



Recruitment Guidelines¹

Preparation
<ul style="list-style-type: none">▪ Recruitment Plan meeting should take place one month before the start of the project to discuss all expected recruitment needs.▪ Kick-off-meetings for recruitment of specific positions should take place 1 day after HR receives the completed PRF and PD.▪ During the Kick-off meeting, the Supervisor and HR will discuss the below points:<ul style="list-style-type: none">○ Hiring panel members (see below for details regarding hiring panel members)○ Search Strategies○ Test & Interview Process▪ Details shown in Kick-off-Meeting Form & Recruitment Plan.▪ Program implementation plans should allow for sufficient time for the recruitment process.
Personnel Request Form (PRF)
<ul style="list-style-type: none">▪ The Supervisor prepares the Personnel Request Form (PRF) and Position Description (PD), ensures appropriate approvals and submits to HR. It is not HR's responsibility to complete and get signatures for PRF's, or to create PDs.▪ All PRF's are approved by program/office/senior management and reviewed by finance (for budgeting purposes).▪ HR Department will lead on checking whether the level/grade is appropriate for the position, as described in the PD & salary scale.▪ All regular positions to be recruited must be requested in Personnel Request Form (PRF)▪ PRF are only for regular positions with a duration of assignment more than six months. Positions less than six month are considered casual worker and follow a separate (though similar) process.▪ For funding that is confirmed but waiting for signing of agreement, recruiting can start up to interview stage. A clear explanation must be put in the advertisement that the process is "subject to funding". The request to start recruiting in advance would be clearly shown on PRF.
Position Description (PD)
<ul style="list-style-type: none">▪ PD must be up to date, with appropriate responsibilities, reflect TYF ten performance expectations and have clearly defined qualifications relevant for the position.▪ The PD includes job title, level/grade, supervisor, key responsibilities and skills and qualifications required. The duty station of a position must be clearly shown. A soft copy of PD will be submitted to Human Resources along with the PRF (for advertising purposes).▪ Selection criteria should be specified in PD. The criteria should be derived solely from the requirements of the position, must be specific and be capable of being assessed during the recruitment process.▪ HR will open a job file after receiving the approved PRF & PD.

¹ Only the Executive Director can approve exception(s) to these procedures.



Hiring Panel Members

- The Hiring Panel should include at least 3 staff members, including the supervisor (line manager) and a representative of the HR Department. The third panel member should be a staff member who is from a department that the candidate, if successful, would interact with regularly or someone who can assess the technical qualifications of the candidates, etc. In cases where the Supervisor is “Officer” level/grade, the third panel member should be a grade higher.
- Interviews should be carried out by all Hiring Panel members.
- After preparing the short-list, Hiring Panel members should inform the HR Department in writing/by email if he/she is related to/or is a friend of any short-listed candidate. In such cases, this Panel member(s) will be removed and HR will work with the other Panel members to find an alternate. In exceptional cases, it may not be possible to select an alternate Panel member. If this is not possible, HR must get approval from the ED to proceed and the connection between candidate and Hiring Panel member(s) must be documented in the Recruitment file.
- Senior Management should be included on the Hiring Panel for recruitment of senior or strategic staff positions.

Advertising

- Advertisements are prepared by Human Resources, after discussion with the Supervisor during the Kick-Off meeting.
- HR will post the position the day after the Kick-Off meeting.
- All recruitment advertisements must be kept open for a minimum of 5 working days. For exceptional cases (e.g. recruitment during an emergency response), this may be reduced with the approval of the ED.
- Advertisements are placed appropriately to reach the required audience. Advertisements are widely advertised, both internally (by email and on Notice Boards), within the NGO community and on the YemenHR website.
- The advertisement will clearly show the location of the position and where applications are to be sent.
- The closing date in the advertisement must be strictly adhered to.
- All advertisements should include a statement that promotes equal opportunities and diversity.

Collection of Applications

- All job applications/CVs should be treated as confidential.
- All job applications/CVs should be collected by a HR representative only.
- HR will collect all applications & send them (long-list or all applications as agreed during the Kick-Off meeting) to the Hiring Panel members within 3 days after the advertisement closes.

Short-Listing

- Short-listing should take place within two weeks after the advertisement closes.
- Hiring Panel members should short-list candidates by assessing if the application/CV and Cover Letter provide evidence of the required Qualifications, Skills and Experience as noted in the PD.
- All short-listed candidates must have applied for the position they are being considered for. Approval from the ED is required for the Panel to consider candidates who did not apply for the position.
- Where an internal candidate whose qualifications/experience is not a perfect match to what is stated in the PD but is seen by the Hiring Panel members as having the potential to satisfactorily perform the full duties of the position, approval to include the staff member can be requested from the HR Officer or Operations Director.
- Internal candidates who are in their probation period cannot be considered for other positions.



Interview & Testing

- After the selection of short-listed candidates, a day/time/place will be determined for the interviews to take place. HR will invite the candidates for interview. Interviews should take place within two weeks of short-listing.
- Where appropriate/required, the selection process may include a written test for short-listed candidates.
- The Supervisor takes responsibility for the preparation of interview questions as well as any tests or exercises, in coordination with the Hiring Panel members. Interview and test questions/exercises should be based on key responsibilities and qualifications, experience, skills and attributes in the PD. The Supervisor will ask for input from the relevant Sectoral Senior/Manager on technical aspects of questions and tests.
- The interview questions and tests must be forwarded to HR Department at least two days before the interview date.
- All candidates will be asked similar questions and graded against the same criteria.
- When an in-person interview is not possible (e.g. due to geographical distance), an interview via phone or Skype can be organized from a TYFY office. In such cases, a final face-to-face interview must be arranged before the candidate can be offered a position.

Selection Process

- Hiring Panel members meet to discuss the interview and test results and to select the final candidate(s) within 2 days after the final interview.
- The Hiring Panel members must complete the Candidates Assessment Form for all interviewed candidates. The highest scoring candidate will be the selected candidate, except in exceptional circumstances which must be justified on the Candidates Assessment form.
- If an internal candidate is equal with an external candidate in meeting the requirements of position, then the internal candidate should be given preference.

References Checks

- The reference check of the selected candidate should take place within 5 days of the decision by the Hiring Panel.
- The names of three referees must be provided and checked, one of which must be the most recent line manager.
- Ideally, references are provided in writing. If a referee refuses to give a written reference, HR will take the reference verbally and make a written record of it.
- At least two references must be received and verified prior to the Offer Letter being issued, including one from the most recent line manager.

Offer Letter and Employment Contract

- Offer Letters should be made within two days after the final reference check.
- The HR Department is responsible for preparing, following up with ED for signing and providing the successful candidate an Offer Letter and job package (including position description, benefits summary, and Code of Conduct).
- Before preparing the contract, HR must see the selected candidate's original Certificates (e.g. academic degrees) and other documents. Copies should be made for the personnel file, with HR signing that they saw the original.
- On the first working day, HR will have new staff members sign the Employment Contract as well as complete all other documents. HR will prepare the PAF (Personal Action Form).
- All Employment Contracts are issued in Sana'a and must be signed by the Executive Director. Therefore, field office HR Assistants should arrange for Employment Contracts to be signed and sent before the new staff member's first day. No one should be working with TYF without a signed Employment Contract.



- Following signing of the contract, all unsuccessful short-listed candidates notified via email or phone call. Internal candidates should be provided feedback from the Project Manager/Department Head/Head of Office.

Joining TYF and Orientation:

- HR establishes a Personnel File for the staff member and ensures that all required HR documents are signed and filed. HR issues the staff member with a TYF ID card.
- The personnel files of all staff members are strictly confidential and kept in a locked cabinet. The original personnel files of all TYF staff are kept in the Sana'a Office, with copies kept in the field offices. Only HR personnel and the Executive Director have access to these files. The line manager may be given access to specific documents (e.g. CVs, performance reviews) with approval from the HR Officer or Operations Director. The Employee may be given limited access to their own file with approval from the Executive Director.
- TYF will make sure all new staff members feel welcome and are clear regarding their responsibilities and probation objectives as well as relevant TYF policies and procedures. Therefore, an initial Orientation should be completed within two weeks of the staff member's start date. HR is responsible for developing an orientation plan for each new staff member. The Supervisor is responsible for ensuring that an Orientation takes place for their new staff member.