

## **Recruitment and Selection (R&S)**

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### **1 Purpose**

1.1 The purpose of this policy is to encourage high standards in recruitment and selection, and ensure that these processes are fair, transparent and in line with good practice.

### **2 Introduction**

2.1 In particular, this policy aims to ensure that Rezan attracts and selects the highest quality candidates for every post by:

- Achieve a standard approach in best/good practice adopted by all parties (line managers, HR representative, etc.) involved throughout the recruitment and selection process.
- Provide means of and foundations for attracting, developing, and retaining staff of the quality, and in the numbers required to meet the organisation's objectives.
- Create and maintain a professional image and positive branding as an employer, both internally and externally, and in line with its values and mandate.
- Encourage growth, promotions, and transfers from within to provide the opportunity for all staff with the required skills, knowledge, and experience to be considered for career progression.

### **3 Provisions**

Rezan recruitment and selection procedures will ensure that applications are processed as per the provisions laid out in this policy.

Except where an individual would be placed in a position of greater risk to him/herself or colleagues or would be in danger of persecution due to the nature or location of Rezan's work, no unlawful discrimination will be made on the grounds of gender, marital status, race, ethnic or national origin, sexual orientation, age, disability, religion, or belief.



Minimum recruitment age in Rezan is 18.


Labour law does not explicitly prohibit employing relatives. Employing people with family and non-family bonds is not against Rezan guidelines but specific attention is needed in case they are in the same department or have jobs that have frequent interactions, or they are reporting to each other. In case the best candidate for a position is a family member or close friend of a current employee, the case should be discussed with CD and HRAM before any job offer being made.

### 1. General terms/criteria used in this procedure


<b>Recruitment</b>	Identifying and attracting the candidates interested in the job opening
<b>Selection</b>	Evaluation of the candidates identified through recruitment with the purpose of identifying who best fits the job and the organization
<b>Recruitment and Selection</b>	R&S
<b>Offer</b>	The formal process of advising the selected candidates they have been successful in obtaining the job, and the next steps
<b>Hiring</b>	Completing the information in the staff file, drafting the contract and all other documents required by the Iraqi law and internal regulations
<b>Briefing/Induction</b>	The process of introducing the new employee to the organization and department
<b>Interviewer</b>	The person/s who performs that interview
<b>Interview guide</b>	A set of questions used for the purpose of evaluating the candidate during the interview in comparison to a set of competencies
<b>Competence</b>	A set of behaviors and knowledge necessary to perform within a specific job and evaluated during interview and test?
<b>Candidate</b>	A person who applied for a job (internally or externally)
<b>Vacancy</b>	A job included in the organizational chart and approved budget wise, but there is currently no one performing that job

## 2. Steps of the R&S process and responsibilities in the process



N°	Step	Responsible / Accountable	Tools/ Comments
1	<b>Identify recruitment need (due to vacancy or new job):</b> <ul style="list-style-type: none"> <li>the actual number of staff within a team is smaller than the number of positions approved in the HR matrix</li> <li>an employee leaves the team for any other reason except downsizing of the team (ex. dismissal, resignation)</li> <li>a new position not budgeted is required in the team to better meet expectations. <b>In this case, official approval by HRAM and CD must be obtained before starting recruiting process</b></li> </ul>	Supervisor of the position	
2	<b>Fill in the recruitment request</b> <ol style="list-style-type: none"> <li>Each file should have a unique reference number.</li> </ol> <ul style="list-style-type: none"> <li>The supervisor completes the Staff Requisition Form and Job Description.</li> <li>Define with the supervisor the recruitment criteria</li> </ul>	Supervisor	  Staff Requisition Form (SRF).docx      Job Discription - JD.doc
3	<b>Validation for recruitment</b>	HR	
4	<b>Decide upon recruitment strategy:</b> The HR proposes to the Supervisor the best R&S strategy for recruitment depending on the project: channels to be used for advertising (posting, website), for collecting CVs, tests, interview grid, who is part of the recruitment and who has the final decision etc.	HR	The main website that are used for advertisements is: <a href="https://ncciraqjobs.com/index.php/jobseeker-control-panel/newest-jobs">https://ncciraqjobs.com/index.php/jobseeker-control-panel/newest-jobs</a>

	<p>Job vacancy should be brief with the main activities based on the standard Job Description.</p> <p>It can be posted from 3 days to 1 month depending on the position.</p> <p>Advertisement places apart from websites:</p> <ul style="list-style-type: none"> <li>• Send to Iraq Team email</li> <li>• In the Mayor office (when there is a need)</li> </ul> <p>Translation of vacancy depending on the need of having an applicant who speaks English.</p> <p>The supervisor can choose to do an internal recruitment; this should be discussed with the HR.</p> <p>The vacancy will be sent to Iraq Team email. It should be mentioned in the title that it is an internal vacancy.</p>		
5	<p><b>Final validation:</b> Send the job vacancy template to CD for validation</p> <p>Start to fill in the <b>recruitment file</b> after validation.</p>	HR/ CD	 Recruitment File.xlsx
6	<p><b>Post Job Advertisement</b> depending on the R&amp;S strategy defined at step 4</p>	HR	
7	<p><b>Collect CVs:</b></p>	HR	





	A vacancy can be reopened if no suitable candidates are identified. In order to ensure all the applications are received by the HR department a well-accessible, CV Box might be installed in the field. Confidentiality will be secured by having only the HR opening the box.		The CV box should be closed, and the key kept in the HR Department.
8	<p><b>Translation:</b></p> <p>When the applications are not in English, HR Officers will translate the main points from the CV for the HRAM. This basic translation must include at least the following: name, sex, languages, diploma, and experience.</p>	HR	
9	<p><b>Longlist:</b> HR will longlist the CVs and will share it with the supervisor.</p>	HR	
10	<p><b>Shortlist</b></p> <p>Revision of the selection grid and decision concerning the applicants invited for the test by the supervisor</p>	Supervisor	
11	<p><b>Invite for test</b> by phone or email the candidates selected</p> <p>It can be useful for:</p> <ul style="list-style-type: none"> <li>- Completing the missing information from the CV</li> <li>- Checking language skills</li> <li>- Making sure that the salary offers by Rezan match the expectations of the candidate</li> <li>- Identify availability for traveling</li> <li>- Quick check on availability</li> </ul>	HR assistant	

12	<b>Test to be prepared</b> by supervisor.	Supervisor with support of HR	 Annex 7_template test.doc
13	<b>Supervise written test:</b> Tests are not mandatory for lower positions when the position doesn't require the staff to write but are highly recommended. For some positions, a practical test can be organized (drivers, maintenance agent...) The watchmen should also receive the list of the persons invited for the test. HR will manage the testing process (giving the test to the candidate, explaining time frame and if they will be or not contacted depending on the results etc.)	Supervisor	Make sure that the room is big enough for all the candidates
14	<b>Evaluate test</b> and short list candidates for interview Supervisor then give it back to HR and define an interview date.	Supervisor	Correction of the test and insert the results in the selection grid
15	<b>Invite candidates</b> for interview HR will invite the selected ones for an interview and let them know the salary for the position. They can also communicate the results to the persons not selected by phone or email. The minimum candidates to be interviewed is 3 candidates.	HR	Phone call & Email (For lower positions email is not a requirement)
16	<b>Interview short-listed candidates</b> The Supervisor and the HR conduct the interview. If the candidates do not speak English and a translator is required.	Supervisor with HR	

	<p>Ensure the role of each person is explained to the candidate. Usually, the interview duration is 30 to 45 minutes depending on the position.</p> <p>Prepare for the interview:</p> <ul style="list-style-type: none"> <li>- HR share the interview guide with the supervisor in order he/she can update the part Technical Questions</li> <li>- Inform the watchmen with the name of the applicants</li> <li>- Choose the appropriate interview grid and ask the supervisor to add technical questions.</li> <li>- Interviewers to plan and assign roles before conducting the interview (who is going to ask which question so that they will not overlap/ create confusion).</li> <li>- Make sure an appropriate space has been prepared for interview and no interruption will occur</li> </ul> <p>During interview:</p> <ul style="list-style-type: none"> <li>- Take notes</li> <li>- Observe overall appearance of the candidate</li> <li>- Follow the interview guide (to ensure all competences are being evaluated)</li> <li>- If the candidate does not provide enough information, ask more questions (preferably open-ended questions)</li> <li>- Allowed the candidate to ask questions</li> <li>- Explain to the candidate the next steps</li> </ul> <p>After the interview</p> <ul style="list-style-type: none"> <li>- Don't make a decision immediately after the interview</li> <li>- Wait until all interviews have been conducted before making a decision</li> <li>- Discuss each application and priorities the candidates according to their fit with the job and organization</li> </ul>		
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	In case you have a large number of recruitments, or you want to check the interpersonal skills of the candidate, you can organize a group interview.		
17	<b>Background check</b>	HR or Liaison	
18	<p><b>Reference check</b> done by email</p> <p>After shortlisting candidates, HR will conduct a reference check. A minimum of 2 reference checks should be conducted.</p>	HR	 Annex 10_Reference Check Form.docx
19	<p><b>Final decision &amp; Finalize Recruitment File</b></p> <p>After the interviews, the interviewers should discuss and prioritize the candidates and should mention the reasons that why they believe a candidate is/not suitable for that position and based on that they decide on the successful candidate.</p>	Supervisor + HR	
20	<p><b>Inform successful candidate</b> (including information on necessary documents required to draft the contract). Ensure the successful candidate verbally accepts the position before calling the unsuccessful candidates. Inform the selected candidate of the documents required for the contract and confirm starting date, status (contract or daily worker). Inform unsuccessful candidates and thank them for the application when it is possible.</p>	HR	 Annex 11_national staff check list.doc
21	After being informed of the decision, the successful candidate sends all papers to HR.	Candidate	



22	Ensure all <b>necessary instruments</b> are available for the new employee (computer, phone, working equipment etc.)	Logistics	 PRED (Eng & Arb) Personal and Record
23	<b>Draft the contract</b>	HR	
25	<b>Briefing/ Induction the first week of work</b> Make the new staff sign his contract (only for Rezan staff)	HR	
26	<b>Technical Briefing/Induction</b> The HR is responsible for preparing the technical briefing/ induction of the new employee.	HR	Done the first day of work
27	<b>Evaluation after probation period</b> A week prior to the end of the trial period, the Supervisor must perform an evaluation. Depending on the results of the evaluation, the contract will continue or will be terminated according to Internal Regulations.	Supervisor	  Appraisals - HR-051 Appraisals - HR-050 Performance and conProbation period obje
28	<b>Exit Interview</b> The exit interview has for main purpose to know the reason why the person does not want to work with Rezan.	HR	Done the before the departure of the employee.   Annex 23_Exit interview form.docx

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### **3. Final notes**

The CVs, tests and interview guide of the persons who participated to the test and interview should be archived in the administration office for 3 years.