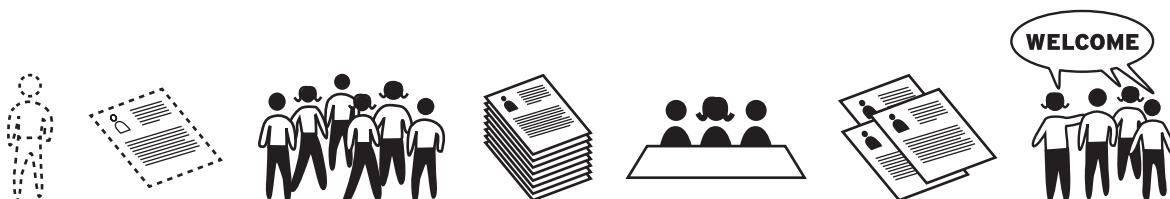


# Recruitment & Selection Toolkit

Grameen Foundation Human Capital Center



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# Introduction

*Grameen Foundation's Human Capital Center focuses on helping microfinance institutions (MFIs) and other poverty and development-focused organizations strengthen their capacity to attract, develop and retain talented staff.*

Microfinance institutions and small growing socially focused businesses are facing human capital challenges that can adversely impact their growth, innovation, access to capital and risk management. Human capital simply refers to an organization's most important asset and only source of sustainable competitive advantage: its employees. To address these challenges, we suggest an approach of systematically aligning human capital management practices to your unique business strategy.

## TOOLKIT PROVIDES



### TOOLS AND EXAMPLES

TO SUPPORT THE RECRUITMENT AND SELECTION PROCESS



### RESOURCES

TO HELP YOU IDENTIFY CANDIDATES WHO WILL BE MOST SUCCESSFUL



### CONSISTENT APPROACH

TO RECRUITMENT AND SELECTION IN ALIGNMENT WITH THE ORGANIZATION'S BUSINESS STRATEGY



### HANDOUTS

EXAMPLES AND TEMPLATES

## RECRUITMENT AND SELECTION STEPS



IDENTIFY COMPETENCIES



DEVELOP A JOB DESCRIPTION



SOURCE APPLICANTS



APPLICANT SCREENING



CANDIDATE EVALUATION



SELECTION OF FINAL CANDIDATES



ONBOARD NEW EMPLOYEES

*Organizations must understand and comply with local employment laws. Local employment laws may require some adjustment to the steps outlined in this toolkit.*

# Recruitment and Selection Toolkit

*High performing organizations demand a workforce with the talents and skills to accomplish strategic goals.*

Attracting talent includes identifying successful behaviors in your organization, monitoring the external labor market for suitable applicants and deploying a holistic strategy to match the right people with the right roles within the organization. It is important to hire individuals who align with the organization's mission and values, are passionate about their work, and are able to meet role requirements.

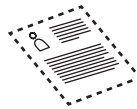
This toolkit is divided into two main parts: Recruitment and Selection. This detailed guide defines each process, why it is important and things to consider as you implement. There is also a set of handouts that correspond to the content within this guide. The handouts either offer more detail or can be easily adapted for use in your organization.

*Note: This toolkit is designed to guide you through the adoption and implementation of the staffing process of recruitment and selection. We presume that the step of strategic human resources (HR) planning is complete, the current talents needs for the organization have been determined and there is agreement - and a budget - to hire new employees.*

## RECRUITMENT STEPS



**IDENTIFY COMPETENCIES**  
*DEFINE THE KEY ATTRIBUTES FOR A SUCCESSFUL PERSON IN THE JOB*



**DEVELOP A JOB DESCRIPTION**  
*DOCUMENT THE KEY RESPONSIBILITIES FOR THE JOB*



**SOURCE APPLICANTS**  
*IDENTIFY A POOL OF QUALIFIED APPLICANTS*

## SELECTION STEPS



**APPLICANT SCREENING**  
*INITIAL SORT TO IDENTIFY QUALIFIED APPLICANTS*



**CANDIDATE EVALUATION**  
*ASSESS THE SUITABILITY OF A CANDIDATE FOR THE JOB*



**SELECTION OF FINAL CANDIDATES**  
*SELECT THE BEST CANDIDATE FOR THE POSITION*



**ONBOARD NEW EMPLOYEES**  
*AN APPROACH TO ENSURE THE NEW EMPLOYEE QUICKLY GAINS THE INFORMATION AND SUPPORT TO BE SUCCESSFUL IN THE ORGANIZATION*

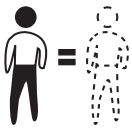
# Recruitment

*Recruiting employees is the process of defining what specifically your organization is looking for in terms of a successful employee, and attracting those people to your organization.*

## Recruitment is Critical to MFI Success



MFI's rely heavily on their reputation. It is important to hire individuals who align with the organization's mission and values, as well as have the capacity and passion to meet role requirements.



High performing MFI's depend on their employees to deliver on the identified mission and strategic goals. MFI's therefore need to focus on placing the right person in the right job rather than hiring someone who does not meet role requirements.



Microfinance is an extremely "high touch" business. Frontline employees have a direct influence on the organization's reputation, mitigate credit risk and maintain portfolio quality. Employees need to be skilled at their identified roles within the MFI.



MFI's do not have additional funds to spare. Proper recruitment can save time and money, freeing up resources to be leveraged in other areas of the organization.

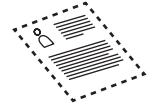


Poor hiring choices historically have an adverse impact on the organization. From a capacity standpoint, employees who do not perform well in their roles within an organization need to be replaced more frequently, due to firing or resignation from the position. Financially, it is more expensive to recruit, hire, and train multiple times for the same position due to turnover than it is to maintain a competent staff member long term. Additionally, employees who do not meet expectations are more dissatisfied and are not as productive as employees who match job requirements, so it is a disservice to both the employee and the organization when the fit isn't right. Organizations need to spend ample time defining the role and recruiting strong applicants in order to select the best candidates for each position.

### RECRUITMENT CONSISTS OF



**IDENTIFY  
COMPETENCIES**



**DEVELOP A JOB  
DESCRIPTION**



**SOURCE  
APPLICANTS**

# Challenges to Recruitment for MFIs

Recruitment is challenging because it can be difficult to identify enough qualified candidates to have an adequate choice in some labor markets, whether for field officer positions or more senior manager opportunities. Challenges range from low levels of educational achievement due to poor schools, to significant competition from the commercial financial sector, or an over abundance of university graduates who desire a position less physically demanding than that of a typical rural field officer. Organizations therefore need to consider the mindset of potential candidates and understand how to overcome these issues.

## Marketing Your Organization to Prospective Employees

Throughout the entire process, it is important to keep in mind what your organization represents and how you want it to be portrayed. The impression you want prospective employees and clients to have of your organization as an employer is often referred to as your employment brand. Your recruitment strategy should be consistent with and reflect your employment and organization brand throughout the process.

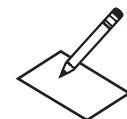
When thinking of an organization's brand, it is helpful to think of potential employees as customers; in this instance you're marketing the opportunity to work at your organization rather than marketing a product. Every step of the recruitment process impacts the impression that a potential employee has of your organization and influences his or her opinion of the organization. In many cases, a candidate's experience during the recruitment process helps him or her to either accept or reject a job offer. It is vital therefore that the experience reflects your brand in an accurate and positive light, and in turn attracts and engages the right people. It is vital to consider your impact on a candidate whether or not a candidate is hired - if a candidate has a positive recruitment experience but is not chosen for the job, he or she may continue to speak positively to others about your organization as a prospective employer.



## Identify Competencies



The first step in recruitment is to clearly identify the competencies required for someone to be successful in the role. The organization must identify the competencies required for each open position and then use these as a tool to screen applicants. It is also common to use competencies not only in recruitment and selection, but also performance management, training, and development for the employee later on.






*Competencies are the collection of knowledge, skills and behaviors required to perform the job. Competencies are described through behavioral descriptors and can be observed or measured. See table on the next page for a description of each.*

# Knowledge, Skills & Behaviors



There are three facets to every competency that can be observed and measured: knowledge, skills and behaviors.

	DEFINITION	ASK YOURSELF	FOR EXAMPLE
 <b>KNOWLEDGE</b>	The information required to do the job	What knowledge is necessary for the job?	Understand the details of financial products available to clients
 <b>SKILLS</b>	The ability to complete a task	What skills must the employee exhibit to be successful?	Basic numbers aptitude
 <b>BEHAVIORS</b>	How a person accomplishes tasks	What behaviors must the employee exhibit to be successful?	Treat clients with respect, and ability to form strong relationships

Competencies are classified into the following three categories:



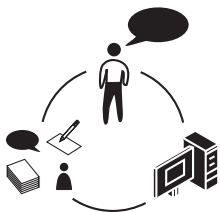
**Technical** - the set of technical/functional skills and knowledge required for the performance of a job. These are typically acquired through education, specialized training and/or relevant job experience. Financial analysis and credit evaluation are examples of technical competencies.



**Organizational** - the set of supervisory/managerial, administrative and people skills required for effective performance. These are more difficult to develop, as they require some innate ability to make analyses and handle people. Integrated perspective, customer focus, and problem solving are examples.



**Personal** - the set of values and habits that represent an organization's foundation of performance and quality. These competencies are often required of all positions and reflect the culture of the organization. Integrity and teamwork are examples of personal competencies.



Competencies go beyond describing just a skill. The combination of technical, organizational and personal competencies is what ensures successful performance of any given job. Using this approach sets you up to hire for the right behaviors and allows you to train necessary skills once onboard the organization.



**COMPETENCY DEFINITIONS (ABBREVIATED DIRECTORY OF COMPETENCIES IMPORTANT TO MICROFINANCE)**

# How to Identify Competencies for a Specific Role in an MFI



Organizations should challenge themselves to think beyond education level and marks achieved when determining what contributes to success in a particular role within their organization. While education or high marks may be one indicator of success within certain roles, they are not sufficient when attempting to predict the success of an employee within a position in an organization. Other indicators of success should be considered as well. For instance, what are the key factors that separate an exceptional employee from an average employee within your organization, and within specific roles? Do successful employees within your organization have exceptional analytical ability, communication skills, alignment with the social mission, ability to establish strong relationships, or a combination of other factors?

There are a number of ways to identify the competencies required for a specific job. Take the field officer as an example:



Branch managers can survey field officers to ask them what they think are the top criteria for success in their role and compare these stated criteria to actual performance results across the field officer staff.



HR can also meet with a group of branch managers and ask them to discuss the key skills and attributes of high performing field officers in their offices, and then have them rank these in order of importance.

Once competencies are identified, you may find it helpful to determine the proficiency level required for the job. You may require that both field officers and branch managers exhibit the same competency, but at different levels. An example of specific proficiency levels for “teamwork” can be found below.

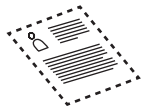
## Sample Competency: Teamwork<sup>2</sup>

PROFICIENCY LEVEL	EXPECTED BEHAVIOR
A	Works in a team.
B	Builds strong relationships within the team. Considers others' perspectives and positions. Is willing to adjust and be flexible about one's own views in order to reach consensus within a team.
C	Establishes clear roles and objectives among different units to ensure that each member understands his/her part in the organization and is working toward a common goal.
D	Builds a culture of teamwork and synergy towards creating a distinct advantage for the organization.



# Develop a Job Description

A job description is a written document that includes the general nature of the work to be performed, key responsibilities and duties, and competencies required. Note that the job description is not a description of the person holding that position. It is critical to create or update the job description before proceeding in the recruitment process; a clear and accurate job description will help communicate expectations to prospective applicants. Following the recruitment process, job descriptions can be used throughout the employee's tenure and should be updated as often as necessary



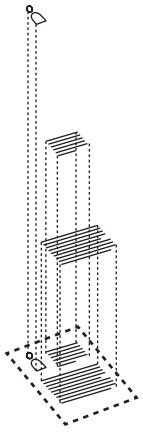
*A **job description** is a written document that clearly states the key responsibilities of the job. It is **not** a description of the person holding that position.*



## *The Job Description Includes:*

<b>JOB TITLE</b>	The name given to the position.
<b>ROLE SUMMARY</b>	Purpose and/or objectives of the job.
<b>MAJOR RESPONSIBILITIES</b>	A list of the critical job responsibilities to be performed. Job descriptions often conclude with “perform other duties as required” rather than including a detailed task list.
<b>PRIMARY RELATIONSHIPS (MANAGERIAL RESPONSIBILITIES)</b>	Indicates to whom the position reports and what roles the position is responsible for managing, if applicable.
<b>DECISION-MAKING AUTHORITY</b>	A list of the extent and limits of all major areas of responsibility, and authority invested in the position.
<b>COMPETENCIES &amp; QUALIFICATIONS</b>	The job description should list the competencies (knowledge, skills and behaviors) and qualifications required or preferred to successfully carry out the job responsibilities.
<b>WORKING CONDITIONS</b>	A list reflecting any special or unique working conditions of the job.
<b>EMPLOYMENT CLASSIFICATION</b>	Include job tiers and employment type (e.g. full-time, part-time, project based), where applicable.

# Tips on Creating the Job Description



Start by talking to the person currently doing the job. However, don't rely solely on job history as you are putting together a description for today and the future. Focus instead on what the job needs to be in light of the organization's current and long-term needs and objectives.

Job descriptions should reflect the organization's priorities within the overall strategy.

The job you describe must be achievable. When including several tasks in the same job description, be careful not to create a job that very few people can do.

Use specific language to describe the content of the job. For example:

## TOO GENERAL

## SPECIFIC

Computer Literate

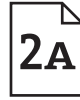
Proficient with Microsoft Word, Excel, QuickBooks

Good Communication Skills

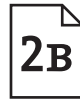
Ability to communicate technical information to nontechnical audiences

Good Communication Skills

Receives, sorts, and files monthly personnel action reports



**JOB DESCRIPTION  
(FIELD OFFICER)**



**JOB DESCRIPTION  
(BRANCH MANAGER)**



**JOB DESCRIPTION  
(SAVINGS OFFICER)**

# Source Applicants



*The purpose of sourcing is to identify and attract a large pool of qualified applicants for the job.*

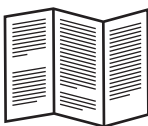
## Job Previews



While sourcing applicants, use realistic job previews to help provide information on both the positive and negative aspects of the job and what life inside your organization is like. By doing this, you can weed out potential employees who are clearly not a fit with your organization and individuals can self-select out of the running prior to the selection process, saving both the applicant and your organization considerable time and effort.



Realistic job previews can take the shape of testimonials, videos or written brochures. For example, you may ask applicants to watch a video of real employees talking about their experience at your organization. Or, if you need to hire a large number of people for the same role (e.g. field officer), you could host an informational night for interested applicants to hear current field officers talk about what it is like to do their job. Regardless of format, the most effective job previews are conducted with openness, honesty and enough specifics to give a real sense of what the job is like.



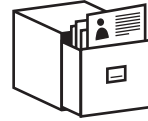
# Sources of Candidates



**CURRENT EMPLOYEES**



**EXTERNAL APPLICANTS REACHED THROUGH APPROPRIATE ELECTRONIC AND PRINT MEDIA**



**REVIEW OF APPLICANTS ON FILE**

## Current Employees



Look internally! A vacancy gives you an opportunity to provide career opportunities and movement for current employees. Your existing employees may be interested in and also qualified for your current open positions. Openings can be communicated to current employees through an internal job posting process that publicizes the open job to employees. Communication vehicles could include: immediate supervisors, e-mail, internal memos, or notice boards. Qualified employees would apply for the job and go through the selection process.



Current employees may also know of people outside of the organization who might be a good fit, and if they know of open positions, they make these referrals. Track these referrals in your applicant tracking process. If the person referred by the employee is later hired and stays with your organization for a certain period of time, it may be appropriate to reward or recognize the referring employee.



In the case that an internal employee is not selected for the opening, it is critical to tell him/her why he/she was not selected and share feedback for development actions to take. This needs to be done conscientiously and requires both the manager's and interviewer's time.



**INTERNAL JOB POSTING TEMPLATE (BRANCH MANAGER)**



### **MERITS OF SOURCING CANDIDATES FROM CURRENT EMPLOYEES**

Attract candidates who are interested in making a long-term commitment to your organization

Demonstrated commitment and alignment with mission and goals of the organization

Understand job history and capability; can vouch for good performance

Quicker and less expensive process

Accelerated onboarding; can often "hit the ground running"

Realize maximum benefit from training and development efforts

Creates healthy motivation for current employees to strive to do their best



### **DRAWBACKS TO SOURCING CANDIDATES FROM CURRENT EMPLOYEES**

Limited to qualified employees; realistically could only be one or two candidates

Minimizes the introduction of new employees and perspectives into the organization

Creates a ripple effect: hiring an internal candidate also creates a vacancy

May become divisive if co-workers are applying for the same position

Internal candidates not selected may get de-motivated

The best person for the job may be someone currently outside the organization

# External Sourcing



It is not always possible to meet an organization’s hiring needs from within, and an external search for candidates must commence. Techniques to source candidates externally generally fall into two categories: “pull” or “push”. Pull activities result in applicants coming to know of an opportunity on their own. Push activities usually take more time and are more expensive.

**SOURCES TO PULL CANDIDATES FROM EXTERNAL MARKETS INCLUDE**



**ADVERTISEMENT (NEWSPAPER, RADIO, TV)**



**UNIVERSITY CAREER CENTERS**



**INTERNET JOB POSTINGS**

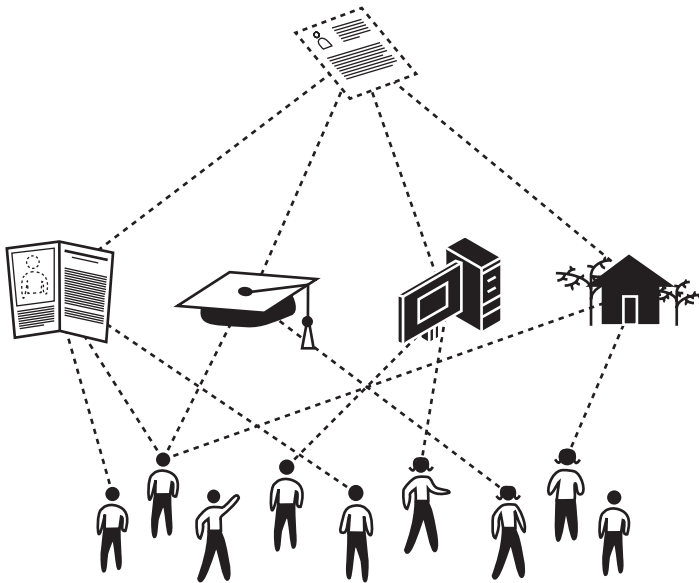


**LOCAL COMMUNITIES WHERE THE ORGANIZATION DELIVERS ITS SERVICES**



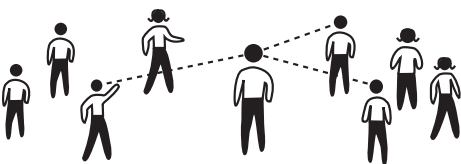
**ANNOUNCEMENTS AT CLIENT MEETINGS**

## “Pull” Sourcing



Think strategically and creatively when choosing where to advertise the job to reach the best applicants. Your main objective is to reach as many people as possible. For example, if you are advertising for a field officer job, think about where a successful candidate might have access to this information-- perhaps a university career center, a local coffee house, the radio, or maybe a local municipality hall. The more you strategically diversify your job posting, the bigger your pool of candidates will be. Using realistic job previews with this process will help increase the pool of qualified candidates.

## “Push” Sourcing



Push activities are those undertaken by the organization to reach out to qualified people. This generally includes paid searches, “head hunting” (hiring another organization to find qualified candidates), or staffing agencies.

## Review of Applicants on File



It can be helpful to keep a historical file to track previous candidates who have shown interest in your organization through an applicant database. While looking for potential applicants through other sources, you also may find qualified candidates that previously applied for other positions; you can contact those that meet job requirements to gauge their interest in the new opportunity and then encourage them to apply.



# Selecting an Approach

The approach you use to source candidates will be based on factors such as:



**Level of the Job** - Is it an entry level, mid manager, or senior manager job?



**Number of Openings** - Do you have just a few open positions, or is there a need for large scale hiring?



**Frequency of Openings** - Do you have openings only occasionally or do you have a regular on-going need?



**Budget** - What can you afford to spend on recruitment?



**SOURCING  
EXTERNAL  
APPLICANTS**

## Employment Brand



Remember that your brand is only as good as your employees. This means that as you consider sourcing candidates externally, you also need to consider whether your HR staff – and other employee responsible for talking with applicants – appropriately represent your organization. It is especially important to invest in educating your HR staff, as they are often the first person a candidate meets and will therefore influence his or her first impression of your organization. In order to create a lasting, positive impression, the interviewers should be able to speak knowledgeably about the organization, mission, culture, job, and the advantages of working for your organization. Interviewers should also have a good knowledge of the organization's needs and know how the candidate's skills and abilities will fit into the overall organizational structure.



### SPOTLIGHT

#### *Taj Group's Approach to Strategic Recruiting and Selection*

The Taj Group, which operates 108 premier hotels in 12 countries, is known for their deep commitment to customer service. Following the terrorist attacks at one of those locations, the Taj Mahal Palace hotel in Mumbai, its guests had nothing but admiration for how the employees responded to the crisis, showing their quick thinking and commitment to protect the guests first and foremost.



A recent study by the Harvard Business Review revealed some of the insights behind the Taj strategic human capital approach that may have led to the positive employee response to the crisis. As discovered, the Taj Group is very clear on what it seeks in potential employees: specific values and behaviors they believe are foundational for serving and delighting their customers, such as respect (e.g. for elders, teachers) and cheerfulness (e.g. a positive outlook). Taj has found success in recruiting in rural and semi-urban areas where they believe traditional Indian values are still predominantly important and look to schools and community leaders to provide insights into the candidate's behaviors, not necessarily his/her grades.

Taj focuses more on hiring people with the right behaviors - integrity and devotion to duty - than on acquiring those with talent and skills. Once onboard, Taj knows it can invest in training the specific skills necessary to succeed. It is key to their approach to building a customer-centric organization.

# Selection

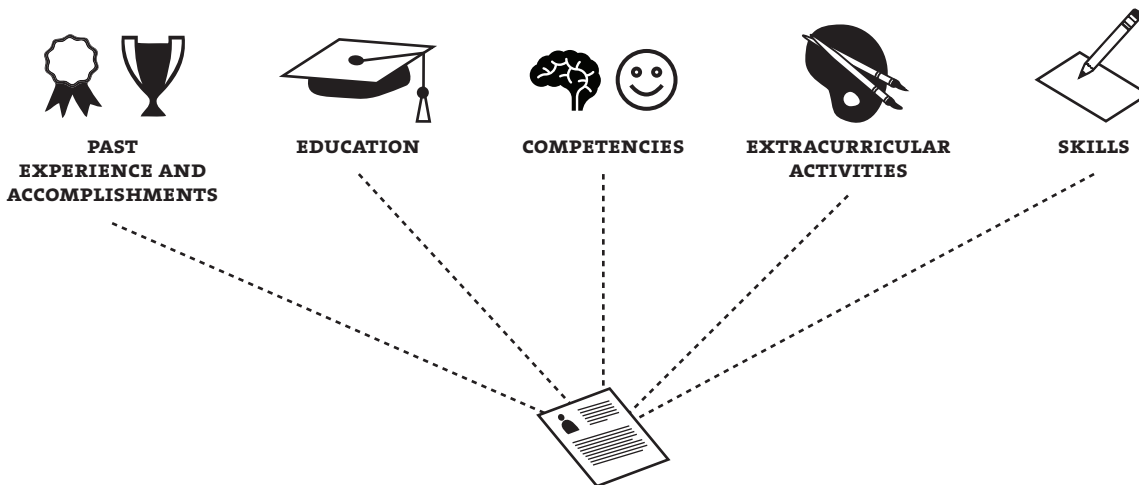
Now that you have identified the specific competencies for the vacancy, developed the job description, posted the position and received a number of job applications from interested applicants, you are ready to begin the selection process.

## Applicant Screening

Applicant screening is the first step in the selection process. This helps prioritize your efforts; you should not waste time by interviewing candidates who do not meet the minimum requirements.

Start by reviewing the competencies identified at the beginning of the recruitment process (as noted on Handout 1). This is an important step, as it will be a key factor in decisions moving forward.

Next, review each application or Curriculum Vitae (CV) to determine the candidate's eligibility. These documents provide the candidate's:



Brief telephone interviews with applicants, where possible, are an efficient way to help narrow down the list of qualified candidates. These interviews allow the organization to ask broad questions to verify information or experience provided in the CV or application and to determine the candidate's salary expectations.

### SELECTION CONSISTS OF



APPLICANT SCREENING



CANDIDATE EVALUATION



SELECTION OF FINAL CANDIDATES



ONBOARDING NEW EMPLOYEES

Applicant screening is the process by which you compare each applicant against the identified competencies and determine who will move forward in the process.



APPLICATION FORM (FIELD OFFICER)

# Candidate Evaluation

Once you've completed the initial applicant screening, you will have a selection of candidates to invite to continue the selection process.

## RECOMMENDED NEXT STEPS



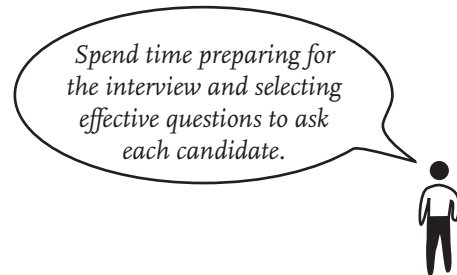
**PERSONAL INTERVIEWS**



**PRE-EMPLOYMENT ASSESSMENTS**

## Interviewing

Einstein is quoted as having said that if he had one hour to save the world he would spend fifty-five minutes asking questions to define the problem and only five minutes to find the solution.



It's important that ample time is spent preparing for the interview and selecting effective questions to ask each candidate.

## HR

The optimal approach is to have HR do an initial screening interview and pass along qualified candidates to the next round of interviews with the business line.



If your organization has a huge need for talented employees and is hiring at an incredibly fast pace, one could be tempted to forgo important steps along the way, such as conducting personal interviews with qualified candidates. If circumstances require you to take a different course, be sure to balance the need to move quickly and efficiently while retaining the integrity of the process.



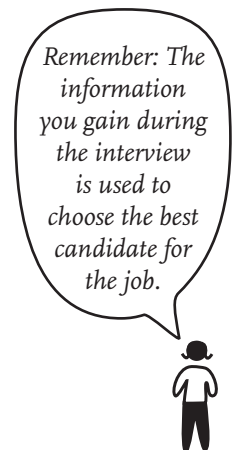
In some cases, your organization may have only one person conduct the candidate interview at a time. The best person suited to complete the interview is the hiring manager to whom the position reports, if possible. If that is not possible or in the case of field officers, someone in operations with an excellent understanding of the job should conduct the interview.



In many cases, an organization will use an interview panel, a small group of people interviewing the candidate at the same time. No more than three people should be on the panel. Any more than that is not an efficient use of the interviewers time and can be difficult or intimidating to the candidate. Identify who will be responsible for asking each particular question before the interview starts. In the case of a field officer, an interview panel could include a senior representative from operations (e.g. regional manager), audit, and human resources. Assignments to the interview panel could be rotating as well as an opportunity to recognize high performing employees, such as senior branch managers.



It is the role of the interviewer(s) to obtain as much pertinent information about the applicant as possible during the limited interview time. This information, along with the previous review of the application and any test results, is used to choose the best candidate for employment with the organization.



**6 PREPARING FOR THE INTERVIEW**



**7 GUIDELINES FOR THE INTERVIEW**

# Interviewing

**SPOTLIGHT** *A hiring manager who keeps interrupting an interview to answer his/her cell phone*

Jane is a dedicated branch manager at an MFI in Kenya and is busy with all the responsibilities of managing a branch. One day she was on the phone for hours trying to resolve a reporting discrepancy with her area manager but was scheduled to interview field officer candidates that afternoon. She didn't tell her manager this.

Jane made it to the first interview on time but had not prepared well. She spent the first few minutes reading Paul's application while he waited quietly. Five minutes later, Jane finally asked the first question and Paul was excited to share his examples. Mid-way through his second answer Jane's phone rang. She interrupted Paul and said, "Sorry, I have to take this call. It's my manager." Paul waited quietly again. When she finished, Jane apologized and said her manager would be calling back again shortly with another update. The interview continued - with another interruption.

What is the outcome of this story? The interviewer was not prepared and had to take two phone calls during the interview. Although Jane may have meant well by taking these work-related calls, it was not respectful of Paul's time and his opportunity in the interview. What type of impression would this leave with a candidate at your organization? These types of distractions should be avoided to ensure the interviewer learns as much as possible about the candidate and the candidate leaves with a great impression of the organization.

**SPOTLIGHT** *A head office receptionist who treats applicants with the upmost courtesy and respect*

Mukesh is the head office receptionist at an MFI in Nepal. He enjoys his job, especially during this time of year when the MFI hires so many new employees. Mukesh's supervisor asked him to attend to the candidates before they meet the HR director for their interview.

Mukesh was very friendly and welcoming to each and every candidate, making sure they were comfortable and offering each tea or water to drink. One day, his supervisor passed by and noticed that one of the candidates was agitated but trusted Mukesh to share his concern. He thought that another person had taken his interview time. Mukesh immediately tracked down the answer. As it turns out, the interviews had run behind and his was going to start a few minutes late. Mukesh reassured the interviewee that his interview was next and that he understood how these types of situations can be stressful. The supervisor was impressed by Mukesh's use of these few moments to leave a favorable impression with a potential employee.





# Conducting Behavior Based Interviews

The best predictor of future performance is past performance in a similar situation. Systematically gathering information about how a candidate has behaved in past situations will help to determine how he/she will react in a similar situation in the future. This process is called a “behavior based interview”.



*The best predictor of future performance is past performance in a similar situation.*

## STAR (Situation or Task, Action & Result)



This technique can be used when probing and recording behavior in a selection interview. The interviewer asks about a situation in the past where the candidate may have demonstrated a specific, desired competency in order to understand the actions taken by the candidate and the result achieved. An example of this approach follows.

### QUESTIONS

### EXAMPLE FOR ASSESSING ABILITY TO MANAGE A TEAM

<b>SITUATION OR TASK</b>	What was the context/situation/task in which the candidate had to perform? What were the tasks or activities that were performed?	<i>Tell me about a situation when you had to deal with a poorly performing team member?</i>
<b>ACTION</b>	What did the candidate do? What kind of behaviors did the candidate exhibit while doing this?	<i>What were some of the things you did to manage the situation?</i>
<b>RESULT</b>	What was the result or outcome of the behaviors demonstrated/actions taken in the situation?	<i>What was the outcome or result of your actions?</i>



**BEHAVIOR BASED INTERVIEW GUIDE (FIELD OFFICER)**



**BEHAVIOR BASED INTERVIEW GUIDE (BRANCH MANAGER)**



**BEHAVIOR BASED INTERVIEW GUIDE (SAVINGS OFFICER)**

### GUIDELINES THAT SHOULD BE FOLLOWED IN CONDUCTING ANY INTERVIEW



**CREATE THE RIGHT ENVIRONMENT FOR A POSITIVE INTERVIEW**



**ELIMINATE INTERRUPTIONS (PHONE CALLS, ETC)**



**CLOSE ON A POSITIVE NOTE. THANK THE APPLICANT FOR HIS/HER TIME AND INTEREST; REMEMBER THAT ANY POTENTIAL CANDIDATE IS ALWAYS A SPOKESPERSON FOR YOUR ORGANIZATION.**



**CANDIDATE INTERVIEW RATING FORM (FIELD OFFICER)**



**CANDIDATE INTERVIEW RATING FORM (BRANCH MANAGER)**



**CANDIDATE INTERVIEW RATING FORM (SAVINGS OFFICER)**

# Additional Questions

It is also customary to ask additional questions relevant to the needs of the job or the specific candidate. Remember to adjust your questions if the applicant is coming right out of school. Questions may include:



- Reasons for moving or changing jobs; help to understand the person's job stability
- Career aspirations; helps to understand alignment with the organization's mission and values
- Key factors that will influence the candidate's acceptance of the job
- Ability to travel and transfer work locations, if applicable
- Compensation and benefits expectations
- Working hours and working conditions

## TYPES OF PRE-EMPLOYMENT ASSESSMENTS



**PERSONALITY TESTS**



**HONESTY/ INTEGRITY TESTS**



**APTITUDE TESTS (E.G. JOB KNOWLEDGE)**



**PHYSICAL TESTS**



**WORK SAMPLES & SIMULATIONS**

# Pre-Employment Assessments



Organizations often administer tests to candidates as another step in the screening process. While a good secondary way to assess job-related aptitude, these tests should be used to supplement the interview, *not* replace it.



If pre-employment tests are used, it's important to ensure the test you use has been proven to demonstrate one or more critical aspects of the job. Many vendors of pre-employment tests have standardized tests available and also offer the service to design a test specifically for the role you are hiring for. Most are administered online. Some vendors offer paper-based tests, although this can be time consuming to manage.

# Types of Pre-Employment Assessments

One common pre-employment assessment is a personality test. This is typically a questionnaire designed to reveal aspects of an individual's character or psychological makeup. There is a wide variety of tests ranging from standardized models, such as the Myers Briggs Type Indicator, that can be applied in numerous contexts to more customized models for specific positions or organizations.

Another common pre-employment test is an honesty or integrity test. An honesty or integrity test attempts to evaluate an individual's attitudes towards theft and other wrongdoing through a series of questions, most of which fall into the following four categories:



- Admission of illegal or unacceptable activities such as having engaged in theft, criminal activity and/or drug use
- Test takers' opinions toward illegal or inappropriate activities
- Test takers' descriptions of his/her own personality or beliefs
- An individual's reactions to theoretical and/or hypothetical situations

Similar to behavior based interviewing techniques, the basic premise of these tests is that attitudes and behaviors of individuals are relatively constant. If a person has demonstrated a certain behavior or tendency in the past, it is a good indication of future behavior. Again, if used, pre-employment tests should be one part of the entire selection process and are to provide another set of data; it should not replace the selection interview.

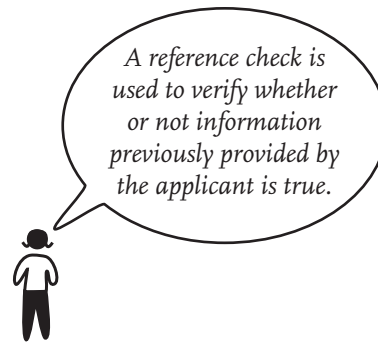


**PRE-EMPLOYMENT ASSESSMENT VENDORS**

# Selection of Final Candidates

## Conducting a Reference Check

The purpose of a reference check is to verify whether or not information previously provided by the applicant is true. In some cases a more thorough background investigation may occur where the position demands it (e.g. handling cash). Reference checks or background investigations usually take place after the interview is completed and before a job offer is extended to the candidate. While reference and background checks can be time consuming, they can be worth the effort especially where trust is essential.



**SELECTION OF FINAL CANDIDATES INCLUDES**



**CONDUCTING A REFERENCE CHECK**



**DEVELOPING AN OFFER AND PREPARING AN EMPLOYMENT LETTER**

## How to Conduct a Reference Check



The most common way of conducting a reference check is through a structured telephone call conducted by an HR representative. It may be possible to also verify academic degrees achieved, final marks, and dates of enrollment. The reference check should include:

- Verification of employment dates (or dates of enrollment)*
- Salary history*
- Clarify job responsibilities*
- Performance parameters – technical competence*
- Strengths and areas of improvement needed*
- Individual's manner of working with supervisor and employees*
- Reasons for leaving the job*

**REFERENCES CAN BE OBTAINED FROM SEVERAL SOURCES**



**PRIOR EMPLOYMENT REFERENCES**



**ACADEMIC REFERENCES**



**PERSONAL REFERENCES**

### **RELIABILITY OF REFERENCE CHECKS**

Personal references are provided by the applicants and therefore there is a high probability that the reference will be positive.

Supervisors may not want to damage a former employee's chances for a new job and will usually give a positive reference.

Some supervisors may want to give an incompetent employee a good reference in order to let go of him/her easily.

### **TIPS TO INCREASE EFFECTIVENESS OF REFERENCE CHECKS**

Structured, telephonic reference checks are proven to produce more candid responses.

Factual data is easier to validate (e.g. employment dates, job qualifications, reasons for leaving job, etc.).

Persistence and sensitivity to red flags can improve results. For example, if the former employer hesitates when asked, "Would you rehire?" ask follow-up questions to probe further rather than skipping ahead to the next question.

Ask open ended questions, for example: "How much structure does the applicant need?" This question forces the reference to answer with information rather than a "yes" or a "no," which provides more information about the applicant. Base your questions on the requirements of the job.



**GUIDE TO TELEPHONE REFERENCE CHECKS**

# Follow Up With All Applicants



It's important to follow up with candidates promptly throughout the entire recruitment and selection process. Candidates who are not kept informed may develop negative perceptions of your organization or may seek opportunities elsewhere. Let candidates know your expected timeline upfront and follow through appropriately. Remember to treat them with courtesy and respect; just as you expect your employees to treat their co-workers and your clients.

## Developing an Offer and Preparing an Employment Letter



Once you have made a decision on the candidate you wish to hire for a specific position, it is time to start the process of extending an offer.



First, an HR representative or hiring manager should speak to the final candidate.

Ask the candidate if there were any final questions or issues remaining before the candidate would be in a position to carefully consider an offer of employment.



Accurately inform the applicant about the full job responsibilities, the organization's culture, learning and development opportunities, working conditions, and performance expectations, so he or she can determine if the job is a good match. Employment is a mutual contract, so both sides of the offer must consider what is best for them.

There may be a period of answering questions or resolving open issues such as terms of employment, salary, etc.



Once all questions or open issues have been resolved, develop a formal offer of employment.



If there are issues that cannot be resolved, the candidate may not be the best fit for the position and should not receive an offer.

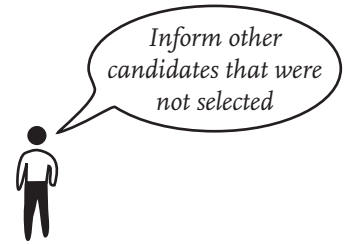
An HR representative will typically make a verbal offer and follow up with a written appointment letter or employment letter.



The process is complete when the candidate accepts the offer in writing, often with a signature on the employment letter.

# Notifying Candidates That Were Not Selected

After the candidate has accepted the position in writing, it is important to inform other candidates that were not selected. For current employees that are not selected, it can be helpful to share feedback on strengths, weaknesses, and/or specific areas to improve upon to meet the expectations of a potential position or promotion in the future. For external candidates, it is important to notify them that they were not selected in a courteous manner and continue to treat each candidate with respect and dignity to maintain your organization's brand. Remember, you may want these candidates to apply again in the future!



## Tips For Turning Down Candidates



Respond to candidates in a reasonable amount of time.

Start with a follow-up phone call to candidates that were interviewed but not selected.



Thank the candidates for their application and interview time.

State clearly that you have offered the position to another candidate.

Provide a written turndown letter stating the same information.



Be personal. Personalize the letter with the candidate's name, position, and, if possible, a remark — or at least your signature.

Be candid but gentle. Be respectful of candidates' feelings and wish them success in future endeavors.



Be honest. If there are other future opportunities and you will keep the resume on file or want a candidate to reapply in future, say so. If not, don't. Don't promise to keep a candidate's resume on file if you have no intention of doing so, and if you do, state a specific time frame (six months, for example).



You do not have to say who was hired for the position in question.



# Turning Down Candidates

**SPOTLIGHT** *A gracious way of turning down an internal candidate for further considerations*



A well-established MFI in Colombia recently had an opening for a branch manager in Quibdó. Andres, the human resources manager, and the operations team thought it would be best to post the job internally as well as search for external candidates. He narrowed it down to one external candidate and two internal employees to interview for the job. After the panel interviews, the selection committee talked about the strengths and weaknesses of each candidate and decided on the best candidate – one of the current employees!

Once Andres knew the top candidate accepted their offer, Andres set about to inform the candidates that were not selected. He called the external candidate. He thanked him for his time, let him know that he was not selected for this position and wished him luck in his search! Andres also contacted the current employee. He thanked him for this time, let him know that he was not selected for this position, and shared feedback from the interview process. Andres gave the employee the positive feedback along with suggestions for what he could work on to prepare for the branch manager role. He ended with a sincere thank you for his commitment to the organization.

Andres recognized that it could be difficult for candidates to learn they were not selected, especially current employees desiring a new job in the organization. So he made sure to handle the situation thoughtfully. This may seem like an extra step, but goes a long way in building the engagement of your employees and creating a top-notch selection process.

**SPOTLIGHT** *Mass hiring process, turndown with a letter*



Yaw carries on the task of human resources in a growing MFI in Ghana; the aggressive growth meant a huge demand for new field officers. Yaw and many other leaders were actively involved with the mass hiring of field officers and were excited to get all offers made.

The operations director checked in with Yaw, “What about the people that were not chosen? Have we let them know?” Yaw responded, “We’ve been so focused on the new field officers that we haven’t really thought much about that.” The director was concerned. It was important to treat each of those people with the same respect and courtesy as their employees and clients. “They are, after all, living in our communities and could send other talented people our way!”

Yaw guided his team to find an efficient way to contact all of the people that were not selected. He created a form letter that was customized. The letter thanked the candidates for their interest in the position and in joining the MFI. It also informed them that they were not selected but that their information would be saved for 6 months should another opportunity arise, and wished them the best. Yaw quickly built this step into the process for the next time.

# Onboarding New Employees

*Onboarding is the process by which new hires get adjusted to the social and performance aspects of their jobs and learn the competencies required to function effectively within the organization.*



Recruiting and selecting high potential employees doesn't guarantee they'll automatically perform effectively. Once you have selected the best candidate for the job and he/she has accepted, the organization has a responsibility to set that new employee up for success. "Onboarding" is the process by which new hires get adjusted to the social and performance aspects of their jobs quickly and smoothly, and learn the competencies required to function effectively within an organization.



The overall goal of onboarding is to help new employees learn about the organization, their position within that organization, responsibilities and performance expectations as soon as possible in order to be able to quickly contribute to the organization's success. Therefore, a well defined and delivered onboarding experience increases organizational success and decreases risk of failure.



One common activity within an onboarding program is new employee orientation -- an introduction to the organization during the first days of employment. Using a structured orientation program provides consistent information to all new employees.

**SUCCESSFUL ORIENTATION PROGRAM TYPICALLY COVERS**

**ORGANIZATION HISTORY**

**ORGANIZATION STRUCTURE**

**ROLES & RESPONSIBILITIES**

**ORGANIZATION VISION & VALUES**

**PRODUCTS & SERVICES**

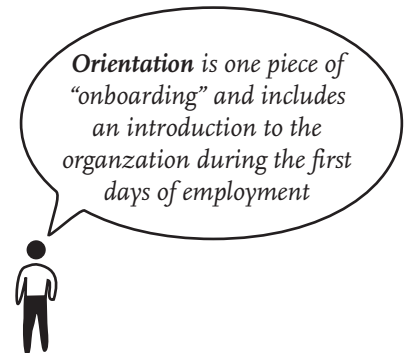
**HR POLICIES**



It is helpful to schedule start dates consistently, such as the first and third Monday of the month, or once or twice a month on specific dates. This will allow multiple new hires to start at the same time, increasing the effectiveness of the orientation activities and reducing the temptation to skip over some of the information or activities if there are few new hires.

## Differences Between Onboarding and Orientation

New employee orientation generally involves a first-day session or a first week of activities that familiarizes the employee with the organization's structure, vision and values, and policies. It typically includes a review of the employee handbook and the completion of necessary payroll and benefits paperwork, and may include some basic job-related training. Onboarding is a much more comprehensive process that starts before orientation and extends well beyond the first few days. It provides a more strategic plan for employee success than orientation alone. The onboarding process can last from three months to a year, depending on the position.



*Orientation is one piece of "onboarding" and includes an introduction to the organization during the first days of employment*

**SUCCESSFUL ONBOARDING SHOULD HELP THE NEW HIRE**



**FEEL WELCOME AND AT EASE**



**UNDERSTAND THE ORGANIZATION (HISTORY, STRUCTURE, CULTURE, AND VISION)**



**UNDERSTAND STANDARD POLICIES AND PROCEDURES**



**UNDERSTAND EXPECTATIONS IN TERMS OF WORK AND BEHAVIOR**



**BECOME SOCIALIZED INTO THE ORGANIZATION'S CULTURE**

# Responsibility for Onboarding



Onboarding is most successful when both HR and line managers are actively involved. The goal of this partnership is to establish a long-term relationship with the employee that begins even before the employee is hired and will endure through the ups and downs of the workplace. While HR typically plays a key role, especially throughout the early recruitment and selection phases, the line manager must be proactive and engaged in facilitating the employee's successful integration into the organization over time.

Here is a suggested breakdown of onboarding responsibilities. These roles can be interchanged or managed as available in the organization.

WHO	ROLE IN ONBOARDING
<b>MANAGER</b>	<ul style="list-style-type: none"> <li>Creates onboarding plan</li> <li>Facilitates the employee's successful integration</li> <li>Sets expectations</li> <li>Identifies onboarding partner</li> <li>Follows through on plan with the employee</li> </ul>
<b>ONBOARDING PARTNER</b>	<ul style="list-style-type: none"> <li>Supports the new employee through the onboarding plan</li> <li>Teaches select skills and processes</li> <li>Answers questions and offers encouragement</li> <li>Serves as a resource to the new employee</li> <li>Typically someone who has significant experience in the new employee's role</li> </ul>
<b>CO-WORKERS</b>	<ul style="list-style-type: none"> <li>Make new employee feel welcome</li> <li>Answer questions</li> <li>Create time to talk with the new employee to get to know him/her</li> <li>Share relevant information to help the new employee in the new role</li> </ul>
<b>HR DEPARTMENT</b>	<ul style="list-style-type: none"> <li>Delivers onboarding program elements</li> <li>Delivers new employee orientation</li> <li>Ensures employee has all key information regarding conditions of employment</li> </ul>
<b>LEARNING AND DEVELOPMENT FUNCTION</b>	<ul style="list-style-type: none"> <li>Provides learning and development opportunities</li> </ul>
<b>MANAGEMENT TEAM</b>	<ul style="list-style-type: none"> <li>Creates time for new employees by seeking opportunities to connect with them</li> <li>Shares organization mission, vision, values and strategic goals</li> </ul>



# Onboarding Partners



It can be helpful to match a new employee with an onboarding partner. The onboarding partner supports the new employee through the onboarding plan, teaches select skills and processes, and serves as a resource to answer questions and encourages the new employee.



An onboarding partner builds a quick link between the employee and the organization (and its culture), positively impacting the engagement and productivity of the new employee.



An onboarding partner should be a friendly volunteer employed in the organization who is not in direct supervisory relation to the new employee, with high personal standards, a positive attitude, strong communication skills and deep organizational knowledge.

Keep in mind that the onboarding partner will likely be going above and beyond the regular requirements of his or her own job to serve as an onboarding partner. Take time to recognize the extra effort, perhaps with eligibility for a special training, recognition from the CEO, etc.



The onboarding partner is not the new employee's manager or supervisor, and therefore should not be expected to conduct activities typically expected of the manager. For example, the onboarding partner should not be responsible for creating performance or development expectations or assessing performance.

## Prepare For the New Employee's Arrival



Engage key people in planning and include them in the onboarding process (e.g. manager, onboarding partner, other employees the new person will be working with)

Prepare the necessary equipment and supplies the new employee will need on the job

# Develop a Written Onboarding Plan for the First 90 Days



Develop a written onboarding plan that spans the new employee's first 90 days, including what the employee is expected to learn, specific activities to complete, and how success will be measured.

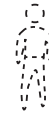
**THE FOLLOWING SHOULD BE CLEARLY STATED**



**OBJECTIVES FOR EACH ACTIVITY**



**TIMELINES**



**ROLES & RESPONSIBILITIES**

**CONSIDER DIVERSIFYING THE METHODS OF LEARNING FOR THE NEW EMPLOYEE**



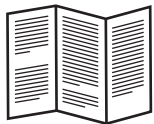
**ROLE PLAYS**



**VIDEOS/ DOCUMENTARIES**



**WORKING GROUPS**



**WRITTEN REFLECTIONS**



**POWERPOINT PRESENTATIONS GIVEN BY EXISTING EMPLOYEES/TEAMS**



**ENERGIZING GAMES TO TEACH CONTEXT AND TEST FOR UNDERSTANDING**



**ICEBREAKING GAMES WITH THE NEW TEAM**



**"MEET AND GREETS" WITH INDIVIDUALS IN THE ORGANIZATION**

**30 60 90**

Establish milestones such as 30, 60, and 90 days on the job to check in on the new employee's progress towards the stated goals and activities.

## Welcome the New Employee

**MAKE THE FIRST DAY ON THE JOB SPECIAL, FOR EXAMPLE:**



**SEND AN EMAIL TO THE ORGANIZATION/ WORK GROUP TO INTRODUCE AND WELCOME HIM/HER ONBOARD**



**INTRODUCE THE NEW EMPLOYEE TO THE PEOPLE THEY WILL BE WORKING WITH RIGHT AWAY**



**REVIEW THE WRITTEN ONBOARDING PLAN WITH THE NEW EMPLOYEE AND DISCUSS EXPECTATIONS**



**ONBOARDING PLAN**



**NEW EMPLOYEE ORIENTATION PROGRAM**

# Conclusion

You will find that high performing organizations demand a workforce with the talents and skills to accomplish strategic goals; a workforce engaged, aligned with your organizations's values, and a perfect fit for the jobs they are entrusted with. An effective recruiting and selection process is a critical step in creating this workforce. It's easy to hire a person, but hiring the right person for the right role requires a thoughtful approach. One that will save you time and energy in the long run.

Recruiting and selecting people who are wrong for your organization or position can lead to increased labor turnover, increased costs for the organization, and lowering of engagement with your current employees. Such people are likely to be discontented, unlikely to give their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident. Your managers and HR team will have to spend extra time on further recruitment exercises, when what is needed in the first place is a systematic process to recruit and select the best candidate for the job.

Effective recruitment starts with identifying the competencies for a successful person in the job, developing the job description and then sourcing qualified applicants.

Selecting the right candidates starts with screening applicants, evaluating candidates, and selecting the best person for the job. The final step of onboarding the new employee into the organization will help ensure your efforts throughout the process pay off.

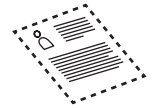
This toolkit has outlined a holistic approach to recruitment and selection that can be consistently implemented together by the human resources team and hiring managers. The tools and examples are there to support you in identifying future employees who will be most successful, ultimately setting the foundation for your organization's success.



## RECRUITMENT AND SELECTION STEPS



**IDENTIFY COMPETENCIES**



**DEVELOP A JOB DESCRIPTION**



**SOURCE APPLICANTS**



**APPLICANT SCREENING**



**CANDIDATE EVALUATION**



**SELECTION OF FINAL CANDIDATES**



**ONBOARD NEW EMPLOYEES**

# Glossary

**Accountability:** The responsibility placed on an individual or group for their own or others' actions, conduct, performance, projects, etc.

**Applicant:** A person who seeks work at a certain employer's facilities and who meets certain prescribed standards, as defined by the employer.

**Applicant pool:** The sum total of all individuals who have applied for a position either by submitting a resume or application for employment that the employer uses to select candidates for employment.

**Analytical thinking:** The ability to analyze facts, generate a comparison and draw correct inferences or conclusions from available information.

**Behavior-based interview:** An interview technique that focuses on a candidate's past experiences, knowledge, skills and behaviors by asking the candidate to provide specific examples of when he or she has demonstrated certain behaviors or skills as a means of predicting future behavior and performance.

**Competencies:** The knowledge, skills and behaviors required to perform a specific task or function.

**Curriculum Vitae (CV):** A written description of a candidate's work experience, educational background, and skills; a resume.

**Employment brand:** The way an organization's prospective applicants, candidates and employees perceive the organization as an employer.

**Employee retention:** Organizational policies and practices designed to meet the diverse needs of employees and create an environment that encourages employees to remain employed.

**Internal recruitment:** The practice of assessing the employer's current workforce to determine whether or not current employees possess the required skills or qualifications to fill specific vacancies either through promotion or transfer.

**Interview:** Used during the selection process, an interview is a face-to-face meeting with an individual or group, which involves asking questions to elicit information from the applicant to determine whether or not an applicant is suitable for a position of employment.

**Job description:** A written description of a job which includes information regarding the general nature of the work to be performed, specific responsibilities and duties, specific knowledge and skills required, and working conditions.

**Minimum qualifications:** The attributes of a job description that establish a baseline for meeting the qualifications for a particular position.

**Onboarding:** A comprehensive approach by which new employees acquire the necessary knowledge, skills and behaviors to become effective in the new organization.

**Orientation:** The introduction of new employees to the organization during the first days of employment. Typical information provided includes the organization's history, vision and values, structure and policies.

**Recruitment:** The practice of soliciting and actively seeking applicants to fill open positions using a variety of methods (internal job postings, advertising in newspapers or electronic job boards/sites, utilizing search firms, listing position with trade and professional associations, etc.).

**Resume:** A written document outlining an individual's work experience, skills, educational background, accomplishments and other related information supporting his or her career goal; a curriculum vitae (CV).

# Handouts



**COMPETENCY DEFINITIONS (ABBREVIATED DIRECTORY OF COMPETENCIES IMPORTANT TO MICROFINANCE)**



**JOB DESCRIPTION (FIELD OFFICER)**



**JOB DESCRIPTION (BRANCH MANAGER)**



**JOB DESCRIPTION (SAVINGS OFFICER)**



**INTERNAL JOB POSTING TEMPLATE (BRANCH MANAGER)**



**SOURCING EXTERNAL APPLICANTS**



**APPLICATION FORM (FIELD OFFICER)**



**PREPARING FOR THE INTERVIEW**



**GUIDELINES FOR THE INTERVIEW**



**BEHAVIOR BASED INTERVIEW GUIDE (FIELD OFFICER)**



**BEHAVIOR BASED INTERVIEW GUIDE (BRANCH MANAGER)**



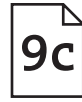
**BEHAVIOR BASED INTERVIEW GUIDE (SAVINGS OFFICER)**



**CANDIDATE INTERVIEW RATING FORM (FIELD OFFICER)**



**CANDIDATE INTERVIEW RATING FORM (BRANCH MANAGER)**



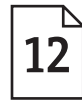
**CANDIDATE INTERVIEW RATING FORM (SAVINGS OFFICER)**



**PRE-EMPLOYMENT ASSESSMENT VENDORS**



**GUIDE TO TELEPHONE REFERENCE CHECKS**



**EMPLOYMENT LETTER TEMPLATE**



**CANDIDATE TURNDOWN LETTER**



**ONBOARDING PLAN**



**NEW EMPLOYEE ORIENTATION PROGRAM**

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**RECRUITMENT AND SELECTION AT A GLANCE**

