

# CCC HR Learning Forum

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Recruitment Staff



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# Introduction

↳ People are an organization's most valuable resource. The effectiveness of an organization depends on its staff. Good quality work requires good quality people. An organization which uses a fair and effective recruitment process is more likely to employ the right person for each job. An organization that has a poor recruitment process is unlikely to recruit the right people.

## **Group Discussion**

- 1. What are challenges you have faced in hiring the best candidates?**
- 2. What have you done (methods) to tackle those challenges?**

# Recruitment VS Selection

## What is Recruitment?

- The process that we use to source, attract and identify candidates for their open positions.
- The goal of recruitment is to gather as many suitable candidates for the role as possible through various recruitment methods.

## What is Selection?

- The process of assessing candidates' qualities, expertise and experience to narrow down the pool of applicants until we get the best person for the role.
- This process usually involves conducting interviews and using various tests and assessments to evaluate each candidate.

<b>STEPS</b>	<b>ACTIVITIES IN THE PROCESS</b>
1	☞ Identify the need for recruitment
2	☞ Describe the job (Job profile)
3	☞ Complete a Recruitment Request Form
4	☞ Agree the grade and salary for the job
5	☞ Advertise the job
6	☞ Select candidates to interview
7	☞ Interview candidates
8	☞ Collect references for the successful candidate
9	☞ Offer the job
10	☞ Inform interviewed candidates who are unsuccessful
11	☞ Open a personnel file about the new recruit
12	☞ Compile the Recruitment Report

## STEP 1: Identify the need for recruitment

- ▶ Job Vacancy arises. (new position or staff leaving the org)
- ➡ Does the role fit with the organization's mission, values and purpose? Does it fit with the org's strategy and existing org's structure?
- ➡ Does the role add value to the org? Org should invest funds where the impact will be the greatest.

**( See the Organization Chart)**

- ➡ Costs: Including cost of recruitment; salary; benefits; desk space; equipment such as a computer; other services.
- The *line manager would usually identify* the vacancy within their own team or department.



## STEP 2 Describe the job – the job profile

- The job profile usually consists of two parts – a **Job Description** and a **Person Specification**.

### STEP 3: Complete the Recruitment request form

- Once the job profile is written it is important to have a process where line managers make an official request for the new position to the Human Resources Department or the leadership of the organization.

(Template for a recruitment request)

# Step 4: Agree the grade and Salary for the Job

Grade	Positions	Scope
A (Junior Level)	Basic Support Staff (Guard, Cleaner)	Supervised delivery of one or several specific tasks. Repetitive labour.
B (Junior Level)	Basic Technical Support Staff (Driver)	Supervised delivery of one or several specific technical or specialised tasks.
C (Junior Level)	Assistant/Receptionist (Programme / Theme / Function / Project )	Responsibility for one or more general functions in a team and provide assistance to the team. Possible supervisory/ training responsibilities.
D (Middle Level)	Officer (Programme / Theme / Function / Project )	Responsibility for one or more technical or professional functions in a team. Possible supervisory/ training responsibilities.
E (Middle Level)	Senior Officer (Programme / Theme / Function / Project )	Day to day responsibility for a specific project or support area, or delivery of complex technical or professional function(s). Possible line management responsibility for other staff.
F (Senior Level)	Coordinator / Manager (Programme / Theme / Function)	Strategic and budgetary control of more than one project or of one small programme or department. Management of one or more teams of staff or of a small complex team (eg covers a span of very different activities and / or is geographically dispersed.) Some external representation responsibility. Ability to propose new strategic direction, policy and / or procedures in their area. Involved in AAC management decision making.

# STEP 5: Advertise the job

There are many ways to advertise a job.

- ⇒ [www.pelprek.com](http://www.pelprek.com)
- ⇒ [www.bongthom.com](http://www.bongthom.com)
- ⇒ FB
- ⇒ Link In
- ⇒ NEA
- ⇒ Networking
- ⇒ Others



☞ Job Ad is clear and well presented as it may be the first time that people have come into contact with the org.

☞ **It should include the following information:**

- ✓ **Brief description of the org** – what kind of work it does and where; org's values.
- ✓ **How the role fits** into the work
- ✓ **Location** of the job.
- ✓ **What the role involves?**
- ✓ **What kind of person?** committed Christian or dynamic and energetic.
- ✓ **Salary** – the salary range for the job.
- ✓ **Start date** (urgently need?)
- ✓ **Closing date for applications**
- ✓ **How to apply.** (CV) with a letter or email?

# Application form

## Content of application forms:

- ▶ All applications that are received should be acknowledged. For example, a standard email could be drafted to acknowledge receipt of applications and another email template could be drafted to notify unsuccessful applicants later on.

## STEP 6: Select candidates to Writing Test & interview

- ⇒ It is suggested that 10 applications should be selected for written test.
- ⇒ 4 to 6 applicants selected for interview.
- ⇒ The people who select candidates to interview should ideally be the people who will carry out the interviews. More than one person should select candidates for interview to avoid bias.

## ☞ Contact and Invite candidates to an interview include:

- ✓ The date and location of the interview, with a map.
- ✓ Details about any tests and presentations that they will be expected to carry out as part of the interview. They should be informed of the length of time these will take.
- ✓ Documentation that they will need to bring with them (passport, work visa and education certificates)

## STEP 7: Interview the candidates

- ★ Interviews should usually be carried out within **a week or two** after candidates were selected.
- ★ Identify a date when all the interviewers can attend and ensure that an appropriate venue can be booked.
- ★ It is good practice for at least **two interviewers** to be present at each interview. Usually this would be the line manager of the vacancy and a member of the Human Resources Department.
- ★ To ensure that the **interviews are fair**, an interviewer should not interview a relative. For senior roles, a bigger panel of interviewers, including another senior manager, is a good idea.

# Preparation for the interview

☞ The interview panel should meet before the interviews to prepare the questions that will be asked. These should relate to the job description, person specification and application forms.

☞ Use the **STAR Model or Competency Base Interview Techniques**

☞ Open Question (Explain, Describe, Share, Give example etc....)



# STEP 8: Collect references

- ☆ References play a very important part in the recruitment process. Information from past employers is often the best way to understand how a new staff member will fit into the role and the organization. References should also raise any issues of concern.
- ☆ References are normally collected after the interview for the most successful candidate. Although having references before the interview can be helpful, they can take a long time to obtain.
- ☆ References can be collected in written form or by telephone. Be aware that written references rarely say bad things about people because referees are usually diplomatic and consider carefully what to write.



- ☞ **There is a range of questions that referees can be asked:**
- ✦ Questions should be **specific job** that is being applied for. Ensure that referees are provided with information about the job and the selection criteria. Referees could be asked to comment on the applicant's ability related to each criterion or they could be asked a more general question about strengths and weaknesses related to the job.
  - ✦ Some questions should relate to the applicant's **character**, such as honesty, time-keeping, relationships with other staff, response to criticism and absence from work.
  - ✦ There should be a question asking whether the referee would **recommend** the applicant for the job.

**[\(See Reference Check Form\)](#)**

## STEP 9: Offer the job



- ↪ Where possible, the line manager should telephone the successful candidate to offer them the job.
- ↪ If the candidate does not accept the job, there may be a second choice candidate who could be offered the job. If there are no suitable alternative candidates it is necessary to re-advertise the job.

## STEP 9: Offer the job (Cont)

### Job pack:

- 📄 The job pack contains all the paperwork needed for the successful candidate to start working with the organization.
- 📄 The following paperwork in the job pack should be signed and returned to the organization to be held in the individual's personnel file.

- 📄 **ACCEPTANCE FORM:** This form is an official acceptance of the job.
- 📄 **CONTRACT OF EMPLOYMENT:** Organizations should use a standard contract template which has been checked by a qualified legal practitioner to ensure it fulfils all the national legal requirements.
- 📄 **MERGENCY MEDICAL DATA FORM:** This form can be referred to if medical information is needed in an emergency.
- 📄 **SELF-DECLARATION FORM:** In the absence of a police check to find out whether the new recruit has a criminal record, new recruits should sign a Self-declaration form. They sign this form to say they do not have a criminal record.


- 📄 **PERSONAL INFORMATION SHEET:** Information requested could include: family details and next of kin, passport or identity details, bank details if the salary is to be paid directly into the bank account.
- 📄 **EMPLOYMENT OFFER LETTER:** This letter should give the new recruit all of the practical details about their employment, such as role, location, salary and benefits.
- 📄 **STAFF HANDBOOK/HR Policy:** The staff handbook outlines general terms and conditions of employment as well as explaining the working environment of the organization. If the terms and conditions are different for the specific role, this should be stated in the contract of employment.

## **STEP 10: Inform unsuccessful candidates**

- ☹️ Candidates who were unsuccessful must be told as soon as the successful candidate has accepted the job. It is not necessary to state why they were unsuccessful, but be prepared to provide constructive feedback if requested.
- ☹️ Interview notes and tests completed by unsuccessful candidates should be kept in a file for as long as local law requires. This file may be useful if the decision is questioned by the candidate or if the candidate asks for feedback on their interview.

**(See sample Regret Email)**

# STEP 11: Open a personnel file

 A personnel file should be set up for each new staff member. This file is confidential, and only the Human Resources Department and line manager should have access to it. It should therefore be stored in a locked cabinet. The personnel file should contain all information relevant to the staff member. It is important that it is kept up-to-date and it is the responsibility of the Human Resources Department or line manager to ensure that it is maintained in accordance with local law.



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## Personal Details

- Marital status and number of children and their ages, if relevant
- Date and country of birth
- Home address
- Telephone number
- Personal email address
- Identity card, immigration papers, passport, visa and work permit details
- Emergency contact details and next of kin
- Home church / church leader details
- Photograph
- Driving license details

## Recruitment Information

- Employment application form or Curriculum Vitae
- Employment interview notes
- References
- Results from selection tests
- Contract of employment and job offer letter
- Results of police checks

## Employment Information

- Employment history
- Medical and psychological reports and notes
- Appraisal and development records
- Disciplinary records
- Notes and correspondence on employment issues, such as requests for unpaid leave
- Sickiness and absence records
- Salary records
- Expenses records
- Bank account details
- Social security and income tax details
- Correspondence with external agencies and firms, such as banks, solicitors
- Annual leave

## Step 12: Recruitment Report

(See attached sample report)

Thank you

