

Recruitment Procedure

1. Identifying Recruitment Requirements

Oxfam India aims to select the best person for the job based on merit taking into consideration-demonstrated skills, knowledge, qualifications and experience. The aim is to recruit competent individuals to work with partners, communities and other organizations in the development field, towards enabling the impoverished, excluded and vulnerable people to achieve full citizenship rights and thereby lead a life of dignity and fulfillment. This policy applies to regular recruitment. For recruitments during humanitarian response, please refer Humanitarian HR Handbook.

2. Recruitment Planning

Recruitment is the responsibility of the Hiring Manager and will be initiated by him/her. The budget availability for the position is to be ensured by the Hiring Manager and will be approved by respective Directors (A1 & A2 level) before the recruitment process is initiated. Recruitment maybe necessitated for filling vacancies arising due to any of the following circumstances:

- Resignation, Termination or Death of a staff member. Opening of new offices/increased volume of operations. Expansion into new areas.
- Arising of a leave vacancy Internal Secondments of Staff.
- Secondments to other Country Programs or other organizations.

The human resource requirement shall primarily reflect the status of positions in the regular/permanent category. The HR Department will ensure that all recruitment and overall personnel will be within the prevailing budgetary norms/ratios.

Recruitment Responsibility: All recruitment will be done as per sanctioned strength, budget and organizational requirement and will be with the approval/sanction of the concerned Director (for level A3 and below positions). Hiring at A1 & A2 levels, shall require the approval/sanction of the CEO. In case of hiring of CEO, approval by Oxfam India Board is required.

All vacancies will ideally be filled within four months of being advertised.

3. Advertisement

- 3.1 Vacancies will be made known internally and/or externally. All vacancy announcements are the responsibility of the HR Department. Unless otherwise specified, Oxfam India will advertise for the most competent candidates both internally and externally to ensure a fair and transparent recruitment process and internal and external candidates will simultaneously compete for the position.
- 3.2 Advertisements will usually be displayed for a minimum of two weeks. However, if the recruitment is urgent in nature, this display can be reduced to one week with **due approval of the Director (Operations)**. Advertisements will usually be placed on the appropriate websites found suitable for a particular recruitment. The job advertisement will contain the Job Description and essential and desirable requirements of the post.

4. Head Hunting

When recruiting for leadership positions and specialized functional and thematic roles it may be necessary to head hunt for the most appropriate candidate(s). If such candidates

accept Oxfam India's invitation to apply, they will be placed directly on the shortlist but they will go through the same formal selection process applicable to all other applicants.

5. Minimum Standards

Only those candidates who meet the minimum eligibility criteria as outlined in job description and/or internal notifications will be considered. However, in respect of exceptional candidates HR, may relax the eligibility criteria in consultation with the Director concerned, as the case may be. It will be the endeavour of Oxfam India to recruit people with the most appropriate competencies including attitudes, behaviours, outlook and values that best fit with the values of the organization.

6. Career Planning

- 6.1 Oxfam India does not have a policy of promotions. Internal candidates may be selected for internally advertised higher-level positions through the same selection processes as applicable to new hires and will have to fulfill the required eligibility criteria. On selection to a higher grade, it will be ensured that the staff member concerned gets a minimum rise in emoluments equal to her/his current scale plus fitment benefit in the new scale, where applicable.
- 6.2 Staff can apply for a new position announced by Oxfam India only after serving two years of service in the current position. Transfers to the different location will only be considered in case of similar position available in the other location. An approval from Director Operations is must for such transfer.

7. Conflict of Interest in Recruitments

All Oxfam India staff is required to disclose any potential or real conflict of interest with the organisation prior to their recruitment or during their stay in the organisation. All Oxfam India staff with recruitment responsibility (line managers, HR staff and interview panel members) must declare any conflict of interest with potential staff. Oxfam India discourages the recruitment of spouses and any relative whosoever (even distant, related by blood or marriage) in the staff categories. Non-disclosure of staff relatives placed in Partner Organizations may even be considered as a misconduct necessitating appropriate action by the management.

8. Nepotism Policy

OXFAM does not allow hiring of the spouses and blood relatives of existing employee & his/her spouse to work in the organization. Relatives include parent, spouse, domestic partner, child, sibling, grandparent, grandchild, aunt, uncle, cousin, in-law or step relative, or any person with whom the employee has a close personal relationship such as romantic partner, or co-habitant

Two employees of OXFAM, who marry, become members of the same household or become involved in a personal relationship, may continue employment as long as there is not (a) a direct or indirect supervisor/subordinate relationship between the employees; or (b) an actual conflict of interest or the appearance of a conflict of interest.

Should one of the above situations occur, OXFAM will attempt to find a suitable position within the organization to which one of the affected employees may transfer, if possible. If not possible, the affected employees will be permitted to determine which of them will resign. If you have a question regarding a possible or current employment of a relative, please contact HR. Non-disclosure of staff relatives placed in Partner Organizations may even be considered as a misconduct necessitating appropriate action by the management

9. General Policy Guidelines for Selection

For selection, the following guidelines will be observed.

- 9.1 A well-defined job description (JD) based on which positions are advertised, will be shared with the panel members prior to the interview.
- 9.2 Generally, for a single position, a minimum of three candidates will be interviewed.
- 9.3 All selection processes will be conducted by a panel, which will have at least 3 members, including Hiring Manager, one HR person, and a third person from same or other Department of the organization including the one for which the recruitment is being made to, of an appropriate level. Where the Hiring Manager finds it absolutely necessary due to either acknowledge or ask ill requirement, an external member can be co-opted to the interview panel. However, the Selection Committee cannot have more than a maximum of five members.
- 9.4 Depending on the type of recruitment, the selection process may comprise of a written test and a personal interview or just a personal interview, as the case may be. Where a candidate cannot be present but it would be in organizational interest to interview him or her, interviews can be conducted through either video conferencing or teleconferencing in the first instance. The fact of the written test will be intimated to the candidates when the interview call is sent to them. The HR, in consultation with the hiring manager, will develop the assessment sheet basis the job description for each interview.
- 9.5 An Assessment Sheet will be filled and signed by all members of the interview panel. At the end of the selection process, is port will be prepared and filed for future reference. The Assessment Sheet of the individual selected will go into his or her Personal File. A sheet comprising the details of all the candidates interviewed for the same position will also go into the selected person's file with HR.
- 9.6 HR will be present on selection panels of all grades of staff. Where possible, the selection panels should attempt to include at least one-woman member.
- 9.7 Selections will be done basis on the evaluation by interview Panel. Employment Agreement will be signed as per below signing authority matrix:

CEO	–	Chair of the Board
A1 & A2 level	–	CEO
A3 & A4 level	–	Director Operations
A5 – A10 level	–	Manager HR & Administration
- 9.8 HR will conduct reference checks for all the external candidates selected for a position. A minimum of three professional reference checks shall be done for the successful candidate. One out of three references must include immediate line manager or HR from the last organization. No reference check is required for internal candidates. Pre-employment medical test will be done for all new joiners.
- 9.9 The Employment Agreement issued to the selected candidate will contain the details of the position, grade, location, reporting relationship, job description, salary details etc.
- 9.10 In the case of transition, disciplinary action against, or long absence of the line manager, authority for staff appointment will automatically fall to the next higher level of management.
- 9.11 Employment Agreement will be sent by email immediately after a signed copy of the offer letter is received. Hard copy of the agreement will be given on the day of joining.

10. Recruitments – Categories

Oxfam India recruits employees in several categories. We have both staff and non-staff categories as mentioned below.

10.1 Staff Categories

- i. **Regular:** Staff who holds regular fixed term agreement in the organisation.
- ii. **Part Time:** Staff who holds an employment agreement for part time engagement with the organisation.
- iii. **Project Based:** Staff hired for the purpose of implementation of a specific project will have tenure, which will be co-terminus with the funding of the project.

10.2 Non staff categories

- i. **Consultants:** Consultants are professional experts hired for specific tasks or a set of specific result areas for a specific period in any case not exceeding one year. Professional fee for consultants is normally calculated on a per day basis for the duration of the assignment or as a consolidated amount for the entire assignment. Fee paid to consultants will be subject to deduction of tax at source as per prevalent IT laws. Consultants are not listed on the rolls and are bound by the terms of reference agreed. Professional fee for Consultants will be determined on the basis of fee for comparable skills available in similar institutions. Where consultants are hired in connection with a project the duration of such consultancies will be co-terminus with the funding of the project and subject to the norms mentioned above. The respective Managers and/or Directors would decide the need for a consultant, as the case may be.

Any regular consultant hired for a fixed time period, in which job is of regular nature that needs to be tracked on regular basis and payment mode is monthly, will be processed by HR. Regular consultant in this category will be selected as per the recruitment process. Any regular consultancy contract should not be given more than one year at one stretch. There should be at least 15 days gap in the next contract period.

- ii. **Retainers:** Retainers are professionals retained by the organisation for a specific purpose or role. This category of individual/organisation is paid an honorarium or fee of a consolidated amount on a monthly basis. This arrangement is for a specified period of time and where the organisation would require the individual/organisation to be available to the organisation for advice/inputs for ongoing assignments. Individual/Organisation who has entered into this category of engagement is not listed on the rolls and is bound by the terms of reference agreed. The terms of reference (TORs) will be prepared by the concerned Director, in consultation with Director Operations.
- iii. **Volunteers:** Persons who provide skills and services to the organisation on a voluntary basis are termed volunteers. They may or may not be provided with a stipend/honorarium. The Line Manager will decide on what payment will be made based on available budgets.
- iv. **Interns:** A student/individual who contributes work hours to Oxfam India in exchange for academic credit and/or learning opportunities. Such individuals are not eligible for any compensation or employment benefits. Interns are not “employees” of Oxfam India. Interns are eligible to receive monthly stipend not exceeding **INR 10,000/-** per month to cover the travel cost to/from office. While Interns are not considered employees of Oxfam India, they will generally be covered by the same policy guidelines as outlined in this handbook. An intern can be hired for maximum period of one year.

Nepotism policy will not be applicable in case of hiring of Interns. However, in such internship where intern is related to any staff will only be allowed for internship with NIL stipend.

Respective Director should approve any requirement of intern and appropriate stipend.

11. Joining

The new joinee will complete joining formalities with HR on the day of joining. She/he will be provided a staff handbook and other related policies.

12. STAFF DEVELOPMENT

Oxfam India will provide opportunities for staff development in order to meet staff needs related to skill or capacity development keeping in view the core objectives of the organisation. There is a need to approach staff development through individual and group learning. As this is a continuous process, staff is expected to take proactive responsibility for their own learning.

Oxfam India's present organizational culture is in evolution. Strategic use of learning and development opportunities will be used to inform, support and promote a faster transition to a more robust and proactive organisation.