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An Initiative of Association for Voluntary Action (AVA)

Recruitment and Selection Policy

RECRUITMENT AND SELECTION POLICY

Ref No	AVA/RSP	Date of Issue	1-April-2021
Version No	1.1	Document Owner	HR

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1 Introduction

Association For Voluntary Action (“**AVA**” or the “**Organization**”) believes that by hiring qualified and competent candidates, we are committed at every selection stage and aim for a well-planned and discrimination-free hiring process. Each associate is hired through consistent and transparent process, based on merit.

2 Scope

This Policy is applicable to the recruitment and selection of all Associates/staff, volunteers, consultants (present or potential candidates) and members of any of the committees (“**Associates**”) of Organization.

3 Objective

This Recruitment and Selection Policy (“**this Policy**”) describes our process for attracting and selecting external or internal potential job candidates. The aim of this Policy is to outline relevant steps in the recruitment process and to assign individual responsibilities for each of these steps. The employment of all Organization associates is governed by the appointment letters, Organization Policies along-with the HR Manual.

4 Policy Implementation

Organization’s hiring process might vary across roles, but we aim for a fair, merit-based, unbiased, competitive and effective procedure in hiring the right team members. To achieve a fair and unbiased recruitment process, the Policy aims at following:

- To search for prospective candidates and stimulate them to apply for jobs;
- To ensure that all the positions in the Organization are staffed by persons who have the appropriate skills, knowledge, experience and qualifications required to perform the job effectively;
- The candidate is a cultural fit, and is aligned to Organization values;
- Not to discriminate unlawfully against any person; and
- The candidate demonstrates the skills, knowledge and experience desired for the role.

5 Associate Grades

All full-time Associates are categorized according to the following levels within the Organization's structure. The hierarchy of an Associate determines his/her compensation and benefits. The Board of Trustees of Organization shall have the prerogative to revise the levels, as and when deemed necessary to supplement operational requirements.

Grade	Level	Designation
L0	Chief Executive Officer (CEO)	Chief Executive Officer
L1	Senior Management	Executive Director, Director
L2	Middle Management	Senior Manager; Manager
L3	Junior Staff	Coordinator ,Officer
L4	Support Staff	Housekeeping; Drivers; Security

6 Steps for hiring

The hiring process comprises of the following steps. Stages may overlap. Hiring managers may remove/add steps as appropriate:

6.1 Identify

Identify need for an opening and finalize the job description. The need identification of hiring new resources shall arise from the concerned department head. This need should be supported by a sufficient evidence supporting 100 % percent utilization of the existing manpower resources. For short-term projects, hiring consultants is preferable than associates;

6.2 Requisition

Decide terms of employment (Full time/Part time/Retainership/Volunteer/Consultancy) and propose the vacancy through the respective Department Head in consultation with HR. The Position Requisition Form attached as Annexure A – 1 to this Policy shall be duly signed by the reporting Manager and Head of the Department, and shared with the HR Team;

6.3 Decision- Sourcing

Decide whether to hire externally or internally. If hiring internally, set a deadline, thereafter, post the job externally;

6.4 Job Posting

The job opening is posted through appropriate platforms (external or internal):

- Existing Associates who qualify the criteria may apply for internal job openings. The consent of the Associate's reporting manager and the HR department shall be necessary for Associates with less than one year of service with Organization.
- All applicants shall be considered based on their qualifications and ability to perform the job. Internal candidates who are not selected will be notified accordingly by the HR department.

6.5 Selection & hiring

Decide on the selection stages, timeframes and source candidates from Associate referrals, existing connections, social networks and existing database of applicants. Authority and ownership of candidate's final selection as well as the accountability to ensure the success of new hire within the Organization lies with respective hiring manager.

6.6 Interview process

The HR Department's representative and the hiring manager will screen applications and resumes prior to scheduling interviews. Initial interviews are generally conducted by the HR department and the hiring manager using behavior-based interview questions and preferably a structured interview process. Selection process may include multiple interview rounds, group discussions, competency tests, written assignments and work samples. Most suitable candidate for the role gets selected. Candidate evaluation forms are completed after each interview and retained with the application.

6.7 Background and Reference Checks

After a decision has been made to hire a candidate, an offer will be made contingent on the satisfactory completion of required background checks and reference checks. Background investigations and reference checks are employers' principal means of securing information about potential hires from sources other than the applicants themselves. Background investigation shall scrutinize an applicant on the parameters of criminal conviction, ethical violations or misrepresentation on education or work history etc. Reference checks shall be done for past two employments, where applicable.

6.8 Offer

Upon positive results of background & reference checks, the candidate shall be informed. If a candidate fails to accept an offer of employment within 7 calendar days of receipt thereof, the offer may be rescinded by the Organization and shall be shared with the second preferred candidate.

6.9 Acknowledgment

Selected candidate to handover a copy of signed documents with Organization - which includes Letter of appointment, including probation provision, salary structure and job description.

6.10 Documentation

Upon candidate's acceptance of the offer – Associate or consultant, HR will create and maintain a file with the confidential following documents:

- i. 2 photographs
- ii. Updated resume
- iii. Copy of educational certificates
- iv. Copy of 'Relieving Letter' of last two employments
- v. Records of interview feedback and recommendation from hiring process
- vi. Records of reference checks and background checks
- vii. Acceptance letter from candidate
- viii. Copy of appointment letter (duly accepted and signed by candidate)
- ix. PAN Card (if Associate is an Indian Citizen)
- x. Aadhar Card (Mandatory for PF Records)/ Identify card
- xi. Bank Account details (Scanned cheque)
- xii. Joining formalities - Organization Declarations signed by the Associate

7 Revoking offers

In case when a formal offer has to be revoked by the Organization, the hiring manager and HR department should draft and sign an official document and revoke the offer as soon as possible. This document should include a legitimate reason for revoking the offer. Legitimate reasons include, but not be limited to following:

- i. Candidate is not legally allowed to work for the Organization at a specific location;
- ii. Candidate has falsified references or otherwise lied about his or her experiences and/or qualifications;
- iii. Candidate does not accept the offer within the specified deadline (deadline must have been included in the offer letter); and
- iv. Candidate is listed in the National Registry of Sexual Offenders

8 Exceptions and Review of Policy

8.1 Any deviations from this Policy require approval from the Management Committee;

8.2 The Organization reserves the right to modify and/or review the provisions of this Policy from time to time, in order to comply with applicable legal requirements or internal policies, to the extent necessary.

Annexure A-1

To be filled by HR: -

PR No. :	Date of receiving completed PR form:
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- Recruitment process will be initiated only after receiving the complete and signed PR form

To be filled by Hiring Manager: -

Position (Designation) and Location:	Organization Name:
Position Grade :	Number for Positions:
Department:	Category: Programme to be linked
Position created due to: <ul style="list-style-type: none"> Backfill (Please include the name of replacement): New Hire Transfers Associate Transferred(Name):	Type of Hiring <ul style="list-style-type: none"> Full-time Contract Part-time Contract Full time Consultancy Part time Consultancy Paid Interns Retainership
Nature of Vacancy <ul style="list-style-type: none"> Budgeted Non-budgeted 	Please fill the attached Job Description Format: <ul style="list-style-type: none"> JD Attached- YES JD Attached – NO
Budget Details (To be filled by Finance team) <ul style="list-style-type: none"> Cost head: Position Budgeted from (i.e. date from which position is required to be on boarded as per project commitment) Approved Salary Range: Whether Recruitment Cost included in project budget (YES/ NO) Whether Relocation cost (over and above) included in project budget 	

(YES/ NO)

- **Any other relevant information**

Name and Signatures: -

Position Requisitioner	HR Head	Finance Head	PR Approver(ED)



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