



CENTER FOR INTEGRATED HEALTH PROGRAMS (CIHP)

Standard Operating Procedures

Recruitment Policy

January, 2012

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CIHP RECRUITMENT PROCESS

In order to achieve its mission, CIHP seeks to recruit staff of the highest standard of competence that are capable of implementing the activities related to the advertised job requirements. CIHP is an equal opportunity employer-it does not discriminate against applicants or would-be employees on the basis of race, color, sex, gender, religion, creed, national and ethnic origin, age, citizenship, status as a perceived or actual victim of domestic violence, disability, marital status, sexual orientation, status as a veteran, HIV or any other legally protected status.

All vacancies shall be approved by the Chief Executive Officer.

Selection process for Permanent full time employees

Step 1: Develop the job description

The Unit Head will identify the need for staff for a specific job position and develop the job description for the position. The job description is expected to include the following Information

1. Title of the position
2. Location
3. Position Supervisor
4. The context of the position within the organization/department
5. Minimum qualification required to perform the job

The completed job description will be developed with inputs from the HR unit and submitted by the supervisor to the Chief Executive Officer for approval through appropriate channels. Where the position requires concurrence from the donor, this concurrence must also be sought as soon as the job description is developed.

Step 2: Completion of the Job Requisition Form

The Senior Human Resources Manager (SHRM) is responsible for completing a Job Requisition Form for each position after the job description or TOR has been completed as required by the SOP Section 5.1.1. Both the job description and the Job Requisition Form require the sign off of the Chief Executive Officer prior to the advertisement of a vacant position.

Step 3: Advertisement

Using the approved job description, the senior HR Manager puts together a vacancy advert to be placed in the Newspapers. Adverts are open to both internal and external candidates. Responses to adverts are usually open for two weeks. Responses are received electronically via an anonymous email account specifically created by CIHP for that purpose. Prior to advert placement in the newspapers, the vacancy adverts may be reviewed by advertising agents who prepare the art work and add some professionalism into the advert and prepare the artwork. The final draft of the vacancy advert must be signed off by the Chief Executive Officer before they are published.

Depending on the position and special circumstances, other recruitment methods may be utilized, such as headhunting, public announcements, professional personnel recruitment agents, and existing databases of previous applicants.

Step 4: Screening and Short listing of candidates

Screening and shortlisting of candidates for advertised positions may be done in either of two ways as follows:

1.
 - a. Using a consultant: In instances such as when the number of applications received for an advertised position may be determined as requiring such commitment of time and limited human resource capacity to achieve a timely turn around time of six weeks from the end date for submission of applications CIHP may engage a consultant who does the initial screening of applications received against the advertised criteria for the position. The consultant is given the username and password for the anonymous email account that the applications are submitted to, and works remotely. HR specifies the number of applications the consultant should forward. H/She carries out the screening and submits the CVs of shortlisted candidates in an electronic folder following which the designated CIHP personnel may complete the final shortlist.
 - b. An in house team made up of a minimum of three staff is constituted by the Deputy Director of Management Support Services & New Business to review all the applications received in respect of an advertised position. The Senior Human Resource Manager is by default the secretary of each shortlist team. Other members of the shortlist team would include the position supervisor and any other staff nominated by the relevant Unit Director. Where the position is to be based in a state office or field location, the Unit Director in consultation with the Deputy Director of Management Support Services & New Business will nominate the appropriate staff to conduct the shortlist exercise.

The shortlist of suitable candidates for interview will be based on already agreed criteria as indicated in the position job description

2. The shortlist team will write a memo detailing the shortlisted candidates along with their CVs which will be forwarded to the relevant Unit Director depending on the position to be filled. The Unit Director or designate will vet the list of shortlisted candidates and their resumes for relevance to the position requirement.
3. Final shortlist of candidates to be interviewed is forwarded to the Chief Executive Officer for review and approval.

Step 5: Interviewing

After the final approval of the list of candidates to be invited for interview by the Chief Executive Officer based on the recommendations of the shortlist team, an interview date is scheduled. Ideally, CIHP will inform candidates invited for an interview at least three days in advance of the interview date to allow such candidates to clear their schedules and attend the

interviews. Invitations to attend interviews are sent out to candidates by email and confirmed by phone calls.

Candidates will be requested to come for the interview with originals and copies of their credentials on the interview day. All interview candidates fill out Contract Employee Biographical data sheet (biodata form) on arrival. Round trip transportation expenses incurred by out of state candidates are reimbursed based on actual costs.

The Interview panel is constituted prior to the interview by holding discussions with the relevant members of the Leadership group. The panel is comprised of a minimum of three members including a representative from the HR Unit.

CIHP also applies a two stage interview process for technical positions. Stage 1 is the written test usually done on the computer to ascertain the candidates' basic technical knowledge and computer skills.

The second stage is the oral panel interview. Questions for this interview are usually preset and are a mix of technical questions relevant to the position to be filled and general questions to ascertain personality and some behavioral interviewing technique questions.

Where the requisite in-house technical expertise is not available to participate at the interview, CIHP may invite an external specialist to participate in the interviews. A representative of the donor agency may also be invited to participate at hiring interviews for very senior positions.

The interviews are documented using the Interview Assessment Form (see attached). At the end of the interviews the panel members discuss their observations and arrive at a consensus /make recommendations on a preferred candidate.

The complete interview documents are handed to the Senior Human Resources Manager after the interviews; who writes them up and presents to each panel member for signature. The respective State Program Managers will be expected to conduct a telephone interview for any preferred candidate identified for a position to be based at a state office. Their assessment of the candidate will also be documented as part of the interview process. The complete interview documents are forwarded to the Chief Executive Officer with a memo requesting for approval to proceed with hiring the recommended candidate. Simultaneously, the Senior Human Resources Manager also solicits relevant references on the approved candidate prior to hiring decision. The final decision whether to hire a candidate who has been recommended by an interview panel is at the discretion of the Chief Executive Officer.

The Human Resources unit is responsible for all communications with candidates applying for positions in CIHP including communicating the outcome of the interview to all unsuccessful candidates who proceed as far as the interview stage of the recruitment process.

Step 6: Reference checking

The Senior Human Resources Manager checks the CVs of the approved candidates for their references. Where they have not been listed on the CV or where the contact information provided

on the CV is insufficient, the SHRM contacts the candidates to provide information on their referees. Three referees are required and at least two of them should be professional referees. The referees are contacted and the standard reference forms are sent to them electronically (see attached). Where the referee does not have an email address then a hard copy form could be sent. Also where the referee is delaying to respond, he/she may be contacted and interviewed by telephone and the transcripts of the conversation recorded on the standard reference forms highlighting the date the call was made.

Step 7: Employment Offer and Acceptance.

Once at least 2 positive references are on file, the Senior Human Resources Manager makes a recommendation on the appropriate salary for the position/candidate with guidance from the approved budget. S/he may request for additional documentation to support the salary history quoted in the candidates' biodata for. S/he prepares the salary schedule (template attached) and the Hire letter (sample attached). The salary schedule is signed by the Senior Human Resource Manager, the Deputy Director of Management Support Services & New Business and the Chief Executive Officer.

All employment letters are signed by the Chief Executive Officer.

Once the employment offer letter has been signed by the Chief Executive Officer, the Senior Human Resources Manager sends a copy to the candidate, usually by email as an attachment. The candidate is then alerted to respond to the mail and confirm acceptance/rejection of the employment offer as well as a suitable resumption date.

SIGNED:
Chairperson Board of Directors

DATE:

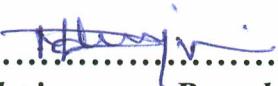
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SIGNED: 

Chairperson Board of Directors

DATE:  *9th May 2012*