

RECRUITMENT & SELECTION POLICY

TRANSPARENCY INTERNATIONAL SECRETARIAT

1. Review & Change History

Version	Date Effective	Created by	Approved by MG	Reviewed by Works Council	Change history
2	31.07.2012	HR	30.07.2012	4.11.2011 & 12.06.2012	Revised version of the initial HR Manual version
3	10.06.2015	HR	26.03.2015 & 03.06.2015	03.06.2015	Annual Review

2. Purpose

This policy provides a structured and consistent approach to all recruitments and provides guidance to the hiring managers and employees involved in the recruitment process with regard to the different steps, roles, responsibilities and timelines that apply.

Recruitment should be in line with the following principles:

Principles of Recruitment

Motivation and Values:

Staff recruited by TI-S should share and support the vision, mission and values of the movement and the general principles of TI-S as laid down in its Code of Conduct. Each staff member should recognise the particular responsibility of his/her job for the whole movement and is expected to be committed to the fight against corruption and to the success of TI's work.

Excellence:

We seek staff of a high calibre with the capacity to meet the challenges of the TI-Movement.

Non-discrimination:

To recruit suitably qualified staff irrespective of gender; age; disability; marital or parental status; racial, ethnic, national or social origin; religion or belief; sexual orientation; or geographical location.

Diversity:

To proactively aim to achieve a broad, balanced and diverse representation of staff that reflects the breadth of the TI-Movement.

Accountability:

To ensure that recruitment procedures are fair, objective, impartial, and transparent and are applied consistently.

Efficiency and long-term planning:

To balance efficiency in the recruitment process with the long-term planning needs of TI.

Non-preferential Treatment of Family and Friends as stated in the Code of Conduct:

"Appointments to all positions will be made on merit, regardless of gender; region; religion; disability; family status; sexual orientation, etc. We are committed to open, fair, and transparent appointment, recruitment, hiring, and procurement procedures and practice.

- Family members, and friends and organisations with which we or our families or friends are associated, will not be accorded preferential treatment.
- If hiring or contracting with members of the immediate families of TI-S staff or the Board of Directors, that is a partner, parent, child or sibling, we will follow carefully the guidelines set out in the recruitment policy to ensure non-preferential treatment.
- To manage potential conflicts of interest, we will disclose such connections with potential applicants or candidates of whom we are aware. We will recuse ourselves from any recruitment or contracting process where we have a conflict of interest. We will ask shortlisted candidates to declare such relations at TI-S or with the Board of Directors. We will not allow situations in which close family relatives or partners are in a direct reporting relationship to one another."

Confidentiality:

We will guarantee the confidentiality of all personal data of applicants and will respect their privacy. All staff members involved in the recruitment process have an obligation to preserve each applicant's right to privacy and to the confidentiality of any information that may be revealed by the documentation, the interviews or discussions leading to the selection of the candidate.

3. Recruitment Planning Procedures

3.1 Identify the Need for Recruitment

The recruitment of staff is an integral part of the work of all Group Directors, who lead the whole recruitment process of staff for their respective groups. The Group Director is usually the hiring manager or may delegate this role as appropriate.

The requirement for any new position is usually established as a result of the planning process of work programmes and budgets and alignment to the Strategy. Existing positions need to be filled when a member of staff is leaving and needs to be replaced.

The HR Clearance Form (Appendix A) needs to be submitted to HR for all recruitments.

3.2 Finalise Job Advertisement

The hiring manager will prepare the advertisement together with HR using the Standard Job Description of the relevant job. If necessary, small amendments related to required skills, experience, and qualifications, which constitute the selection criteria, can be done.

If the standard job has changed considerably, the standard job will have to be re-graded. This re-grading has to happen with the codetermination committee following § 2.3 of the Works Agreement dated 06.12.2012.

Before advertising a new position the hiring manager needs to ensure that a workplace for the new staff member will be available upon arrival.

3.3 Inform Works Council

Following approval to start a recruitment process, HR will submit the job advertisement to the Works Council for information and feedback. The Works Council has two working days to provide feedback.

In case agreement is needed to advertise a job externally without prior internal advertising the Works Council will be consulted together with HR, the Group Director and Line Manager. Reasons why the position will be advertised externally without prior internal advertising need to be provided in writing by the hiring manager (or by the line manager of the hiring manager).

3.4 Email Account for Job Applications

The hiring manager will identify the contact persons who will receive the applications. All applications must be sent to at least two persons to ensure they are received and properly filed. The hiring manager and HR should always be part of the list of recipients.

HR is responsible for contacting IT, who will set up the email account for job applications.

3.5 Hiring Planning Meeting

HR will set up a hiring planning meeting with the hiring manager to discuss the above points as well to agree on the hiring panel, potential tests to be used, and the predicted timelines for the complete selection process. HR and the hiring manager will also decide on the deadlines for accepting applications (usually minimum 14 days internally and 4 weeks externally). Exceptions to these timeframes will have to be duly justified by the hiring manager and be approved by HR, and the Works Council will be informed. They will also identify together the advertisement strategy.

4. Recruitment/Advertising Procedures

There are two ways to fill vacant and new positions at the TI-Secretariat:

- **Competitive recruitment** or
- **Direct appointment**

Both are subject to co-determination of the Works Council as required in the Works Constitution Act.

4.1 Competitive Recruitment

The standard practice to fill vacant and new positions at TI-S is to initiate a competitive recruitment process by posting vacancies internally within TI-S electronically and/or by advertising them externally through the TI Website, various recruitment channels and recruitment agencies.

4.1.1 Internal Advertisements

As a first step, an internal advertisement will be circulated to:

- Staff members and interns who are at the time employed by TI-S
- Staff members who were employed by the Water Integrity Network (WIN) until 31.12.2013

Specifically, all internal applicants are considered first.

Interviews are conducted with internal candidates that, based on their submitted application, meet the job requirements. If internal candidates are deemed to be suitable, based on their interview, they are offered the position and there is no need for an external advertisement. If the recruiting manager decides an external recruitment is necessary following an internal recruitment process, the hiring manager will provide feedback to internal candidates interviewed for the position. Internal applicants will be informed if their candidacy is still being considered with the applications of external candidates.

If, based on the submitted application, internal applicants are considered not an entirely suitable fit for the position, they are informed by the hiring manager, who is encouraged to give feedback to applicants and will inform them that their application is carried forward to be reconsidered against external candidates applying subsequently. Internal candidates are then interviewed with the shortlist of external candidates.

In all cases candidates (internal and external) will be informed by the hiring manager of a date by when they should expect a decision following an interview. If this date cannot be met for any reason an alternative date should be communicated before the expiry of the first date by the HR department on instructions from the hiring manager.

Internal candidates are responsible for informing their manager about their application. They should inform their manager the latest when they have been short-listed.

4.1.2 External Advertisements

External job advertisements will be circulated to all former staff members and former interns who have subscribed to the mailing list for that purpose as part of any external recruitment strategy.

Please note: If it is already clear from the outset that the skills and knowledge a position requires cannot be found among the internal staff, the position will be advertised externally straightaway. Internal candidates will still be able to apply. This exception has to be agreed by the Works Council and HR. Reasons that explain why the position will be advertised externally without prior internal advertising need to be provided in writing by the hiring manager and must be approved by the relevant GD.

4.2 Direct Appointment

Direct appointment means filling a position without a competitive recruitment process by selecting the candidate by virtue of their ability to meet the requirements of the position. There has to be a vacant position which is described in an existing standard job description.

A decision to hire by direct appointment shall be discussed and agreed upon by the Group Director, HR and the Works Council. Final approval needs to be obtained from the Managing Director / Deputy Managing Director prior to contacting the potential candidate.

Reasons as to why the direct appointment is proposed need to be provided in writing; this justification will need to explain why no internal, nor external, recruitment process is being proposed.

Direct appointments should remain exceptional.

Direct appointments of interns, staff members, or external individuals can only be made if the selected candidate has clearly demonstrated their abilities while working at TI-S or while in a position with similar requirements. This can be provided via the performance reviews and/or the assessment of the manager and via the CV. The skill set of the candidate should match the requirement of this position as indicated in the job description. It will still be at the discretion of the Group Director to decide on the most suitable candidate. The standard hiring procedures with regards to the Works Constitution Act apply.

5. Interview Procedures

5.1 Short Listing

The hiring manager is responsible for the short listing and has to have the shortlist ready two weeks after the closing date for the position.

The final shortlist and the decision how to proceed with the interviews are communicated to HR by the hiring manager.

All internal candidates who have not made the shortlist will be informed directly by HR or by the hiring manager if mutually agreed.

5.2 Interviews & Performance Tests

5.2.1 Telephone Interviews

The hiring panel conducting the interview generally consists of the hiring manager, additional managers / staff members and a HR representative as appropriate or requested. For Director and Group Director level positions the Works Council will be invited to have one member sitting on the hiring panel.

- If the decision has been taken to start the interview process with telephone interviews these will be made with all short listed candidates.
- Exception: Internal candidates based at TI-S will be interviewed face-to-face.
- The hiring manager, in coordination with HR, is responsible for scheduling and coordinating the telephone interviews. Candidates will be informed at least 48 hours in advance or within a reasonable timeframe negotiated with HR.
- The hiring manager sends interview guidelines including proposals for questions, focus areas and objectives **at least two days before the interviews** to all Interview Panel members (hereafter called panellists). Example of questions can be found on Chapter Zone in the Human Resources section (“Inventory of questions for interviews and tests”): <https://ticz.transparency.org/tis/hr/Recruitment%20documents/Inventory%20of%20questions%20for%20interviews%20and%20tests.xlsx>
- At the end of the interview candidates have the opportunity to ask questions. Candidates are advised about the expected time frame for a decision, and how it will be communicated.

After the telephone interviews the hiring manager based on the feedback of the panellists decides who will be invited to a personal interview. The number of invited candidates may vary from 2 to 4. In exceptional cases only one candidate or more than 4 can be invited.

If no candidates are identified from the applicants the hiring manager can decide that the position is re-advertised.

5.2.2 Face-to-Face Interviews

The hiring manager with the support of HR will invite final candidates for face-to-face interviews.

HR will provide feedback to all interviewed candidates who were not invited to face-to-face interviews. The hiring manager will need to decide on the following points and to communicate their decision to HR:

- Communicate the composition of the hiring panel: It will include the hiring manager, HR (as appropriate) and one to three TI-S staff of the same grade or above than the position, and who have expertise in the position's field. The Works Council will be invited on the panel for Director and Group Director positions.
- Communicate who will schedule and coordinate the interviews: the hiring manager, HR or an assigned team member.
- Inform HR or the assigned team member of the number of meetings and the names of the panellists to be invited. (Note: Only those who can meet with all candidates will be invited to attend the interviews.)
- Inform potential panellists from other departments before inviting them. The panellists must inform their own Line Manager about their participation in the interviews.
- Prepare areas or questions to be discussed during the panel interview.
- Distribute the questions and the Interview Evaluation Forms (Appendix A) to be used to feedback on the panel interview as well as inform panellists if a field in this form is not applicable.
- Inform HR or the assigned team member if an informal meeting with team members or additional separate meetings (e.g. with hiring manager, Group Director, and/or Managing Director) will take place.

The face-to-face interview process consists of different meetings:

A. The Formal Interview with the Hiring Panel

This is the **formal job interview**, in which the hiring manager, HR (as appropriate) and selected managers and/or staff members will focus on candidates' experience, qualifications and skills relevant to the position. The hiring manager must attend the interviews. Directors need to validate hiring decisions with the exception of interns.

A member of the Works Council should be included where relevant or requested.

It is expected that the hiring panel will be composed of 5 members and that the interview will last approximately 60 minutes (it is recommended to include some additional time between interviews).

The hiring manager chairs the panel interview.

At the end of the panel interview, candidates are given time to ask their questions. Candidates are advised about the expected time frame for a decision, and how it will be communicated.

B. Informal Meeting with Team Members and/or Staff from other Departments

The purpose of this more informal meeting is to enable candidates and their potential teams to discuss questions on TI, the department and the position.

Staff members from other departments can be invited to these meetings. These staff members are invited on request of the hiring manager because they are directly or indirectly involved in the work relevant to the position.

C. Other

The hiring manager can consider an additional one-to-one meeting with the candidates.

5.2.3 Performance Tests

Depending on the job requirements and the type of job, the hiring manager assisted by HR decides on the test to be used and at which stage of the interview process it should take place (i.e. before or after the initial interview). There are a number of standard tests available however tests may be created or altered specifically for an interview. The hiring manager, in coordination with HR, is responsible for organising the performance tests and the test evaluation (including developing scoring criteria). Examples of tests can be found on Chapter Zone in the Human Resources section ("Inventory of questions for interviews and tests"):

<https://ticz.transparency.org/tis/hr/Recruitment%20documents/Inventory%20of%20questions%20for%20interviews%20and%20tests.xlsx>.

Validation of the tests which include a narrative or assignment will be done by the hiring manager. Financial tests will be validated by the project accountant in line with the current project assignment and the results will be sent to the hiring manager and HR.

6. Decision Making Procedures

6.1 Feedback on Candidates

Following the face-to-face interviews, all panellists of the hiring panel and staff members of the informal team meetings will provide feedback on the candidates to the hiring manager in order to facilitate the final decision. The feedback of the formal interview should be discussed by the hiring panel in a meeting by reviewing the completed Interview Evaluation Forms (Appendix B). In exceptional cases where one or more members of the hiring panel are not able to attend the feedback meeting, their feedback can be collected by the hiring manager via email and/or the interview evaluation form.

6.2 Reference Check

The hiring manager or HR will contact the references provided by the relevant candidates upon written approval of the internal or external candidates that referees can be contacted. References can be obtained in writing and by phone. The Reference Request Form (Appendix D) needs to be used also in case the reference check is done by phone. The hiring manager submits the feedback from the referees to the HR Department for filing. No offer will be sent to the successful candidate until HR has received at least one reference. References do not need to be taken for interns.

6.3 Decision

The hiring manager decides which candidate receives an offer. The relevant Group Director needs to approve all offers.

The hiring manager should provide all completed Interview Evaluation Forms (Appendix B) together with the Hiring Decision Form (Appendix C). No offer will be sent to the successful candidate until HR has received the Hiring Decision Form.

At the latest two weeks after the last interview, the decision is taken by the hiring manager.

Should the final decision making process take longer than 1 week from the day of the last interview, HR will send a courtesy email to all remaining candidates advising them of the delay.

6.4 Inform Unsuccessful Candidates

HR informs the unsuccessful shortlisted candidates as instructed by the hiring manager. This will be done via email. Hiring managers who wish to take the responsibility to inform unsuccessful candidates can do so and will confirm to HR in writing that it has been done.

7. Contracting Procedures

7.1 Job Offer

The follow-up negotiations with the final candidate about terms of employment, starting date (the starting date should normally be the 1st or 15th of the month and exceptions will need to be explained to HR) and other contract details are undertaken by the hiring manager after consulting with HR and in line with existing job grades, the corresponding salary bands and TI's approved Terms & Conditions. The salary has to be approved by the Line Manager of the hiring manager before the offer is finalised.

HR is responsible for making the formal job offer to the final candidate per email. This offer is subject to the agreement of the Works Council and the final signature by the Managing Director. Job offers include the information that the offer is dependent on the approval by the Works Council.

The job offer contains the following information:

- Position
- Staff level
- Duration of contract
- Reason for limitation (if applicable)
- Weekly working hours
- Monthly gross salary
- Notice period
- Annual leave
- Relocation allowance incl. Terms & Conditions for relocation allowance

7.2 Works Council Hearing & Contracting Procedure

HR initiates contracting procedures starting with the formal submission to the Works Council seeking their approval of hiring. According to the Works Constitution Act, the Works Council should respond within one week.

Upon approval of hiring HR issues the contract and submits it for signature to the Managing Director or as per Delegation of Approvals / Signature Authorities matrix. After that the contract is handed out to employees for their signature.

Note: HR is also responsible for coordinating all legal and visa procedures necessary before the commencement of the job. This should only be done by HR to avoid any miscommunication.

7.3 Deletion of Applications

Once recruitment and selection has been closed, the hiring manager and panellists must delete all application files from their mailbox or folders. Hard copies should be thrown into the silver lockable paper bins used for confidential information.

8. Review Process

This policy will be reviewed when a need is identified by the MG, HR and/or the Works Council.

9. Legal Provisions

German Labour Law applies to the whole recruitment and selection process and all stipulations of the contract. German law also applies to any matters which are not regulated in the contract. The place for any legal dispute is the Labour Court (Arbeitsgericht) in Berlin.

10. Appendix

Appendix A – HR Contract Clearance Form

Appendix B – Interview Evaluation Form

Appendix C – Hiring Decision Form

Appendix D – Reference Request Form

Please refer to Chapter Zone:

<https://ticz.transparency.org/tis/hr/Recruitment%20documents/Forms/AllItems.aspx>