RECRUITMENT POLICY
TRANSPARENCY INTERNATIONAL SECRETARIAT

1. Review & Change History

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2. Purpose of the Recruitment Policy

The purpose of this policy is to provide a structured and consistent approach to all recruitments and to provide guidance to the Hiring Managers and employees involved in the recruitment process with regard to the different steps, roles, responsibilities and timelines which 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 the success of TI's work.

**Excellence:**
To recruit staff of 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 long-term planning needs of TI.

**Non-preferential Treatment of Family and Friends as detailed 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 organizations 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 to respect their privacy. All staff members involved in the recruitment process have an obligation to preserve each applicant’s right to privacy and 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, alignment to the Strategy or because an existing staff member is leaving and needs to be replaced. This will also be reflected in the annual recruitment plan.

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 and a more depth review is needed, this has to happen with involving the codetermination committee following § 2.3 of works agreement from xx.xx.2012 which is currently under finalisation.
The job advertisement should indicate whether the job is a project or a core/permanent position. Depending on the type of job, the interviews and tests will differ to support assessment of the different requirements.
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, the HR Team will submit the job advertisement to the Works Council for information and 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.

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 that all applications are received and properly filed. The Hiring Manager and HR should always be part of the list of recipients.

HR is responsible to contact IT who will set up the email account for job applications.

3.5 Hiring planning meeting
The Hiring Manager sets up a hiring planning meeting with HR to discuss above points, the hiring panel, potential tests to be used, and the predicted timelines for the complete selection and interview process to support appropriate communication. HR and the Hiring Manager will also decide on the deadlines for accepting applications (usually 14 days internally and 1 month externally). 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 which will be done through posting vacancies internally within TI-S, both electronically and on the HR Notice Boards and/or advertising them externally through the TI Website, various recruitment channels and recruitment agencies.
4.1.1 Internal Announcements
An internal announcement will be circulated to:

- All staff members and interns who are at the time employed by TI-S
- All former staff members or interns, who subscribed to the mailing list for that purpose

All vacant and new positions shall first be posted internally within T-S, including the community of ex-
staff and interns. The internal posting will last for a period of two weeks.

If appropriate, regional departments can circulate an internal announcement to:

- Current and former employees and interns of accredited National Chapters including long-
term volunteers and members of NC governing bodies). TI-S reserves the right to contact
the relevant NC to verify the person’s affiliation with the NC.

Internal applications must be dealt with confidentially, meaning that only HR, the Hiring Manager and the
designated recipients of the application will be informed.

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

4.1.2 External Announcements
If no suitable internal candidates can be identified, the vacancy will then be advertised externally.
Internal candidates will be informed by HR if their application is still valid.

Please note: If it is already clear from the outset that the skills and knowledge a position requires can
not be found among the internal staff and an internal advertisement would not be efficient, the position
will be advertised externally straightaway. Internal candidates will still be able to apply. This exception
has to be agreed upfront between the Group Director, Works Council and HR.

For director level positions the Works Council will have one member sitting on the Hiring Panel.

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 Managing
Director/Deputy Managing Director, HR and the Works Council prior to contacting the potential
candidate.

Direct appointments should remain exceptional and should only be made in the following
circumstances and conditions:

- When the Managing Director/ Deputy Managing Director requests that HR directly appoint a
current staff member or external individual. Such direct appointments can be made at any
position level.
- When a Group Director requests that HR fills a temporary position (up to maximum 6 months)
by directly appointing a suitable current intern (at the end of their internship).

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 be still of the discretion of the Group Director to decide on the best 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. At the latest the shortlist must be finalised four weeks after the
closing date.
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.

- 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 is responsible to schedule and coordinate 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 Hiring Panel members (hereafter called panellists).
- 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 or not enough suitable candidates were identified, other not short-listed candidates should be considered or the position should be 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 communicate about them:

- 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.
- 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 will take place.

The Face-to-Face Interview process consists of different meetings:

1. The formal interview with the Hiring Panel
This is a 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. Department Directors should attend all interviews for jobs within their department.
A member of the Works Council should be included where relevant or requested.

The hiring panel should not exceed 5 members and the interview will last approximately 60 minutes (it is recommended to plan some additional time to allow for delays and handover to the next meeting).

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.

2. 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. The staff members can focus on candidates’ social and communication skills and compatibility with the team.

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.

3. The Hiring Manager can consider an additional one-to-one meeting with the candidates

5.2.3 Performance tests

Depending on the job’s requirements and the type of job (e.g. project based), 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 is responsible for organising the performance tests and the test evaluation

- 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.

5.2.4 HR Information for candidates

HR will provide information on the German taxes, social security system and the salary range to all international candidates selected for face-to-face interviews (Appendix B).

6. Decision making procedures

6.1 Feedback meeting

After the panel interviews and the informal meetings, all panellists of the Hiring Panel and staff members of the Informal Team meeting will send their written feedback on the candidates using the designated Evaluation Form (Appendix A) to the Hiring Manager and HR. This should be done up to maximum 24 hours after the last interview.

Ideally, a feedback meeting should also take place in which all panellists of the Hiring Panel share their views on the candidates in order to facilitate the decision. This feedback meeting is scheduled by the Hiring Manager within 5 working days of the final interview/meeting with the candidate.

6.2 Reference Check

The Hiring Manager will contact the references provided by the relevant candidates. References can be obtained in writing and by phone. The Reference Request Form (Appendix C) should be used also in case the reference check is done by phone. The Hiring Manager submits the completed form(s) to the HR Department for filing.
6.3 Decision
The latest two weeks after the last interview, the final recommendation is taken by the Hiring Manager. This will be based on the feedback of the Hiring Panel, the staff members and the references checks.

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 shortlisted 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 and will only be done by HR.

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 to make 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.

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. T & Cs 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 approve the hiring, decline it, or abstain from decision within one week.
Upon approval of hiring or in case of no decision within one week 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: The HR Team 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 Induction Plan
The Hiring Manager assisted by HR prepares the induction plan for the new staff member which will cover at least their first 2 weeks with TI-S in detail with additional information of the upcoming tasks and responsibilities after the initial weeks.

A designated template (Appendix D) will be used and the plan should be ready no later than 2 weeks before the starting date.

Upon completion of the induction period HR will receive a signed copy of the induction plan (signatures of the employee and his manager) for the employees file and to confirm that the induction has been completed as planned.
More details on the overall induction process and the different procedures can be found in the TI-S Induction Policy (currently under construction).
8. Roles & Responsibilities:

### Process OUTPUT, in sequential order (#)

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<tr>
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<td>Hiring Manager</td>
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<tr>
<td><strong>6.4 Inform unsuccessful candidates</strong></td>
<td>HR</td>
<td>Hiring Manager</td>
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<td>Unsuccessful candidates</td>
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9. Review Process

This policy will be reviewed annually by the HR Department, in consultation with the Works Council.

10. Legal Provisions

German Labour Law applies to the whole recruitment 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.

11. Appendix – Forms – Please see additional attachments

Appendix A - Evaluation Form
Appendix B - Salary/Tax/ Social Insurance Info
Appendix C - Reference request Form
Appendix D - Induction Plan