



**RECRUITMENT AND
SELECTION PROCEDURE**

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NCDP STAFF RECRUITMENT AND SELECTION PROCEDURE

PURPOSE

To provide a clear policy and procedures for NCDP's managers in how to recruit and select staff to work in NCDP

PRINCIPLES

- **Quality:** Staff are NCDP's most important resource. NCDP needs to make sure that we recruit and select good quality staff that can do their job well and that are committed to working for NCDP. A clear staff recruitment and selection procedure should help NCDP to recruit and select good quality staff.
- **Transparency:** This is about making sure that all our stakeholders can see clearly what is NCDP's process for the recruitment and selection of staff and feel confident that it is open and fair.
- **Equality of opportunity:** This is about making sure that new staffs are recruited because of their skill, experience and capacity. It is about making sure that NCDP does not discriminate against some groups of people. It is also about showing that NCDP especially wants to encourage disabled people and women to apply for posts working in NCDP as these groups of people are under-represented in NCDP's staff team.

RELATED POLICIES

This policy is related to NCDP Staff Policy and NCDP Salary Scale Policy.

STEP 1: PLANNING TO RECRUIT NEW STAFF

There are two situations in which NCDP may consider recruiting new staff:

1. Recruiting new staff to replace a staff member that has stopped working at NCDP
2. Recruiting new staff for a new post within NCDP

NCDP staff recruitment and selection procedure relates to both these situations and any differences in the procedures according to each situation are clearly recorded in this procedure.

Any ideas about the possibility of recruiting new staff for a new post within a programme, project or department must be included in the annual work-plan and there must be a clear budget for any new post. Plans for recruiting new staff must be discussed with the Executive Director well in advance of the actual recruitment process.

Once the programme, project, department manager is ready to begin the process of recruitment they must discuss about this with the Executive Director in the monthly meeting. The Executive Director will then know to expect to receive all

the necessary documentation and can be ready to give approval to proceed with the recruitment.

Note: NCDP Governing Body is responsible for recruitment and selection for the post of Executive Director

STEP 2: DEVELOPING THE JOB DESCRIPTION FOR THE POST (Detail information refer to appendix I)

The programme/ project / department manager is responsible for developing the job description for the post. This must be done using NCDP's standard format for job descriptions.

The programme/ project / department manager is responsible for identifying who will be the line manager for the post. In the case that the line manager is not the programme/ project / department manager, then the line manager must also be involved in developing the job description for the post.

Note:

- Only staff that are employed at NCDP salary scale (Donor funded) level 3a and above can be responsible for line management of other NCDP staff.
- Only NCDP Retail Outlet Shop Manager can be responsible for line management of other Retail Outlet staff.

Note: In the case that NCDP is recruiting new staff to replace a staff member that has stopped working at NCDP, the programme/ project / department manager must review the current job description to assess whether it still meets the need or not. In the case that the line manager is not the programme/ project / department manager, then the line manager must also be involved in reviewing the job description for the post.

Important Note about Language:

In general all job descriptions related to the recruitment of Khmer staff should be written in Khmer language. Staff job description may be produced in English or translated into English when this is necessary for good communication and understanding.

If a job description is written in both Khmer and English languages it is very important to make sure that both of them have the same meaning.

All NCDP job descriptions must be written using clear and simple language.

Identifying a suitable job title for the post

The programme/ project / department manager is responsible for identifying a suitable job title for the post. Where possible the job title should relate to the categories used in NCDP Salary Scale Policy (e.g. Posts at level 4b of the donor funded salary scale should include the term 'worker' in the job title)

Important Note: From this point to the end of this procedure the term 'manager' is used to describe the programme/ project / department manager who is responsible for recruiting the member of staff.

STEP 3: DEVELOPING A PERSON SPECIFICATION FOR THE POST

The manager must think carefully about the type of person that NCDP will need to recruit in order to do a good job in this post (this is called a 'person specification'). The manager must consider the

- Skills
- Knowledge / Education / qualifications
- Experience
- Personal characteristics

that a good candidate is expected to have if they are going to be considered for the post.

The manager must write a short person specification for the post. This should include about 5 or 6 minimum requirements.

The manager must also consider whether there are any logistical requirements that are related to the post: For example, is the candidate expected to live in a particular location? Are they expected to be able to drive a motorbike? If there are any specific logistical requirements then these must also be included in the person specification for the post

A copy of the 'person specification' must be attached to the job description for the post.

Note: The person specification is very important to help the manager to 'shortlist' candidates for interview. (Shortlist means selecting which of the candidates that have submitted an application form will be interviewed for the post).

Note: Where possible the 'person specification' should be written in both Khmer and English.

Note: Managers must consider very carefully whether it is necessary for the staff member to have English language skills to be able to do the job effectively. If the manager thinks that English language skills are necessary then the level of English language skill that is required must be clearly stated in the person specification. If the manager is not sure about this, they must discuss it with the Executive Director.

STEP 4: MAKING A RECOMMENDATION ABOUT THE SALARY SCALE LEVEL FOR THE POST

The manager must carefully read NCDP Salary Scale Policy and use this to help make a recommendation about the Salary Scale for the post. In order to do this, the line manager should compare the main responsibilities in the job description for the post with the different levels of authority and responsibility that are identified in NCDP Salary Scale Policy.

STEP 5: MAKING A RECOMMENDATION ABOUT HOW TO RECRUIT THE NEW STAFF FOR THE POST

There are 3 different methods that NCDP may use to select a new staff member. These are as follows:

- a. **Promoting a specific member of staff that is already working for NCDP to the post**
- b. **Internal recruitment for new staff**
- c. **Open recruitment for new staff**

Note: Each of these methods is explained in more detailed below.

It is the responsibility of the manager to identify and make a recommendation to the Executive Director about which of these methods is most appropriate way to recruit the new staff member.

Each of these different methods of recruitment has both advantages and disadvantages. It is the responsibility of the Executive Director to make sure that NCDP keeps a good balance between giving opportunities for promotion of current NCDP staff and recruiting new staff from outside the organization.

a. Promoting a specific member of staff that is already working for NCDP

It may be the case that there is one specific member of staff already working in NCDP that shows strong capacity to do the particular job and who meets the criteria of the person specification. In this case the manager may decide to recommend to the Executive Director that the member of staff should be promoted.

If this is the case then the manager must be able to explain very clearly why this person should be promoted according to their experience, skill and potential.

It is for the Executive Director to decide whether to accept this recommendation or not.

If the Executive Director decides to accept the recommendation then the Executive Director and the manager must plan for the staff to have a 3-6 month period for transition into their new role. The purpose of the transition period is firstly to give the staff some time to develop their skills and capacity according to the job description.

Secondly the purpose of the transition period is to give the manager some time to train the staff and also to assess whether the person can do the job or not.

Note: During the transition period the staff member should have the job title "Acting....." in order to show clearly that this person is on the process of adapting to their new role and responsibilities.

One month before the end of the transition period, the manager must use NCDP Staff Evaluation Procedure in order to evaluate and make a recommendation about whether the staff member is able to do the job on a permanent basis or not.

Note: During the transition period the staff member should not receive the full salary for the post and the level of salary that is paid should be agreed by NCDP Salary Scale Working Group. If the member of staff has a successful Staff Evaluation then the full salary can be paid.

Note: If through the process of Staff Evaluation it is decided that the staff member does not have the capacity to do the job permanently then there must be 'open recruitment' for the post (see C below)

b. Internal Recruitment of Staff for NCDP

It may be the case that there several staff or volunteers already working in NCDP that show some capacity to do the particular job and who meet the criteria of the person specification.

In this case the manager may decide to recommend to the Executive Director that the opportunity to apply for the post is open only to NCDP staff and volunteers.

If the Executive Director approves this recommendation then the manager should proceed with the recruitment according to NCDP Staff Recruitment and Selection Policy except in the case of Step 10 of this procedure (Preparing the Job Announcement). In the case of Step 10 the job announcement will only be made to NCDP staff and volunteers

c. Open Recruitment of Staff for NCDP

In this case the opportunity to apply for the post is open to all candidates both inside and outside NCDP who can meet the criteria of the person specification. If the Executive Director approves the recommendation for 'open recruitment' then the manager should proceed with the recruitment according to NCDP Staff Recruitment and Selection Policy

Important Note: Inviting strong candidates that have previously applied for other posts in NCDP to apply for new posts as part of open recruitment for staff

NCDP has a policy that application forms from all candidates that were short-listed for interview by NCDP should be kept in NCDP Administration department for a period of 6 months. Managers that are planning to recruit new staff may find it useful to review these applications to see if there are any strong candidates that may be suitable to apply for the new post. If the manager finds that there are strong candidates that may be suitable to apply for the new post then the manager should inform NCDP Administration Manager. NCDP Administration Manager is responsible for contacting the candidate to inform them that there is a job opportunity available and to invite the candidate to make a new application if they are interested in the post.

Note: In this case, NCDP policy is very clear that the candidate must complete a new application form that is related to the post. This application will be considered along with all the other applications for the post. There is no promise that the candidate will be invited for interview.

Important Note: Restricting open recruitment of staff to disabled persons only.

NCDP's goal is to promote the social and economic integration of disabled people into Cambodian society. In order to help to achieve this goal NCDP Executive Director may decide to restrict the recruitment for posts at levels 5 and 4a of NCDP donor funded salary scale to only to disabled candidates.

STEP 6: MAKING A RECOMMENDATION ABOUT THE INTERVIEW PANEL FOR THE POST

The manager must consider about who will be the members of the interview panel. This recommendation should be made according to the type of post that is being recruited for. This is because members of the interview panel should have skills and experience that are relevant to the post.

The interview panel must always include the manager and the Administration Manager.

Note: NCDP Administration Manager must be included in the interview panel because he has general responsibility for managing personnel for NCDP and also for monitoring the quality of NCDP recruitment and selection process. However if NCDP Executive Director in the chairperson of the interview panel then there is no need for the Administration Manager to be involved.

Note: In the case that the line manager is not the programme/ project / department manager, then the line manager must also be included in the interview panel.

If the post is a management post then the Executive Director must be a member of the interview panel.

In some situations NCDP may not have staff that have the technical skills and experience to effectively interview for a particular post. In this case it may be appropriate to invite someone from outside NCDP to join the interview panel. If this is the case this needs to be decided very early on and should be approved by the Executive Director.

Note: Wherever possible there should be no more than 3 members of the interview panel. For posts at level 4a and above there should never be less than 3 members of the interview panel. For posts at level 5 of NCDP salary scale it is acceptable for they're to be 2 members of the interview panel.

Chairing the Interview Panel

If NCDP's Executive Director is a member of the interview panel then he should be the chairperson of the interview panel. Otherwise it is the manager that should chair the interview panel.

STEP 7: EXECUTIVE DIRECTOR'S APPROVAL TO PROCEED WITH THE RECRUITMENT AND SELECTION PROCESS

Once the manager is ready to begin the process of internal recruitment or open recruitment he / she must write a memo to the Executive Director requesting approval to proceed with recruitment for the post. This memo must be copied to NCDP Finance Manager who is responsible for double-checking the budget for the post.

This memo must include:

- An explanation of the reason why the post is needed.
- A recommendation about the salary scale for the post
- A confirmation about the budget for the post and how long the budget is available for.
- A request for the Executive Director to call a meeting of the salary-scale working group to discuss the salary for the post.
- A recommendation about who should be members of the interview panel
- An idea about the provisional start date of working
- A copy of the job description and person specification for the post must be attached to the memo.

After the Executive Director has received all this information he will review it and make a decision about whether to approve or not within 10 working days of receiving the information. If the Executive Director decides to approve the recruitment he must write a memo confirming this decision to the manager with a copy to NCDP's Administration Manager.

Note: If the Executive Director has any comments, questions or concerns then he will contact the manager to discuss about this within the 10 working day period. If the Executive Director feels that the job description or person specification is not clear he may ask the manager to review the job description.

Note: NCDP's Administration Manager is responsible for coordinating all NCDP recruitment of staff and needs to work closely with the manager to facilitate the process of recruitment and selection.

Note: At this stage of the recruitment process the salary for the post is not yet confirmed.

STEP 8: AGREEING THE SALARY SCALE LEVEL FOR THE POST

The Executive Director is responsible for coordinating the Salary Scale Working Group that is responsible for agreeing the salary scale level for the post. This should happen within 10 working days of the Executive Director receiving the manager's request to proceed with the recruitment. Members of the Salary Scale working group are responsible to look at the job description for the post and consider the managers recommendation about the salary scale level. Members of the Salary Scale Working Group are responsible for giving feedback to the

Executive Director about both the job description for the post and the salary scale level.

Note: In some cases this work can be done by e-mail but in some cases it may be necessary for the salary scale-working group to have a meeting. The Executive Director is responsible for deciding whether it is necessary to have a meeting or not.

If necessary, the manager may be invited to join the meeting of the Salary Scale Working Group to provide more information. The Executive Director is responsible for deciding whether this is necessary or not.

Once the Salary Scale Working Group has made a decision then the Executive Director is responsible for informing the manager about this.

STEP 9: PLANNING AND SCHEDULING THE RECRUITMENT AND SELECTION PROCESS IN DETAIL

The manager, Administration Manager must arrange to meet together. The purpose of the meeting is plan the schedule for the work that is involved in recruitment for the post and to make sure that everyone is clear about what needs to be done, who is responsible, and to agree the timescale and deadlines for each step of the process. The main steps are:

- Job announcement
- Shortlist of candidates for interview
- Preparing for the interview
- Interview
- References
- Informing the candidate about whether they have been successful or not
- Preparing for the new staff to start work at NCDP
- Identifying a provisional start date for working for the staff member

STEP 10: PREPARING THE JOB ANNOUNCEMENT

The manager must prepare a job announcement for the post. The job announcement needs to include:

- A brief description of the post and the main responsibilities.
- Person specification for the post (skills / qualities / knowledge / experience)
- A deadline for submitting 2 copies of the completed application form to NCDP Administration Department. (Step 11 of the procedure explains about this)
- Date of Interview
- Contact details to get an application form and a copy of the job description

Distributing the Job Announcement (Internal Recruitment)

For internal recruitment NCDP Administration Manager is responsible for making sure that a copy of the Job Announcement is distributed to all managers and that managers share this information with their staff and volunteers.

Distributing the Job Announcement (Open Recruitment)

For open recruitment the job announcement must be distributed as follows:

- Advertised in at least one newspaper
- Put in organization pigeon-holes at CCC (Co-operation Committee for Cambodia)
- Sent to other organizations in the Rehabilitation Sector
- Sent to IRS Programme to identify potential disabled candidates
- Any other places where suitable candidates may see the job announcement

A clear deadline for returning application forms must be set by the manager and Administration Manager. The deadline should allow a potential candidate at least **10** working days to complete and return their application form from the date that the job announcement was made.

Note: If the post is going to be advertised in the newspaper then a purchase request must be made by the manager. The manager is responsible to make sure they have a budget for this.

Note: NCDP Administration Department staff can provide information about potential costs for different sizes of advertisements and copies of standard formats for job announcements that have been made by NCDP in the past.

STEP 11: DISTRIBUTING APPLICATION FORMS AND PROVIDING INFORMATION ABOUT THE POST

(Format of application form refer to appendix III)

NCDP **does not** accept CVs from candidates. Instead all candidates are expected to complete NCDP standard application form.

Candidates should be invited to collect an application form and job description for the post from NCDP Administration Department. If the manager would like to give the candidates any other information that they think may be useful to help the candidate decide whether or not to apply for the position, then NCDP Administration Department can distribute this also.

Candidates must be asked to return **2** copies of their completed application form to NCDP. This is for 2 reasons, firstly to reduce the amount of photocopying that NCDP needs to do by itself and secondly to test the candidates to see if the candidates have read the job announcement carefully and are able to follow instructions.

Note: After the candidate has submitted 2 copies of the application form to NCDP, these cannot be returned to the candidate.

Note: NCDP Administration Department is responsible for distributing application forms, job descriptions and any other written information about the post. NCDP Administration Department is not responsible for dealing with questions / queries

about the post. The manager is responsible for dealing with questions and queries about the post from candidates.

As each application form is received by NCDP Administration Department, NCDP Administration Assistant is responsible for stamping the original applications forms with NCDP stamp to confirm that it has been received by NCDP.

NCDP Administration Assistant is responsible for producing a 'List of Candidates'. The Administration Assistant must give each application form a number (in chronological order 1,2,3,etc) The Administration Assistant is responsible for typing a list of these numbers and the corresponding name of all the people who have submitted an application form. The Administration Assistant must also clearly record in the remarks section of the 'List of Candidates' whether the candidate did follow the instruction to submit 2 copies of their application form or not.

Note: If any candidate asks a question to the manager or Administration staff, which is related to corruption (e.g. offering to pay money to get an interview) this must be clearly recorded by the Administration Assistant in the remarks section of the 'List of Candidates'.

On the next working day after the deadline for receiving application forms has passed, NCDP Administration Assistant is responsible for giving one set of all the application forms to the manager. A copy of the 'List of Candidates' must be attached as the cover sheet.

STEP 12: SHORT-LISTING POTENTIAL CANDIDATES FOR INTERVIEW

After the manager has received the application forms from NCDP Administration Assistant the manager should following the following procedure:

a. Screening the application forms

If there is a large number of application forms (more than 15), then the manager should use the person specification to screen for any application forms that **clearly** do not meet the criteria in the person specification. If possible the manager should select the best 15 or so applications that must be considered for the process short-listing candidates for interview.

b. Organizing a meeting to select candidates for interview (short-listing)

A minimum of two people must short-list the applications and they must organize a meeting to do this together (usually this meeting takes about 2 hours). This should be the manager and one other member of the interview panel. This is very important to make sure that the process of short-listing is fair to the candidates.

Note: It is very useful for members of the interview panel to be involved in short-listing as this helps to make sure that members of the interview panel develop their understanding of the post and the sort of person that the organization is looking for. It can especially helps members of the interview panel that are not working directly in the programme, project or department to prepare for the interview.

How to short-list candidates

In order to shortlist, the people who are short-listing must receive copies of all the applications to be considered for short-listing. They must make time to study the applications before the meeting to shortlist happens. NCDP Administration Assistant can arrange for application forms to be photocopied and distributed to members of the short-listing team.

At the meeting the staff who are short-listing must discuss each application in relation to the minimum requirements that are included in the person specification.

A very useful way to help to shortlist candidates for interview is to use a simple scoring system and to give each candidate a score in relation to each of the minimum requirements for the post as below:

0 points – if the candidate does not show any evidence that meet the need of minimum requirement

1 point - if the candidate shows some evidence that meet the need of minimum requirement

2 points - if the candidate show good clear evidence that meet the need of minimum requirement

The staffs that are short-listing must calculate the total score for each candidate and shortlist the candidates who receive the highest scores.

How many candidates should be selected for interview?

Whenever possible only 5 or 6 candidates should be selected for interview although this will depend on the quality of the applications. However if the quality is low the staff that are short-listing may decide to only interview 3 or 4 candidates. If the quality is high the staff that are short-listing may decide to interview 7 or 8 candidates. This decision will need to take into account the amount of time and resources that are involved in interviewing particularly if there is an expectation that staff from other programmes / departments will be involved in the interview panel.

Giving priority to Disabled candidates and women candidates

If several candidates receive a very similar total score and it is difficult to decide who to interview then it is necessary to review these applications and compare them to make a decision about which application is better.

In this situation priority should be given to candidates as follows:

1. Disabled women
2. Disabled men
3. Non-disabled women
4. Non-disabled men

Note: It is very important for the staffs that are short-listing are able to explain clearly to candidates why they were not selected for interview. That is why is very important to use the 'person specification' to help make the decision.

Note: If through short-listing only 1 or 2 potential candidates for interview are identified then the staffs that are short-listing must carefully consider whether it is necessary to re-advertise the post.

STEP 13: APPROVING THE SHORT-LIST FOR INTERVIEW

After the shortlist of candidates for interview has been agreed, the manager is responsible for sending a list of the names to the Director with a copy to NCDP Administration Assistant. NCDP Executive Director is responsible for deciding whether to approve the shortlist for interview or not. If the Executive Director has any questions about the shortlist or about the process of short-listing candidates for the post he should contact the manager to discuss this.

STEP 14: INFORMING CANDIDATES ABOUT THE INTERVIEW AND THE SALARY FOR THE POST

After the Executive Director has approved the shortlist then the Administration Manager is responsible to contact the candidates who have been short-listed to inform them about this and remind them about the date of the interview.

NCDP Administration Manager is responsible for informing short-listed candidates about the salary for the post. NCDP Administration Manager is also responsible for informing short-listed candidates that they must bring their ID card / family book with them to the interview because NCDP will need to check this and make a copy.

Important Note: Informing short-listed candidates about the salary for the post before the interview

It is very important that candidates who are short-listed for interview are informed about the salary for the post before they come for the interview. This is to make sure that candidates have clear information about the salary for the post and can make an informed decision about whether to attend the interview or not.

STEP 15: PREPARING FOR THE INTERVIEW

The purpose of the interview process is to help NCDP decide who is the best candidate for the post from those candidates that have been short-listed. For this reason it is very important for members of the interview panel to carefully plan and prepare for the interview and to make sure that the interview is a good experience for the candidates.

Members of the interview panel must meet together to discuss and plan the schedule for the interview process and what will be the interview process. The interview process should always include a formal verbal interview where the candidate is asked questions and has an opportunity to ask questions. Members of the panel should prepare a list of possible questions and topics for discussion and decide who is going to ask about what. Members of the interview panel must also consider using other activities and tests to help them find out who is the best candidate for the post. Members of the interview panel must decide what kind of activities and tests need to be used to in order to get this information. Some examples are English test, computer test, filing test, presentation, group discussion.

The interview panel will need to agree the timing for each interview and activity and decide what time each candidate will need to arrive at NCDP.

Note: In some cases it may be helpful for the Chairperson of the interview panel to lead the process of preparing for the interview by making a draft of the interview questions and activities for consultation with other members of the interview panel.

After the interview schedule and process has been prepared, a copy of this should be sent to the Executive Director for approval and to NCDP Administration Assistant for information.

Note: NCDP Administration Assistant is responsible for making a resource file of information related to the interview process (Interview questions / activities and tests) that other programmes / projects and departments may find useful in the future.

Note: If there are any documents that need to be photocopied for the interview this can be done by NCDP Administration Assistant.

Important Note: Making a decision about what language to use for the interview process

Members of the interview panel must consider very carefully whether it is necessary to use English language during the interview process or not. This decision will depend on how important English language skills are for the candidate to be able to do the job effectively.

NCDP recommends that whenever possible all verbal interviews are made in Khmer language so that the candidates have maximum opportunity to answer the questions clearly and give full information. This is also important to make sure that there is no confusion about the meaning of questions that are asked in the interview.

If English language skills are important for the candidate to be able to do the job effectively then these skills can be tested separately from the verbal interview.

Note: If a manager feels strongly that the verbal interview should be made in English then the manager is responsible for explaining this clearly in the memo to request the Executive Director to approve to proceed with the recruitment (please refer to Step 7 of this procedure)

STEP 16: THE INTERVIEW PROCESS

On the day of the interview all members of the panel should meet at least 30 minutes before the first interview to arrange the venue, review the schedule and make sure that everyone has all the necessary documents.

Who should be the chairperson for the interview process

In general, the manager who is responsible for recruiting the staff must be the Chairperson of the interview panel.

For all posts at level 3a of NCDP donor funded salary scale and above, NCDP Executive Director must be the Chairperson of the interview panel.

NCDP Executive Director must be the Chairperson of the interview panel for any post related to the management of NCDP Retail Outlet Project.

The role of the Chairperson at the start of each interview

At the start of the interview the chairperson is responsible to:

- Welcome each candidate
- Ask the candidate to confirm what is their official name
- Introduce members of the interview panel
- Explain how the interview will be conducted.

The Chairperson should also be responsible for managing the time and making sure that interviews do not overrun the time.

The chairperson of the interview panel is also responsible for organizing members of the interview panel to take notes. During the interview at least one person should be responsible for making notes of what the candidate is saying so that there is a written record of the interview. This person should not be the person who is asking the questions. It may be helpful for members of the interview panel to take turns in doing this. It is helpful if there is a form that members of the panel can write their notes on.

The role of the Chairperson at the end of each interview

At the end of the interview the chairperson is responsible to:

- Ask the candidate if they have any questions that they would like to ask.
- Ask the candidate if they will accept the post if they are selected as the best candidate
- Remind about the salary for the post and check that the candidate is willing to accept this salary if they are successful
- Ask the candidate when they could start work at NCDP / if they have to give notice to another employer. (The purpose of this question is to help NCDP to plan)
- Inform the candidate how and when then will find out if they have been successful or not
- Thank the candidate for attending the interview

Note: In some cases a candidate may be interviewed for a post and it may seem that the candidate is over-qualified for the job. The interview panel may wonder if the candidate is really committed to work for NCDP or whether they might leave in a short time. In this case the Chairperson of the interview panel should ask the candidate about this and check that the candidate is really interested in the post. There should be a 10 minute break between each interview to allow members of the panel to finish off their thinking about the last interview and prepare for the next interview by looking at the candidates application form.

STEP 17: MAKING A RECOMMENDATION ABOUT WHO IS THE BEST CANDIDATE FOR THE POST

After the interviews have been completed, the interview panel must meet together to discuss each candidate and what are their strengths and weaknesses and to make a recommendation about who is the best candidate for the post.

Important Note: There is a basic principle that the candidate who gives the best interview overall should be the person who is offered the post.

Note: If several candidates are at a very similar standard and it is difficult to decide who is the best candidate then in this situation priority should be given to candidates as follows:

1. Disabled women
2. Disabled men
3. Non-disabled women
4. Non-disabled men

As far as possible the recommendation about who is the best candidate for the post should be made by consensus and should not involve a vote.

Note: Members of the interview panel may need to be able to explain clearly why they did not select particular candidates and the chairperson should make a brief note of the reasons for their decision.

Note: Once in a while it may be that the Chairperson feels strongly that they and their staff cannot work with a candidate who is recommended by all the other members of the interview panel. In this case the Chairperson has the authority to veto the recommendation. However the Chairperson must be able to explain clearly the reason for this and report this to Executive Director. If the Executive Director is the Chairperson of the interview panel in this situation, then this issue should be reported to the Chairperson of NCDP's Governing Body.

STEP 18: DIRECTORS APPROVAL OF THE DECISION-MAKING OF THE INTERVIEW PANEL

The chairperson of the interview panel must meet with the Executive Director to report on the interview process and make a recommendation about which candidate is the best candidate for the post. Based on this report the Executive Director will make a decision about whether to approve the recommendation or not.

In exceptional cases the Executive Director may decide to meet with the candidate who has been recommended for the post before making a decision about whether to approve the recommendation.

If the Executive Director approves the recommendation he will instruct the manager and Administration Manager to get references for the successful candidate.

Note: The final decision-making about whether to accept a candidate for a post working for NCDP must be made only after the Executive Director has received both the references for the candidate.

Note: In the case that the Executive Director is the Chairperson of the interview panel then the Executive Director must inform about the outcome of the recruitment and selection process to the chairperson of NCDP's Governing Body.

STEP 19: CHECKING REFERENCES FOR THE SUCCESSFUL CANDIDATE

NCDP needs to get 2 references for each new member of staff who is recruited to work in NCDP:

What is a reference?

A reference is a written letter or verbal statement that is provided by someone who knows the candidate. The reference should give an honest opinion of the candidate's characteristics and abilities in order to help NCDP decide whether or not the candidate would do a good job for NCDP.

Getting the First Reference from the candidate's last employer

The first reference must be from the candidate's last employer (provided by the candidate's line manager or somebody who has a position more senior than the line manager).

The Chairperson of the interview panel is responsible for getting this reference. The manager must contact the employer and get them to answer the following questions:

1. Please confirm the dates that the candidate worked for your organization?
2. Please briefly describe the work that the candidate did for you?
3. Please comment on the quality of the work that the candidate did for your organization?
4. Did you have any problems / difficulties with the candidate's work?
 - If yes, please could you explain
5. Would you consider employing the candidate again in the future?
 - If not, could you please explain why.
6. If there is any other information about the candidate or his/her work that you think NCDP should know?

Note: Wherever possible this information must be written down by the previous employer either in the form of a written letter or email. If it is not possible to do this and the reference is provided by telephone then the NCDP manager must write down all the information that is provided and sign the document to say that is an accurate record of the information that was provided by the previous employer. If it is difficult to get clear information in response to any of the reference questions this must be recorded also.

The reference or report must be sent to NCDP Executive Director. This information is very important and the original copy will be kept in the personnel file.

Note: If the candidate has not worked before then the reference must be from the person's school / college.

Getting the second reference

The second reference must be from the candidate's family or local community.

NCDP Administration Manager is responsible for contacting the candidate's family or local community for the following reasons:

- To check that the candidate has given accurate information about their situation
- To make a map of the candidates house location

NCDP Administration Manager is responsible for informing the candidate about this and for checking whether the candidate has any strong feeling that the information provided by the family or local community may be different from the information that they provided by their self.

The Administration Manager must write a short report on the information he has found and sign the document to say that is an accurate record of the information. This report must be sent to NCDP Executive Director with a copy to the Manager. This information is very important and the original copy will be kept in the personnel file.

NCDP Administration Manager is also responsible for getting a copy of the candidates ID card / family book for checking and to make a copy for the new staff members personnel file.

Note: In exceptional situations (for example if there is no family book or the candidate does not have any ID card) it may be necessary for the Administration Manager to contact the Commune Chief in order to certify that the staff member does live in that commune.

What to do if the references show that the candidate may not be a good person for NCDP to employ

Once the Executive Director has received the references for the successful candidate, he must check this information carefully to find out if there is any reason why the candidate may not be a good person for NCDP to employ. If the references show that the candidate may not be a good person for NCDP to employ then the Executive Director must discuss this information with the Chairperson of the interview panel.

In this case the Executive Director can decide as follows:

- To follow up the reference to get more detailed information
- To meet with the candidate who has been recommended for the post in order to discuss the situation.

Note: In this case confidentiality is very important. The Executive Director must **not** give any specific information about the reference or who is the person that provided the information.

The Executive Director must then make an executive decision about whether to accept the candidate for the post or not. The Executive Director can choose to consult with the chairperson of the NCDP governing body about this.

STEP 20: INFORMING THE SUCCESSFUL CANDIDATE AND AGREEING THE DATE FOR THE STAFF TO START WORK AT NCDP

If the Executive Director is satisfied with the references then the Executive Director is responsible to:

- Write a memo to the Chairperson of the recruitment panel confirming the decision to employ the candidate to work for NCDP. This memo should be copied to the Administration Manager and Finance Manager.
- Write a letter to the candidate confirming the decision to employ the candidate to work for NCDP

The Manager and Administration Manager are responsible to contact the successful candidate to discuss and agree a start date for their work.

Note: The start date should be about 2 weeks after the interview date. The purpose is to provide some time to prepare the staff contract, to arrange a meeting with the Executive Director to sign the contract and also to prepare for staff induction.

Note: Wherever possible the start date should be on either the 1st or 15th day of the month (or nearest working day). This is very helpful for NCDP Finance Department when calculating the salary payment.

Note: In some cases the candidate may need to give some notice to their previous employer for finishing their work. This should be considered when deciding what is the start date for the new staff to start working at NCDP.

STEP 21: PREPARING AND SIGNING THE STAFF CONTRACT

The Administration Manager is responsible for preparing the staff contract. The Administration Manager is also responsible for meeting with the successful candidate to provide some basic information about NCDP policy and to inform the successful candidate about the staff contract. This meeting must happen before the start date for the candidates work.

The Administration Manager is responsible for planning a meeting between the new staff member and the Executive Director to sign the staff contract and so that the Executive Director can meet the new staff and welcome them to NCDP.

STEP 22: INFORMING CANDIDATES WHO WERE NOT SUCCESSFUL ABOUT THE OUTCOME OF THEIR INTERVIEW

NCDP Administration Manager is responsible for informing candidates that were not successful about the outcome of their interview.

If a candidate asks for any information about why they were not successful they must be advised to contact the Chairperson of the interview panel for feedback. In this case it is the responsibility of the Chairperson of the interview panel to briefly explain and if possible give some advice about how the candidate could improve for the future.

STEP 23: NCDP STAFF INDUCTION; PLANNING THE INDUCTION PERIOD.
(Detail information refer to appendix II)

New staff are a very important resource for NCDP. It is very important to make sure that all new staff receive a good introduction to working at NCDP. In general, the manager, and NCDP Administration Manager are responsible for preparing the introduction process for new staff. Attached to this policy and procedure is a 'Standard Checklist for the Staff Introduction Period' that should be used to help to prepare the introduction process.

STEP 24: WHAT TO DO WITH APPLICATION FORMS FROM THE RECRUITMENT PROCESS

NCDP Administration Assistant is responsible for collecting all copies of the application form that were submitted by candidates for the post. NCDP Administration Assistant is responsible for doing the following:

- The application forms from the successful candidate must be filed in the new staff members personnel file.
- Application forms from the candidates that were interviewed for the post must be stored in NCDP Administration Department for a period of six months after the date of the interview. The purpose of keeping the applications for candidates that were short-listed for interview is to provide information to NCDP about candidates who may be considered for other posts within NCDP in the future.

Note: If the Chairperson of the interview panel feels that one or some of the candidates that were interviewed for a particular post demonstrated strong capacity (even though they were not successful on this occasion) then the Chairperson should make sure that this information is written on the candidates application form so that this information is available for the future.

- Application forms from candidates that were not short-listed for interview must be disposed of carefully one week after the interview has happened.

STEP 25: LANGUAGE AND MEANING

This procedure has been made in the English language and is translated into Khmer.

STEP 26: DISTRIBUTION OF NCDP STAFF RECRUITMENT AND SELECTION PROCEDURE

There are two original copies of this procedure, NCDP Administration Manager keeps one and NCDP Executive Director keeps one. All programme, project and

department managers must have a copy of this procedure. This procedure may be copied to other staff and other relevant organizations on request.

STEP 27: UPDATE AND REVIEW OF NCDP STAFF RECRUITMENT AND SELECTION PROCEDURE

The Executive Director of NCDP is responsible for reviewing this procedure once each year. This may be in consultation with managers and staff if it is appropriate.

NCDP Administration Manager is responsible for receiving information from other managers and staff about their experience of implementing this policy and their ideas for change and improvement.

STEP 28: EFFECTIVE OF NCDP STAFF RECRUITMENT AND SELECTION PROCEDURE

This policy will be valid from the date of signature and with NCDP official stamp.

Date: 21-05-2003

Approval by:

Yi Veasna
Executive Director



APPENDIX I

GUIDELINES FOR DEVELOPING NCDP JOB DESCRIPTIONS

Introduction

According to NCDP staff policy all NCDP staff must have an up-to-date written job description for their post. The purpose of this job description is to provide clear information about the purpose of the post, the main responsibilities and the activities that the member of staff will be expected to do.

Who is responsible for producing the job description?

The Programme, Project or Department manager is responsible for writing the job description for each post that he / she manages. In the case that the line manager is not the programme/ project / department manager, then the line manager must also be involved in developing the job description for the post.

Once the job description has been written it must be submitted to NCDP's Executive Director for approval.

The Programme, Project or Department Manager is also responsible for reviewing and updating the job description at least once every year to make sure that the post continues to meet the need of the particular programme, project or department and that staff knows clearly what is their role and responsibilities.

How to prepare a job description according to NCDP Standard Format

All job descriptions must be prepared according to NCDP standard format and must include the following information:

1. Job title:

The programme/ project / department manager is responsible for identifying a suitable job title for the post. Where possible the job title should relate to the categories used in NCDP Salary Scale Policy (e.g. Posts at level 4b of the donor funded salary scale should include the term 'worker' in the job title)

2. Name of the staff member:

The name of the person that has been recruited for this post

3. Line manager

The name of the staff member that is directly responsible for managing the member of staff. The line manager is responsible for;

- Assisting the staff to plan and prioritize their work

- Supervision and monitoring of the performance of staff (identifying strengths / difficulties and making necessary improvements)
- Formal evaluation of the work of staff according to NCDP's Staff Evaluation Policy.
- Identifying staff training needs and planning how to meet these needs.

4. Level of responsibility and authority related to NCDP Salary Scale

NCDP Salary Scale Working Group is responsible for agreeing the salary scale level for all posts in NCDP. NCDP Executive Director is responsible for coordinating this group. The Programme, Project or Department manager can make a recommendation to the Salary Scale Working Group about the salary scale level for the post.

Once the Salary Scale Working Group has made a decision then the Executive Director is responsible for informing the manager about this.

5. Main purpose of the post:

This section of the job description is a summary about what is the main purpose / aim of this post.

In order to clarify this it may be useful to try to answer the question: What is NCDP trying to achieve by having this post.

6. Main responsibilities:

This section of the job description is a list of the main responsibilities that are related to the post

Note: If the post is a management post then the responsibilities related to management must be clearly recorded in this section of the job description.

7. Specific activities

This section of the job description is a detailed breakdown of the activities related to each of the main responsibilities that are included in the job description. The activities are the things that the member of staff is doing in the real situation in order to fulfill their main responsibilities and to contribute towards achieving the main purpose of their post.

In this section of the job description there may be other general activities that are not directly related to one of the main responsibilities. These can be included under the title: 'Other Activities'.

For example:

- Any other tasks allocated by the line manager in order to make sure about the effective operation of the programme, project or department.

General guidelines for preparing NCDP Job descriptions:

- In general all NCDP job descriptions related to the recruitment of Khmer staff should be written in Khmer language. Staff job descriptions may be

produced in English or translated into English when this is necessary for good communication and understanding.

- If a job description is written in both Khmer and English languages it is very important to make sure that both of them have the same meaning.
- All NCDP job descriptions must be written using clear and simple language that can be easily understood by the staff member that is doing the job and also by other staff who may need to understand what is the staff member's role and responsibilities.
- NCDP job descriptions must be realistic: it must be possible to achieve the activities and responsibilities in the time available.
- NCDP Administration department can provide copies of job descriptions to help staff see clearly how to produce a job description.

7. Current and previous work experience (paid and/or voluntary work)

Please describe your work experience under the following headings:

Title of post	Name of employer	Dates of employment	Company name, address and telephone number	Brief summary of your responsibilities in this post

Please turn over to the next page

8. Education and training experience

Please describe your education and training experience using the following headings:

Name of school or college	Date of attendance (from..to..)	Title of course	Qualification gained

Please turn over to the next page

9. Please tell us about the all the different skills; knowledge and experience that you have which you think would be useful for the post of (insert title of post) here at NCDP.

10. Please tell us the reasons why you would like to do the job of (insert title of post) at NCDP?

11. Please give us at least two current or last employer references?

Signature of candidate:

Date: _____

Thank you for completing this form.

Note:

- Please return this 2 copies of this application form attach with recommendation or any certificates that relevant to Administration Manager at NCDP no later than (insert closing date for applications)
- Interviews for this post will be held on (insert interview date). Only short-listed candidates will be contacted.
- NCDP cannot return copies of application form. Please make sure that you keep a copy of this form for yourself if you need one.

APPENDIX II

NCDP Staff Induction Guidelines

1. The purpose of induction:

Induction is a planned training program to enable every new member of staff to get to know the organization, their colleagues, their role and responsibilities and other information related to their responsibilities during the probation period.

2. The responsible persons for planning and monitoring induction for the new staff:

There are two key staffs that are responsible for planning Induction for new staff. These key staff are the particular programme / project / department manager that has recruited the staff and NCDP Administration Manager.

Note: If the line manager is not Program, Project or Department manager then Program, Project or Department manager must be make clear plan related to induction including who responsible of each activities.

Responsibilities of NCDP Administration Manager

NCDP Administration Manager is responsible for the induction of NCDP new staff as follows:

- **Basic information:** NCDP current situation, NCDP relationship with the Ministry of Social Affairs, NCDP main donor and working areas.
- **Policies:** Provide the basic information about main policies like Staff policy, Finance Policy in order to make sure the new member of staff understand and know how to implement that.
- **Organization chart:** The information about relationship of Program, Project and Department.
- **Role of Administration Department:** What is the main purpose and responsibilities of Administration Department.
- **Introduction:** NCDP Administration staff will guide the new staff to see main offices and introduce them to staff that are already working in NCDP.

Responsibilities of Program, Project or Department Manager

The Program, Project and Department line Manager is responsible for the induction of the new member of staff as follows:

- **Program purpose:** Explain about objective and goal in the particular Program, Project or Department in current situation and future.
- **Activities:** Explain what are the activities that the particular Program, Project or Department doing? Where? Who responsible?
- **Working plan:** Summarize action that the new member of staff needs to be done in probation period. (First week, second week and first month.....)
- **Staff member's job description:** Make sure that the new member of staff has a clear understanding of their job description how to implement, who is their direct line manager.

3. Plan of Activities and Schedule of Induction related to the responsibilities of NCDP Administration Manager:

- There are three steps for Administration Manager to make induction checklist with new member of staff:

First step:

- Contacting with best candidate to informing about NCDP decision making
- Make appointment for induction meeting
- Inform where the place for first meeting

Second step:

Meeting between Administration Manager and the best candidate to:

- Inform about salary tax
- Check about any pregnancy or paternity leave that will happen in probation period
- Ask for 3 photographs (size 3x4 and 4x6)
- Explain about NCDP Insurance for staff
- Inform about staff bonus (according to bonus procedure)
- Inform about NCDP working time
- Explain about personal file
- Complete contact in case emergency and staff training record form
- Explain employment contract that will be completed
- Schedule with Executive Director for employment contract sign.

Third step:

- Make sure checking the new staff received all accessory documents like: policies, employment contract, job description.
- NCDP overall information explain by Administration Manager (see number 2)
- Explanation of induction, Admin staff will let new staff to tour around of the office place, meet staff, introduction and identify important equipment or room.

4. Plan of Activities and Schedule of Induction related to the responsibilities of Program, Project or Department manager.

First week:

- Orientation meeting with line manager
- Introduce role and responsibilities of other staff member in Program, Project or Department
- Explain job description to new staff member
- Make sure new staff member already have necessary material or supply
- Inform about working area

Second week and week after:

- Explain goal and objective of Program, Project and Department
- Work plan of Program, Project and Department in short period and long period
- Set up priority work for new staff member in probation period

First month:

- Conducting follow up meeting to support and guide the new member of staff about their role and responsibilities.
- Arrange the schedule for new staff member to meet with other Program, Project and Department within NCDP to learn about their work.

Second month and after:

- Plan regular meeting with the new staff member to get feedback about their experience and provide necessary follow up support.

APPENDIX III



មជ្ឈមណ្ឌលជាតិលើកងការ

National Centre of Disabled Persons

Nº. 3 Norodom Blvd. Phnom Penh, Cambodia

Tel. (855-23)210140 Fax: (855-23)213876

E-mail: ncdp@forum.org.kh.

NCDP Application Form for the Post of

The candidate must complete this application form. When completing the form, candidates must use black ink. Candidates can write in either Khmer or English but English would be better.

1. Name of candidate _____
2. Home Address _____
3. Contact details (telephone number) _____
4. Date of Birth _____
5. Sex Male / Female (please circle the correct answer)
6. Are you a disabled person? Yes / No
7. If you are a disabled person what is the type of disability? _____

Please turn over to the next page