by the appropriate Manager. The Program Manager will administer the placement of the advertisement and monitor applications received.

Use of Recruitment Consultants

Where appropriate, external recruitment consultants deemed may be used for recruitment purposes. It remains the Program Manager's responsibility to ensure that the recruitment consultant adheres to Assembly of Social Mobilization's recruitment and selection policies.

Screening Applicants

If a recruitment consultant has been engaged to recruit for a position, they will be responsible for screening the applicants.

Resumes must be screened against the position description so that assessments can be made of their suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

Managers should consult with the Human Resources Department if they require any assistance with the selection process.

Where appropriate, but particularly in positions of financial responsibility or in dealing with vulnerable clients, police checks may be arranged. Police checks shall be arranged only with

the consent of the applicant concerned; however, if consent is refused this shall be taken into consideration in the selection process.

References shall be sought, where appropriate, as set out in the organisation's References Policy. Previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.

Any checks which may form part of the selection process should be conducted prior to issuing an offer of employment.

Conducting Interviews

The short-listing and interview process will be conducted by a selection panel which will be appointed by and will include the ED or his/her nominee and the relevant manager or supervisor for the position.

If an applicant is a family member or friend of any member of staff, then the panel will be selected accordingly to protect the integrity of the process. If any member of staff finds that they are assessing any applicant who is a family member or friend, they shall declare this to the panel as an interest.

Reference Checking

Managers are to ensure that, where possible, a minimum of two reference checks are conducted prior to an offer of employment being extended to a candidate.

Details of the reference checks should be attached to the candidate's application for future reference.

Records and Correspondence

All contact regarding the position is to be directed through reception, with all applications marked "Confidential" and posted to the ED

Basic records of the recruitment process are to be maintained. Records should include information about position descriptions sent, applications received (including applicants' names, addresses and contact numbers), a list of applicants short-listed and interviewed, and a record that applicants have been notified of outcomes.

Letters/emails of acknowledgment should be posted to all applicants prior to the short-listing of final suitable applicants.

Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview should be sent a written letter advising them that their application has been unsuccessful.

At the conclusion of the recruitment process, all applications will be filed for 2 years in the Staff Recruitment File in the EDs office.

INTERVIEW GUIDELINES

The purpose of an interview is to provide and obtain information that will assist in making a decision about a candidate's suitability.

Whilst each interviewer will develop their own interviewing styles, there are a number of essential characteristics of an interview that must be present in all interviews.

Prior to Conducting the Interview

Review the candidate's resume before commencing the interview. This will help you feel more comfortable when the candidate arrives.

Review the similarities or differences in qualifications relating to the performance factors of the job, including:

- education or basic paper qualifications for the job;
- related work experience and areas of specialisation;
- non-work experience (such as special interests or volunteer activities) in which the candidate might have developed skills related to the position.

Conducting the Interview

Asking questions is an important part of the interviewer's role; it is not, however, their only responsibility. A good interviewer must also:

- reduce communication barriers;
- maintain control of the interview;
- ensure that the candidate reveals what the interviewer wants to know, not simply what the candidate wants to tell; and
- create a friendly, conversational atmosphere.

Having the candidate respond to questions and prompts will encourage them to do most of the talking while the interviewer ensures that all relevant topics are covered. The interviewer may be required to ask a question a second time by re-phrasing it or by returning to a particular topic at a later point in the interview.

While each interviewer develops a particular style, the following steps provide a useful guide to the structure of an interview.

Step 1: Set the Stage

It's important to create an interviewing environment that allows a candidate to put their best foot forward. An interviewer will be able to gain more information in a comfortable setting and the candidate will be left with a favourable impression of the organisation.

- Make arrangements for a private meeting room in which to conduct the interview.

- Do not allow interruptions (e.g. telephone calls etc.).
- Interviews are more comfortable if conducted in an informal "around the table" setting rather than across a desk, particularly when more than one interviewer is involved. Position the candidate so that they can comfortably direct conversation to anyone in the room.
- Introduce yourself and all members of the interview panel to the candidate (the panel members may prefer to introduce themselves).
- Body language should be relaxed and open.
- Be friendly and courteous throughout the interview. The tone should be like a slightly structured conversation.
- Sometimes it helps to begin by entering into a general conversation, for example talking about the organisation.

Step 2: Outline the Agenda

Outline for the candidate the structure that the interview will take. This will help them to relax and will put the interviewer in control of what is to follow.

- Identify areas to be covered (e.g. the duties and responsibilities involved in the job; the candidate's education and experience and how they relate to the position; the use of hypothetical situations).
- Suggest the length of time that the interview is expected to take, and any additional time that might be spent touring the work site etc.
- Provide the candidate with a description of the duties and responsibilities of the job and an overview of the workings of the organisation.
- Avoid confusing or overly technical language. Don't oversell the job or mislead the candidate about the actual duties and responsibilities involved or the future growth expectations of the position.
- Advise the candidate that there will be an opportunity later in the interview for them to ask questions or add information that may not yet have been covered.

Step 3: Gather Information

Following core questions will provide structure and should take up most of the interview time; however, some flexibility is necessary to allow for follow-up questions and for questions that will arise out of each candidate's documentation. This helps to create a comfortable, relaxed tone.

Listen for evidence of both positive and negative behaviour and focus on one specific performance factor at a time. Analyse how well those behaviours and skills would carry over to the position.

The interviewing process may take some time to master, but it can be extremely effective. Probing is particularly necessary when there are gaps in the candidate's life/work history, when inconsistencies appear or when the candidate changes the subject or is evasive.

Step 4: Welcome Added Information and Answer Questions

In the later stages of the interview, the candidate may have specific questions about the job, department or the organisation itself. A detailed discussion should be reserved until this point,

so that the candidate won't simply tailor their answers to suit the position. This is a good time to probe for more detailed information, such as:

- "Now that I've described the job, do you have any relevant skills that we haven't yet heard about?"

Thank the candidate for coming to the interview and explain the time frame for decision-making and what the next step in the process will be.