

# RECRUITMENT POLICY

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## **1. INTRODUCTION**

The purpose of this policy is to provide guidelines to be followed in the recruitment process that will ensure the Department of Social Development employ a suitably qualified candidate for a post and that incumbent will assist the Department in driving its strategic plan. Among other guidelines are the following:

- Timely recruitment and selection of staff to fill vacant funded posts
- Ensure equity, transparency and affirmative action
- Promote and develop current internal staff to ensure upward mobility

## **2. DATE OF IMPLEMENTATION**

Once the policy has been approved by the Member of the Executive Council (MEC or designated official, the policy will be effected for implementation to all recruitment processes of the Department. The recruitment panels should not proceed with the recruitment process without taking to account the recruitment policy and other relevant policies like Employment Equity Plan and Attraction and Retention.

## **3. HUMAN RESOURCE PLANNING**

Human Resource Planning is the process that the Department ensures that it has the right number of employees, the right kind of employees, at the right place and time doing work that is economically useful for the Department as well as the broader society.

## **4. RECRUITMENT**

Recruitment is a process of identifying and attracting a pool of candidates to compete for employment, from which some will be later selected to receive offers of an employment. The post can either be a contract or permanent one. The filling of vacant posts should be decentralized according to their areas of operations.

## **5. RECRUITMENT COMMITTEE**

The department should establish a recruitment committee of three well qualified persons from outside the organization, General Secretary/Director of the organization and respective program/s person/s higher than the advertised post from the first to the last stage. The recruitment committee should be called to

meet and verify whether the advertisement is in line with the needs of the post before the advert being issued out. The recruitment committee must compile and submit the final candidate/s list to the Head of Organization.

## **6. RECRUITMENT PLANNING**

This is the process of systematically reviewing human resource requirements to ensure that the right number of employees, the right kind of employees, at the right time and at the right place is hired. The process starts with the identification of vacant post and end with the appointment of candidate and eventually induction and orientation.

### ***6.1. IDENTIFICATION OF VACANT POST***

The Program Manager or Project Coordinator of the relevant program or sub-program should identify the vacant post of his or her program or sub-program. The Manager, after having identified the vacant posts, the specification of such posts should be submitted to General Secretary/Director. The specification of the post should be in line with the needs of the project, location and capacity. After the advertisement has been prepared the recruitment committee should verify the advertisement whether is in the standard of issuing to the public.

### ***6.2. ADVERTISEMENT***

There are two types of advertising, through internet job sites and through news papers or notices on the boards of educational institutions.

### ***6.3. SCREENING PROCESS***

This is the process that follows immediately after the closing date of applications, whereby all the totally unqualified applicants are discarded or eliminated (unqualified in the sense those who did not fulfill the criteria of selection in the advertisement). This exercise assists to minimize the time for short listing.

### ***6.4. SHORT-LISTING PROCESS***

After the advertisement, only competent candidates are expected to apply for the post. Therefore, the nature of the advert should be able to discourage candidates who are not competent for the advertised post, from applying. The panel should ensure that the criteria used in short-listing candidates, is fair and justifiable in line with the prescribed policies.

## **6.5. REFERENCE CHECKING**

It is compulsory to conduct reference checks in order to verify information gathered during the screening of the CVs and the interview. Reference checking should take place at any stage of the recruitment but preferably during the short-listing process.

## **6.6. INTERVIEW**

The interview procedure provides the opportunity for direct contact between the employer and prospective employee. It is important for both parties to obtain as much information as possible about each other at this stage. An interview requires a certain amount of honesty and openness from both parties so that it can run smoothly. Interviewing candidates from culturally/ and socially diverse backgrounds requires a degree of flexibility hence it is important for the panelists to ensure that the candidate is put on ease from the start of the interview.

Only questions which will determine the suitability of the candidate to perform a job sufficiently as outlined in advertisement of the post should be asked from the candidate. These questions must be in line with the job the interviewee is being interviewed for. Experience, skills and qualification relevant to the post, serve as a basis on which a questionnaire can be followed during a particular interview. It is essential that bias and unfair tendencies be eliminated from the process by adopting common guidelines in an effort to achieve uniformity. Lastly the panel members must have skills to conduct an interview so that they may not frustrate the interviewee and the process is fair.

## **6.7. APPOINTMENT**

Appointing a candidate for a job involves four things namely

- Issuing a letter of appointment,
- Induction,
- Placement, and
- Probation.

Those candidates who have not been successful during the interview should be informed after the appointed candidate has accepted his /her appointment in writing or telephonically so that the recruitment process is completed. The main reason that the appointed candidate should be given the appointment letter first is to ensure that the appointed candidate is still interested in the job at the stage. It can happen that, the incumbent could have been offered another post elsewhere during the organization's recruitment process or there can be other reasons for such an act.

## **6.8. SUBMISSION FOR APPROVAL OF APPOINTMENT**

All the members of the panel signed the oath of secrecy to ensure that the process is kept confidential. If the Chairperson is satisfied with the contents of the submission, it must be signed all the members of the panel and submitted to the Head of Department or The Executive Member of the Council (MEC) for approval. No promises should be made or expectations raised to a candidate in any intermediate phase of the process to fill a post. No communication as to the filling of a post may be directed to a candidate before a decision has been made and written approval from the relevant Executive Authority or his/her degree has been given to the appointed candidate.

All process as with regard to the filling of the post should be lawful and fair and as such, are subject to review if a valid dispute arises. The prescribed procedures and requirements should therefore be strictly adhered to and the whole process should be documented. Record of the process should be filed and kept safe so as to be revised whenever there is a need for.

## **6.9. APPOINTMENT LETTER**

A candidate becomes the employee of the organization once an appointment letter is given to him/her informing him/her that he/she is successful for the post, and the process become complete when he/she signs the letter and accept the post. The appointment letter should contain the following or have addendum containing the following:

- Full name and address of the employer
- Name and the occupation of the employer
- Date of appointment
- Salary
- Probationary period
- Job description
- Any deductions can be made from the employee's salary
- Employee Provident Fund

### **Termination of employment**

- Conditions on which employment can be terminated
- In addition the employee should be provided with a clear job description and a performance agreement or contract on appointment

## **7. MONITORING AND EVALUATION**

General Secretary/Director, Program Manager and the Recruitment Committee should be responsible for the smooth implementation of this policy.

## **8. CLOSING STATEMENT**

If all the stages of the recruitment process are followed consistently whenever an individual is to be recruited, organization will ensure that the right number of people, the right kind of people, at the right time and place are hired to do what is essential for organization.

### **Recommendation of the Policy**

### **Approval of the Policy**