

UNCAC COALITION

RECRUITMENT POLICY

(adopted by CCC and endorsed by membership – 22.08.2019)

1. Purpose

The purpose of this policy is to ensure a consistent and professional approach to UNCAC Coalition (the Coalition) recruitment through providing detailed guidance and overarching principles for the hiring process.

2. Scope

This policy applies to all recruitment conducted by the organization, be it for part-time or full-time roles, and at all levels of seniority.

3. Guiding Principles

- 3.1 The Coalition is committed to recruiting high caliber staff with exemplary standards of integrity to deliver on its goals and objectives.
- 3.2 The Coalition is determined to ensure that its recruitment practices are consistent with its own organizational values and industry good practice, including being open, fair, accountable, and objective.
- 3.3 The Coalition is eager to allow opportunities for growth and career progression to its employees, to the extent that is possible given its organizational size and its commitments to high quality appointments and due process (3.1 and 3.2 above).

4. Recruitment Mandate

- 4.1 As the Coalition steering body, the Coalition Coordination Committee (CCC) has the ultimate authority over the organization's recruitment practices and decisions, but in the interests of operational effectiveness, it vests a part of these powers in its Managing Director (MD), who holds the general responsibility for the management of staff as per Coalition Charter.
- 4.2 The respective roles and responsibilities between the parties in the hire of Coalition staff are as follows, with further detail provided through Appendix 1:
 - 4.2.1 The CCC conducts the recruitment for the MD position; and is involved through CCC members it designates in the recruitment of other senior management roles, including holding the power of veto.¹

¹ Senior management roles here imply positions with substantial responsibility and/ or decision-making power within the organization.

- 4.2.2 The MD shall have the competence and the authority to hire the organization's non-executive staff, while keeping the CCC apprised of this work through their standard activity reporting.
- 4.2.3 The MD authority to recruit for new roles is limited to those already included in the CCC reviewed organizational budgets. For any further unforeseen roles, an express approval by the CCC is required, with focus on their financial feasibility (rather than operational need).

5. Recruitment Process

- 5.1 Once a recruitment need is identified either through vacancy or a demand, the person/s leading the process - being the MD, or CCC in the case of MD hire (the Recruitment Lead) - shall draw up a job description outlining at a minimum:
 - (a) the key duties of the role
 - (b) principle reporting lines
 - (c) duration of employment
 - (d) minimum salary
 - (e) the essential and desirable personal criteria of the candidate, including their qualifications, experience and expertise.Such criteria will provide the specifications against which the candidates can be assessed throughout the recruitment process.

- 5.2 All recruitments shall be done by way of competitive selection, with the norm being an external recruitment process to attract highest quality talent and ensure organizational accountability. In cases where a valid written justification is provided to the Board, an internal candidate search can be initially carried out, usually justified by unique business circumstance or if there is an interested staff member clearly fulfilling the position requirements. In the case of an internal recruitment, the candidates shall face the same evaluation process as if the position was advertised for externally.

External Search

- 5.3 For an external hiring process, the Recruitment Lead shall issue a public call for applicants using one or more of such means as newspaper advertising, announcements on the Coalition's website and/or relevant job sites, head-hunting, social media, or other approaches that can help secure a sufficient talent pool of candidates.
- 5.4 The call shall be open for a minimum of 3 weeks, with the possibility of shortening this period to 2 weeks in the case of a demonstrated emergency. The call shall also stipulate that the Coalition is an equal opportunity employer, and, where appropriate, may signal the presence of a strong internal candidate if there is one.
- 5.5 A pre-screening of candidates based on their applications will be carried out, with the shortlisted applicants invited for one or more rounds of personal interviews with

Recruitment Lead and any other persons whom they deem appropriate. Performance tests and reference checks may be carried out.

- 5.6 Once the final selection has been made, the candidate selected shall be informed of the decision and terms of employment will be negotiated by the Recruitment Lead in accordance with the budgetary projections and the particular profile of the candidate.
- 5.7 The selection process should be completed within 6 weeks from the closing date for applications, and all candidates shall receive clarity on the success of their submission, be it through direct feedback or by default through upfront notice of the hiring process timeline. The Recruitment Lead may consider getting feedback from the candidates on their experience of and satisfaction with the recruitment process.
- 5.8 All incoming staff shall receive an induction process from the Recruitment Lead and/or the persons they designate.

Internal Search

- 5.9 In the case of an internal recruitment, all staff shall be made aware of the vacancy and of the possibility to submit their applications.
- 5.10 Interviews will be conducted with all internal candidates that, based on their submitted application, meet the job requirements. If internal candidates are deemed to be suitable, based on their interview and any possible performance tests, they are offered the position and there is no need for an external advertisement. If the Recruitment Lead decides an external recruitment is still necessary following an internal recruitment process, the Lead shall provide feedback to internal candidates interviewed for the position and inform them if their candidacy is still being considered with the applications of external candidates.

6. Miscellaneous

- 6.1 The Coalition values diversity irrespective of nationality, origin, race, religion, gender identity, sexual orientation or other personal characteristics. Its policies encourage a workplace free from discrimination and any form of harassment. The Recruitment Lead will ensure that equality of opportunity is an integral part of the recruitment process.
- 6.2 All candidates for recruitment must be committed to the values, principles and practices of anti-corruption as enshrined in UNCAC and to the vision, mission and objectives of the Coalition. If deemed necessary, the Recruitment Lead may request that candidates provide evidence that they have not been convicted of a corruption-related offence.
- 6.3 All individuals involved in the candidate selection must disclose to the Recruitment Lead or to the CCC (in the case of MD), any circumstances, which might place them in actual or perceived conflict of interest in the recruitment process. A conflict of interest arises if the impartial and objective performance of the obligations is compromised by – but not exclusively –
- (a) family relationship
 - (b) personal relationship

- (c) political or national affiliation
- (d) economic interests.

- 6.4 Immediate family members (up to 3rd degree relatives) of CCC members or the MD shall not be appointed as employees.
- 6.5 Any complaints regarding the Coalition recruitment process shall be sent to the CCC chair, who will determine the next course of action that may include further investigation, providing anonymized feedback to the Recruitment Lead (with or without a request for corrective action), taking no further steps, or deciding on some other approach given the particulars of the case. In the instance of MD hire, the complaint can also be addressed to any other member of the CCC, or to the incumbent MD, depending on the complainant's preference.
- 6.6 Key recruitment related documentation (the Recruitment Record) shall be retained for a period of at least 5 years, save for the documents containing personal details of denied applicants, which shall be processed and destroyed in line with Austrian data protection regulation. The criteria for the Recruitment Record shall be proposed by MD and approved by the CCC, while taking account of the organization's statutory and donor obligations.
- 6.7 The recruitment policy shall be posted on the Coalition website and be provided to any individuals electronically upon their request.
- 6.8 This Recruitment Policy shall be effective immediately and will be subject to periodic review and amendments at the discretion of the CCC as and when deemed necessary.

Appendix 1

RECRUITMENT ROLES MATRIX

Vacant Position	Recruitment Process Role		
	CCC	MD	SM/ NES*
Managing Director (MD)	Lead	Applicant	Consulted and/ or informed
Senior Management (SM)	Participant and co-decision-maker with power of veto	Lead	Consulted and/ or informed
Non-Executive Staff (NES)	Participant upon request of MD, subject to availability	Lead	Consulted and/ or informed

* The individual SM/ NES roles to be determined by the Recruitment Lead at the outset of the recruitment process, factoring among other the availability of institutional resources, likely functional relationships and reporting lines.
