### CDWAI Staff Recruitment Policy

## Introduction

Community Development Workers Association Incorporated, CDWAI, is committed to providing high quality programs and services to rural and urban people throughout PNG, especially the Highlands regions. To support the achievement of this objective we recognize the importance of employing the best available staff, including volunteers, for all vacant positions,

Policies and updated policies are to be approved by the Board. Procedures may be altered by the Team Leader/ Manager.

## Purpose

The Staff Recruitment Policy has been established to guide and direct CDWAI management to attract the most suitable applicants, including volunteers, to apply for all vacant positions.

This policy relates to employment of staff and volunteers other than the Team Leader, Manager or future CEO.

## Policy

CDWAI will ensure its best opportunity to attract the best available staff by advertising, internally and externally as appropriate, all vacant remunerated and volunteer positions. Recruitment methods must be without prejudice or bias, both fair and efficient.

All recruitment and selection procedures and decisions will reflect CDWAI’s commitment to providing equal opportunity by assessing all candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to factors such as age, gender, marital status, ethnic or language group, religion, physical impairment or political opinions.

The HR Officer, Team Leader or Manager will internally advertise all vacant positions to current staff and volunteers to encourage career advancement and increase participation.

Where approved by the Team Leader or Manager vacancies may be filled by strong candidates, who have been interviewed for other positions, not offered the position but placed on a Merit List.

CDWAI will take all reasonable steps to ensure that applicants may be safely entrusted with the duties of their position.

CDWAI is committed to providing harassment and discrimination free work environments.

## Authorisation

Signature of Board Secretary\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of approval by the CDWAI Board\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

### CDWAI Staff Recruitment Procedures

## Responsibilities

It shall be the responsibility of the Team Leader or Manager as the delegated authority of the Board to implement this policy and to monitor its performance.

It is the responsibility of Project Coordinators or Team Leader or Manager to ensure they:

* Are familiar with and follow the recruitment policy and procedures
* Staffing levels for their department are determined and authorised
* All staff have current Position Descriptions specifying their role and selection criteria.

It is the responsibility of the CDWAI Board to ensure that:

* All Managers or the Team Leader are aware of their responsibilities in the recruitment and selection process
* The Team Leader receives guidance in regards to recruitment and selection.

## Procedures

### Pre-Recruitment

When it becomes necessary to recruit for a position, the Team Leader, Human Resources Officer or Project Coordinator should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.

It is the responisbility of the relevant Project Coordinator and Human Resources Officer or Team Leader to prepare Position Descriptions for new roles, or to revise old PDs require.

Once the new Position Description or amendments have been drafted, it should be forwarded to the Manager or Team Leader for approval. Position Descriptions for managers must be approved by the Board Secretary or Chair and presented to the whole Board.

Prior to commencing the recruitment process, the responsible Project Coordinator must gain approval from the Manager or Team Leader and, where appropriate, forward this to the Human Resources Officer.

### Direct Internal Appointments/Promotions

In situations where the Team Leader or a Project Coordinator wishes to promote an employee who meets the specific selection criteria for the vacant position, the appointment must be authorised by the Human Resources Officer or Manager. Human Resources must forward the authorization to the Team Leader or Manager who will inform the Board.

Where approved by the Team Leader or Manager vacancies may be filled by strong candidates who have been interviewed for other positions, not offered the position but placed on a Merit List. The Team Leader will seek Board Secretary or Chair approval for such appointments.

### Internal Advertising

Where appropriate, CDWAI will advertise all vacancies internally.

Exceptions to this rule may occur when:

* For a specialised position the appropriate skills are not available within CDWAI, or
* After interview managers agree to promote a suitable team member to the vacancy.

Upon receiving approval to appoint a new staff members, Human Resources will advertise the available position internally. Internal and external advertisements should include the:

* Position title
* Skills required for the role
* Position Description
* Closing date for applications
* Instructions for applicants to provide their current CV and a Covering Letter addressing the Key Selection Criteria for the position

Internal applicants should forward their CV/ resume, together with Covering Letter, to the Manager/ Team Leader for acknowledgement, consideration and processing.

The relevant Project Coordinator or the Team Leader will assess and score all internal applicants then select for interview those who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement.

The applicant assessment and score sheets are to be held in the Human Resources files.

### External Advertising

Where a position cannot be filled internally or where it is appropriate to carry out external recruitment, the available position should be advertised through relevant networks, on relevant websites, local employment services or by national newspapers.

* Volunteer positions will be advertised as widely as deemed reasonable
* All advertisements must be approved by the Board Secretary or Chairperson.

If required, the Human Resources Officer will prepare an appropriate recruitment advertisement for the position and submit it for review and approval by the relevant Manager or the Team Leader. The HR Officer will place the advertisement, monitor applications received and forward them to the Project Coordinator or Team Leader/ Manager for screening.

### Screening Applicants

The HR Officer or Project Coordinator will screen applicant CVs and covering letters against the Position Description to assess the person's suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

Project Coordinators should consult with the Human Resources Officer or Team Leader/ Manager if they require any assistance with the selection process.

Where appropriate, but particularly in positions of financial responsibility, or in dealing with vulnerable clients/ children, police checks should 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.

### Conducting Interviews

The short-listing and interview process will be conducted by a selection panel which will be appointed by the HR Officer or Team Leader and will include the Chair of CDWAI’s Board (or their nominee from the Board), the relevant Manager or Project Coordinator for the position and a member of another CDWAI team.

If any member of staff finds that they are assessing an applicant where there is a perceived or actual conflict they shall declare that conflict to the panel. For example, where the applicant is a clan or family member, friend, schoolmate or past colleague. The panel chair may request for that panel member to remove themself for that interview.

### Reference Checking

Managers are to ensure that, where possible, a minimum of 2 reference checks are conducted prior to an offer of employment being extended to a candidate.

Prior to making an offer of employment the Team Leader or Manager will contact previous employers and referees and seek references for short-listed applicants. Details of the reference checks should be attached to the candidate’s application for future reference.

Transcripts, qualifications, publications and other documentation shall be validated.

### New Starter Paperwork

If an internal candidate is selected, the Manager is required to notify the successful candidate and their Project Coordinator. If an external candidate has been selected, the Team Leader or Manager would make a verbal offer to the candidate.

To authorize an employee's commencement or a transfer to a new position, the Team Leader or Manager must notify the Human Resources Department and provide confirmation of the CDWAI Board Secretary or Chair’s approval. The Manager should ensure that all recruiting documents are completed and returned to Human Resources for filing.

The Human Resources Officer or Team Leader will prepare a written letter of offer for the successful candidate. The letter of offer and or contract of employment will confirm the position, start date, salary (if any), and the terms and conditions of employment.

Once CDWAI has received the candidate’s signed acceptance of the offer, the Human Resources Department is to notify all unsuccessful candidates.

The Team Leader or Manager is responsible for liaising with the Human Resources Officer to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee and that the HR Officer forwards an induction kit to them.

### Records and Correspondence

All contact regarding the position is to be directed through the HR Officer, the Project Coordinator or Team Leader, with all applications marked “Confidential”.

Letters/emails of acknowledgment should be posted to all applicants prior to the short-listing of final suitable applicants. Short-listed but unsuccessful applicants should be advised that their CV will be retained by the Human Resources Department for future reference, unless the applicant advises otherwise.

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

## Authorisation

Board Secretary/ Chair Signature\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date of Board Approval\_\_\_\_\_\_\_\_

## APPENDIX A

# 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;
* additional 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 (eg. 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 everyone 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
* 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.structured conversation.
* Sometimes it helps to begin by entering into a general conversation, for example talking about the organization and then
* Ask the applicant to give a summary of their background.

**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: eg. 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)
* 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 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 CDWAI 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.