



Recruiting

PRESENTATION TITLE

PRESENTATION TITLE



SECTION TITLE

What is Nepotism and Cronyism

How do we combat this within
TREES



PRESENTATION TITLE



Nepotism and Cronyism

Nepotism means favoring only relatives in all positions, and cronyism is favoring only companions and friends in every position





SECTION TITLE

Rippling the new HRIS System



PRESENTATION TITLE



Administrators in Rippling

HR Specialist, Accountants, and Country
Directors all have admin profiles in Rippling

This will allow you to run reports, watch the
recruiting cycles and many other items in real-
time



Hiring Process

Activity	Tasks	Who is responsible for the task	Timeline to complete task	Remarks
1) PREP AND APPROVALS: Identification of Job openings, Prepare Job Description and Get Approvals	Review of org chart and budget for openings and recruitment needs.	Country Director, Project heads, HR Director	2 Week	Seek concurrence and approval from Senior Director of Programs. Completed documentation should be submitted to Human Resources electronically to enable further reviewing and uploading on to Rippling . Documentation to include; completed staff requisition forms, completed position Description with role profile
	Draft Job Description using TREES template	HR Director and HR Specialist with support from Hiring Manager	1-3 days	Send a message to all people who need to approve to remind them that the form needs approved. Once approved by all members, GO TO STEP 2.
	Email link of the Job Description to HR Director (Central Office)	HR Director Reviews and Approves (Central Office)	1-2 Weeks of review.	HR sends Draft PD back to Requesting Heads of projects for review before submitting for approval. Here the detail description of the job is confirmed in two parts eg Part 1. Job title, Reporting line,location,overalljob purpose, key tasks and duties and any other special circumstance attached to the job and Part 2. Describing knowledge skills and attributes needed to perform the job and therefore provide a basis for advertisement
	Fill in and Submit Central Office or Country Specific JD/JR Request Form through MS TEAM Approvals Process (upload Job Description to Approvals-required)	HR Specialist	1 day	
	Review & Approve Central Office or Country Specific JD/JR Request Form through MS TEAM Approvals			System notifications to approve are sent to all approvers to sign at their various levels. The workflow approval should be approved in the following order: CD, Programs, Finance, HR Once all Approvals are received move to step 2 If Approvals are not received within the stipulated time period, the Hiring Manager will initiate a follow-up with the approvers to ensure timely completion of the process.

2) RECRUITMENT	<u>Draft Job Posting and review w/HR (include key tags to attract candidates)</u>	HR Director, HR Manager, and HR Specialist with support from Hiring Manager	2-3 days	
	Make a plan for advertising the position. Discuss an appropriate approach to attract suitable applicants. List the names of all employees who should have access to applicant information received via Rippling.	HR Manager, and HR Specialist with support from Hiring Manager	2 days	
	The Job Posting is entered into Rippling and an application link is generated and submitted to MarComms	HR Manager	2 days	
	The Job Posting is posted on the TREES website and the link is shared with the hiring manager and HR.	MARCOMMS		
	The link to the TREES website is shared to TREES networks, advertised and shared on LinkedIn in accordance with recruitment plan	HR Manager and HR Specialist with support from Hiring Manager	2 days	Can also post on TREES profile and then share with other networks, Advance Africa, Print media etc. for 14-21 days depending on time line of hiring. Document what networks it was shared with. Consider the budget available for recruitment advertising



Hiring Process

3) Reception of Applications and Review Process

All applications are received and reviewed in Rippling				A physical register of all applications and date and time of receipt of application or with an online screening platform for the initial screening of applications
If we receive more than 100 resumes in the first week, pause the advertisements on all sites including TREES website.	HR Director, HR Specialist and Hiring Manager		10-14 days	All applications to be printed and filled at HR office
Sort and pull up all 'Qualified' tags.	HR Director, HR Specialist and Hiring Manager			A hiring manager is the person who saw the need and requested for the position to be advertised e.g T.S, director of field program, director of finance and country director .
Shortlisting dates agreed upon	HR Director, HR Specialist and Hiring Manager			
Sort and pull up all 'Qualified' tags.	HR Director, HR Specialist and Hiring Manager			
Determine the maximum				



Hiring Process

Interview	Sign an attestation confirming that it is not related to the interview committee and disclose any relationship to people at TREES/ Conduct interviews and do an interview report. (Compare to the answer on their application) Rating/Ranking and making a determination. At the end of the interview, the chair can allow a final reflection on the candidate and invite discussions from all panel members on each candidate.	All Panel members	1-2 Days depending on the number of candidates being interviewed.	The credibility of all those involved in the shortlisting and selection is paramount. As such where a panel member notes any conflict of interest such as having a relative, confidant etc as candidate, s/he should disqualify her/himself from the process. The panel may decide what to do, if the expectation to choose the best candidate is not achieved, i.e may decide not to make an appointment. Equally, the panel may note and recommend candidates to upcoming projects without going through another interview process. However, the position being considered has to be the same as the one in the new project. Where to store documentation. All members of the selection panel should return to HR all associated selection paperwork. Each panel member to write the name of the candidate on any notes made which will form part of the final paper work.
	Who signs provisional offer letters (approvals)/back checks	HR Director, Country Director, Programs	1-Day	
	Checking references, University records and employment. List of questions for references.	HR Director, HR Specialist and Hiring Manager	1-2 Months	
	scheduling additional testing when needed (financial literacy, motorbike riding, driving, etc.)	HR Director, HR Specialist, Country Director, Hiring Manager, Programs, Finance	3-Months	



Hiring Process

Preparation for the interviews	Creating the interview committees, Determining the place of the interview, and booking in advance if not virtual or in the office.	HR Director, HR Specialist and Hiring Manager and Programs	1-2 days	<p>Interview panel composition should consist of at least one (maximum two) representatives from the hiring project, a relevant technical person, Central Office Representatives and HR. The selected panel member's credentials should be higher or equivalent to the position they are interviewing. When scheduling interviews allow 10-15 minutes break to prepare for the next candidates. Avoid questions that appear more interrogative and personal. The type of questions asked should make the candidate be able to engage all their mental faculty and also ease the tension of the interview.</p> <p>In the event that the interview goes for more than one day, panelist to use the same questions but scenario based. This will eliminate likely conspiracy.</p> <p>There is need to adopt candidate checklist to bring out their communication skills and emotional stability during the interview process.</p>
	Preparation of interview tools/questions if this is to be done, then questions are normally shared to the panel on the very morning of the interview.	HR Director, HR Specialist and Hiring Manager	1-day	
	One meeting for the interview panel to prepare, Discuss the assessment tool or method and gather evidence of key skills as defined in the role profile part 2.	HR Director, HR Specialist and Hiring Manager	1-day	
	Interview schedule done and shared	HR Director, HR Specialist and Hiring Manager and Programs		
	Notification of interview dates to shortlisted candidates done formally (Email or a letter of invitation for an interview) Call shortlisted candidates to inform them of the interview schedule and confirm attendance	HR Director, HR Specialist and Hiring Manager	1-2 Days depending on to be contacted.	



Post interview- Notification of interview outcome to candidates				Just so you know, communication will be done to both successful and unsuccessful candidates. If any member of the interview panel or any other party has an interview complaint, s/he must do so within 48 hours of such interview. The complaint may be on issues such as transparency, competitiveness, fairness, and the general conduct of the interview. Confidential email report may be sent to CD, SDHR, SDP. Reporting person or party may hide their identity, and management shall have a duty to protect their identity. In the event that there are candidates who reach out exclusively to find out the reason why they were not successful, HR can give a response by explaining the criteria used for shortlisting considering regulations governing recruitment in Kenya. In case of a contest after an interview process, the culture of the organization supersedes the job requirements .Our culture holds that we consider candidates with the right attitude. If a candidate exhibits a negative attitude, that should be cited as a red flag. (Consider communication , teamwork , and interpersonal relation)
	Email notification of the interview outcome to the candidates both successful and unsuccessful	HR Manager and HR Specialist	2-weeks	
Signing of provisional offer letter/job contract for the successful candidates	Negotiation with the HR Central Office office and signing of the contracts with the successful candidates	HR Director, HR Specialist, Programs, Finance	1-5 days	An appropriate salary will be determined by the level, depth and complexity of an individual's knowledge and understanding of the different aspects of the job, level of existing relevant skills, qualification and relevant experience, current salary and other monetary benefits of the successful candidate, comparative salaries of existing employees in similar roles within the program. It must be explained to the candidate that the provisional offer letter or contract signing is subject to all necessary background checks required as part of the selection process to verify and validate the evidence already gathered i.e Qualifications, reference checks, etc
	Sharing of the contract to the successful candidates and timelines for reporting	SDHR,HR	1-5 days	
	Checklist of preparations before employee starts	HR Specialist, Hiring Manager, Country Director, Programs	1-2 days	
	HR Specialist submits New Hire Form in MS Teams Approvals with the required information for Finance, HR, and IT			
	Once approved, the HR Specialist should add the new employee to the Pinning HRIS	HR Specialist, Central Office HR Team, Country Director, Programs		The workflow approval should be approved in the following order: CD, Programs, Finance, HR, IT. Each department will follow the required steps to onboard the candidate into the appropriate systems.



NEXT STEPS – RECRUITMENT WORKPLAN

	Activity	Task	Timeline	Date
1	Preparations and approvals	<ul style="list-style-type: none">• Designing of job descriptions and Position descriptions for announcements of AT , LT and TS Positions.• Requesting for approvals via teams approval	5 days	8th May-12th May
2	Recruitment and short listing	<ul style="list-style-type: none">• Submitting JD/PDs for AT,LT and TS to HQ to create a link on Ripplig and later to MARCOMMS after reviewing the general lay out.• Post the link from MARCOMMS to TREES website and other external websites including LinkedIn and other identified recruitment agencies• Beginning of applications receipt and short listing on a rolling basis. By recruitment committee OR An identified consultant does Resume and applications screening to come up with a shortlist.	2-3 days 7 Days	15th May-17th May 18th May-25th May
3	Interview	<ul style="list-style-type: none">• Beginning of interviews for the short listed candidates, Communicating the actual interview date and time to the candidates and make a hiring decision.	3 Days	29th May-2nd June
4	Post Interview notifications/ Signing of offers and contracts/.	<ul style="list-style-type: none">• Conduct reference checks, Issue Offer letter and contracts to the successful candidates. Give feedback to the unsuccessful candidates (During the probation period verify certificates through an independent investigator)• Successful candidate notice periods in case if Employed.• Submission of new hire forms for payroll, through teams approvals, setting new staff on MS365,Rippling,Taroworks,etc	3 Days 2weeks	5th June-8th June
5	Reporting and Induction	<ul style="list-style-type: none">• Reporting for ToT, Project Induction and general introduction on selected HR policies and manual overview(If the new hires are split in two groups then each ToT / Induction Sessions will	2 Weeks	19th - 30th June



Reminders

These are Important

- Don't interview family or friends, disclose
- All jobs need to be posted (Internal & External)
 - You cannot and should not pick who you feel is the best person for an internal posting
- Promoting and recruiting are different, but there is a fine line
- Interview questions and the interview panel are important
- If you are unhappy with the candidates, we should try again. Don't settle



**The most important thing is
to ask questions.**