



Rebuild and Relief International NGO

RIRP/RSRP

RRI Employment Guidelines

The objective of this document is to outline the principles of the recruitment process and the regulations concerning employment for RIRP staff. To maintain its high implementation and working standards it is essential for RIRP to select and employ competent and professional candidates. The execution of and adherence to the procedures highlighted in these guidelines, intend to improve the standardisation and transparency in the perspective of a competitive recruitment process. Moreover, this document describes the arrangements of employment such as, the induction phase, staff development measures and disciplinary proceedings in cases of misconduct or unsatisfactory performance.

The implementation of these guidelines helps to increase efficiency in all human resource related management actions.

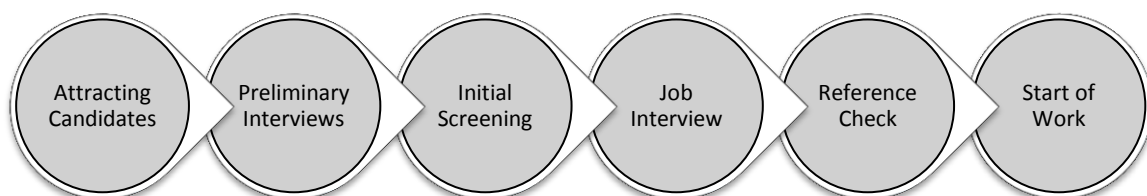
1. CORE VALUES

Based on the United Nations recruitment values, we also highlight the importance of integrity, professionalism and respect for diversity.

Furthermore, race, gender, nationality, religious beliefs or political convictions will not influence the recruitment process at any time.

2. RECRUITMENT PROCESS

The recruitment process is sub-divided into six main sequences.



Attracting Candidates:

The primary sources for attracting candidates are vacancy announcements publicized on the Internet and on specific job advertisement media platforms.

The job vacancy announcement will give a description of the duties and responsibilities of the open position and the required education and training. It also introduces the organization RRI and gives a brief description on the background as well as current work being performed.

Applications for a vacancy announcement (VA) are received electronically, by fax, by personal delivery or through outreach efforts. All applications are reviewed and if found suitable, selected for further recruitment procedures.

Preliminary Interviews:

Candidates that are deemed to be suitable will be contacted by telephone to conduct a preliminary interview; the primary aim is to determine language skills required for occupation and to obtain specific information as to availability and suitability. It also gives an opportunity to screen the candidate for individual details and interests, as well as additional information on the candidate's professional and personal background.

An evaluation sheet (Annex A) for preliminary interviews will be completed and attached to the candidates file. It includes the following aspects:

- Availability: When and how fast can the candidate be available? Are there restrictions of any kind?
- Preferred location/region: Confirm preference indicated by candidate
- International Experience: Relevant prior assignment, language skills
- Motivation: Professional interest, personal motives, readiness to work extra hours and under pressure
- Special Consideration: Leaving behind family, friends and familiar social environment
- Dealing with frustration, stress and conflict: Able to manage and absorb particular stress and pressure; openness to change, able to deal with hierarchy
- Understanding inter-cultural dynamics: Interest in other cultures, including their history, society and politics; openness and empathy for different behaviour patterns

Initial Screening:

Generally, a candidate's application (including preliminary interview protocol) is screened against the following criteria:

- eligibility for employment (based on the specified eligibility criteria set by Organizational policies and basic educational and experience requirements specified in the VA);
- suitability for the job (based on the specified qualifications, experience and soft skills);

Candidates shall be reviewed on the basis of their responses to the key questions associated with the VA. Those candidates who have provided appropriate answers or who mentioned the required key words in their application shall be reviewed on a priority basis.

Job Interview:

Shortlisted candidates will be invited to a personal interview to the RRI headquarter. The following aspects will be relevant and noted in a protocol:

- Language: Does the candidate possess the language skills required for the position
- Skills: Does the candidate have the essential job-specific skills; optionally perform a job-oriented assessment
- Academic: Does the candidate have the necessary academic qualifications from an accredited university or institution
- Work Experience: Is the candidate familiar with relevant software/ hardware/ procedures. Does the candidate have the type and length of relevant work experience?
- Criminal Record: Has the candidate been convicted of any criminal act.

Reference Check:

Reference checks must be conducted to verify the candidate's academic qualifications and previous work experience. For the education check, references shall be verified with the educational institutions, including the actual dates of attendance and the degree obtained. The employer check is used to verify satisfactory work history. Checks should be made with the candidate's previous, not current employer(s). It should verify the period of employment, the functions performed as well as satisfactory performance and conduct history.

Reference letters will be attached to the candidate application. Should any reference check result in negative information on the candidate, he or she is to be discarded from the application procedure. After successful completion of this stage the candidate is approved for employment.

3. EMPLOYMENT

Induction program:

The contract of employment regulates details such as, working hours, holidays, insurance and salary and is to be signed by all parties before work commences. The contract of employment includes a probation period of one month, in which, during this time the contract may be terminated due to unsatisfactory performance.

Subsequent to the candidate successfully passing the probationary period, the employee will be introduced to relevant personnel of the organization and introduced to the background and structure of work within the organization. The employee must read and understand the Code of Conduct as well as all other guidelines set out by the organization. Further training will be conducted on; safety and security, communication and emergencies. Specific job related training will take place during the first days of employment.

Staff Development:

We are of the opinion that innovative staff development is a necessary strategy to guarantee the quality and efficiency of our work. For this reason we follow two principles:

We not only set a standard of appropriate behaviour for our staff (See Code of Conduct and further Guidelines) but also provide our employees with development opportunities, training and coaching. We encourage our staff to broaden their responsibilities, develop the required skills and competencies necessary to accomplish our goals and purposes, and grow personally and professionally to prepare themselves for advancement in the organisation.

For this reason we undertake regular staff development seminars in which we follow a five-point plan to determine needs and expectations.

1. Self-assessment from staff member
 - a. What are my interests, skills, values? What is my personality? Do these parameters match with the organizations' goals and values?
 - b. What career opportunities do I see for myself? How do I wish to get there?
2. Assessment of the staff members skills
 - a. What are his/hers technical skills?
 - b. What are his/hers social skills? Is he/she a team-player?
 - c. What are his/hers aptitudes? Talents/Special abilities?
 - d. What is the staff member's attitude? What is the staff member's mind-set? What is their view-point on the organizations' work?
3. Assessment of the organization's needs
 - a. What are the organization's goals and how can they be achieved.
 - b. What are the organization's values?
4. Determine development opportunities for staff
 - a. Perform training for staff members. Who is interested in which training?
 - b. Promote the participation in workshops/seminars and other educational opportunities for staff member.
 - c. Establishment of new projects and responsibilities.
5. Record and evaluate staff member's progress
 - a. Staff members are asked to give a feedback on their development progress.
 - b. Observation of enhanced skills and knowledge. How is it applied?
 - c. Is the development in favour of the goals of the organization?

Personnel Confidentiality:

Personal data must be obtained by lawful and fair means with the knowledge or consent of the data subject. The purpose(s) for which personal data are collected and processed should be specified and legitimate, and should be known to the data subject at the time of collection. Personal data should only be used for the specified purpose(s), unless the data subject consents to further use or if such use is compatible with the original specified purpose(s). Personal data sought and obtained should be adequate, relevant and not excessive in relation to the specified purpose(s) of data collection and data processing. Data controllers should take all reasonable steps to ensure that personal data are accurate and up to date.

Personal data should only be transferred to third parties with the explicit consent of the data subject, for a specified purpose, and under the guarantee of adequate safeguards to protect the confidentiality of personal data and to ensure that the rights and interests of the data subject are respected. These three conditions of transfer should be guaranteed in writing.

Confidentiality of personal data must be respected and applied at all stages of data collection and data processing, and should be guaranteed in writing. All RRI staff and individuals representing third parties, who are authorized to access and process personal data, are bound by confidentiality.

For more information see RRI NGO Data Confidential Guidelines.

To protect individuals from retaliation in case of an investigation of wrongdoing or misconduct, their data is only available to the Investigation Office. More information regarding confidentiality is available in the RRI Investigation Guidelines.

Disciplinary system

The disciplinary system demonstrates the regulations that come into effect when personnel are not performing up to the standards established by the organization.

In case an employee is not performing up to standards, supervisors need to take corrective action. The extent of the corrective action could be a verbal warning, up to and including termination and this will be based on the seriousness of the situation.

An example of instances which require immediate termination include, but is not limited to, theft, bribery and fraud, acts of sexual exploitation and abuse, gross violations of the Code of Conduct and any other action for which the employee's continued employment is considered not in the best interest of the organization.

In case of misconduct and wrongdoing the responsible compliance officer has to deal with the objections and has to examine whether the complaints are justified or not. Detailed information about the procedures of the investigation office is to be found in the RRI Investigation Office Guidelines.

Supervisors must use a progressive approach to performance improvement and disciplinary action. Such an approach includes 4 steps:

- (1) An oral warning and request for improvement;
 - a. The oral warning should be as specific as possible. It needs to clarify how the employees' behaviour is insufficient and which corrections are essential. Moreover the employee is warned of the consequences if the shortcomings continue.
 - b. The warning will be documented; a copy is given to the employee. If the performance does not improve, then a written warning follows.
- (2) A written warning;
 - a. Similar to the verbal warning, the written warning documents the specific performance deficiencies, defines the necessary corrective actions and clarifies the consequences of repeated failings in improvement.
 - b. A written warning is prepared by the supervisors in cooperation with the Senior Management or representative of Human Resources.
 - c. There will be three copies of the written warning: one is kept in the relevant department, one is kept by Senior Management or Human Resources and included in the employee's personnel file. Another copy must be given to the employee.
 - d. If an improvement in performance fails to appear a final written warning will follow.
- (3) final written warning;
 - a. Before preparing a final written warning the supervisor must consult the Senior Management or a representative of Human Resources.
 - b. The final warning gives an explicit deadline for meeting the requirements of performance and informs the employee that failure to improve by the deadline will result in termination.

- c. There will be three copies of the final written warning: one is kept in the relevant department, one is held by Senior Management or Human Resources and included in the employee's personnel file. Another copy must be given to the employee.
- d. If the employee's performance still fails to meet expectations, termination will occur.

(4) Termination.

- a. A decision on termination can only be taken by Senior Management or a representative of Human Resources.
- b. If termination is decided upon, the employee will receive a written notification of termination, the reasons leading to the action and the date the termination will occur.

Employees being disciplined for unsatisfactory performance are given a minimum of 30 days to correct the behaviour before the next step of corrective action is pursued. However, if gross misconduct or wrongdoing occurs before the end of the stated period, the next step in the disciplinary process may be taken without deferment.

Each step in the disciplinary process is effective for 12 months. If the employee improves their performance and remains free of disciplinary action for more than 12 months, a new disciplinary process must begin in case of relapse.

4. Acknowledgment

I have read and understood the foregoing **Employment Guidelines** of Rebuild and Relief International (RRI) and do agree to comply with the statements contained therein.

Signature Employee

Date

Signature Witness

Date

ANNEX A

Preliminary Interview Protocol

Candidate Name:

Interviewer:

Date:

Verified Languages: English German Arabic



Availability: When and how fast can the candidate be available? Are there restrictions of any kind?	
Preferred location/ region: Confirm preference indicated by candidate.	
International Experience: Relevant prior assignment, language skills.	
Motivation: Professional interest, personal motives, readiness to work extra hours and under pressure.	
Special Conditions: Leaving behind family, friends and familiar social environment.	
Dealing with Frustration, Stress and Conflict: Able to manage and absorb particular stress and pressure; openness to change, able to deal with hierarchy.	
Understanding Inter-cultural Dynamics: Interest in other cultures, including their history, society and politics; openness and empathy for different behaviour patterns.	