

## **POLICY # 001: RECRUITMENT AND SELECTION POLICY**

### **Policy Statement**

The success of the Statistical Institute of Belize relies on its ability to recruit and select the best possible candidate in a timely and cost-effective manner. This contributes to the Institute's strategic aim and helps to ensure continuous improvement in standards and capability. The Recruitment and Selection Policy provides a framework and structure for all SIB staff engaged in the recruitment and selection process.

### **Purpose**

The Statistical Institute of Belize is committed to providing accurate high quality statistical information. To support the achievement of this objective we recognize the importance of employing the best suitable applicant for all vacant positions.

- SIB will ensure it has the best opportunity to attract the best available staff by broadly advertising (internally and externally as deemed appropriate) all vacant positions.
- SIB will take all reasonable steps to ensure that applicants may be safely entrusted with the duties of their position.
- SIB is committed to providing a work environment that is free from harassment and discrimination.

All recruitment and selection procedures and decisions will reflect SIB's commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to factors such as age, gender, marital status, race, religion, physical impairment or political opinions.

### **Scope**

- This policy applies to **all** applicants and prospective employees engaged in the Institute's recruitment and selection process.
- This policy relates to employment of **all** staff except the Director-General.

### **Definitions**

- **Recruitment** is the process of gathering a group of qualified applicants. It includes writing a job description and internal and external advertising.
- **Selection** is the process designed to determine the most qualified candidate from the group of applicants. It includes reviewing resumes, interviewing, work related testing, reference checks and the final employment offer.

Selection criteria will be derived from the job description and person specification and used to match an applicant's qualifications, skills and personal attributes to the requirements of the advertised role.

### **Responsibilities**

It shall be the responsibility of the **Director-General or Deputy Director-General** to implement this policy and to monitor its performance.

It is the responsibility of **Managers and Supervisors** to ensure that:

- They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- Staffing levels for their department are determined and authorized;
- All roles have current job descriptions that specify role requirements.

It is the responsibility of the **Human Resource Manager** to ensure that:

- All managers are aware of their responsibilities in the recruitment and selection process;
- Managers are given continuous support and guidance regarding recruitment and selection issues.

### **Procedures**

#### **Pre-Recruitment Activities**

When it becomes necessary to recruit for a position in a department, the department manager should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.

If no job description exists for the available position, or if it requires revising, this is the responsibility of the respective department manager. Once the new job description or amendments have been drafted, it should be forwarded to the Human Resource Manager who will then forward to the Director-General for approval.

#### **Direct Internal Appointments/Promotions**

The SIB offers employees promotions to higher-level positions when appropriate. Management prefers to promote from within and *may* first consider current employees with the necessary qualifications and skills to fill vacancies, unless outside recruitment is in the Institute's best interest.

In situations where a department manager wishes to consider an employee for promotion who meets the specific selection criteria for the vacant position, he/she must make a recommendation and forward to the Human Resource Manager.

In considering the promotion of an employee to fill a vacant post, management shall base its decision on the following:

- employee must have held their current position for at least one year;
- have satisfactory performance record and have no disciplinary violations during the previous twelve months;
- educational qualification, and any special qualification of the employee and the result of special courses of training undertaken;
- points and overall grades and comments made in the performance appraisal report of the employee;
- employee's capability to function efficiently in the post which he/she is seeking to fill;
- employment history and the general fitness of the employee;
- level of seniority;
- any other information which management may require.

An employee shall not be promoted to a position for which he/she is not qualified.

An employee who is promoted may be required to serve a new probationary period for *three* months or up to *six* months in exceptional cases.

The Director-General must approve all promotions.

The Director-General retains the discretion to make exceptions to this policy.

### **Internal Advertising**

The goal of internal advertising is to ensure that all employees are made aware of and have the opportunity to apply for open positions for which they are suitably qualified.

Where appropriate, SIB will advertise all vacancies internally, although SIB reserves its discretionary right to not post a particular vacancy.

Exceptions to this rule may occur when:

- The position is of such a specialised nature, and/or appropriate skills are not available within the institute; or
- Organizational restructuring; or
- There is a need to make a direct appointment or promotion into the vacant position.

Upon receiving approval from the Director-General for the vacant position to be filled, the Human Resource Manager will advertise the available position internally for a maximum of *ten* working days.

Internal advertisements should include the following:

- Position title;
- Outline of the position;

- Skills required for the role;
- Closing date for applications.

To be eligible for an internal vacancy, an employee must be in good standing with the SIB, and must have performed competently for at least *one year* in their current position.

Employees who are on probation or suspension are not eligible to apply. Eligible employees may only apply for those vacancies for which they possess the required skills, competencies and qualifications.

All internal applicants should forward a current copy of their resume, together with cover letter, to the Human Resource Manager for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position.

Employees are encouraged to talk to their department managers about their career plans. Equally, department managers are encouraged to support employees' efforts to gain experience and advance within the Institute.

### **External Advertising**

Where a position cannot be filled internally or where it is appropriate to conduct an external recruitment campaign, the available position/s should be advertised through relevant networks, on SIB website, and through local newspapers.

All advertisements must be approved by the Director-General or Deputy Director-General.

The Human Resource Department will administer the placement of the advertisement and monitor applications received.

### **Screening Applicants**

Resumes must be screened against the position description so that assessments can be made of their suitability for the specific position. Applicants who are assessed as suitable will then be selected for interview.

The Human Resource Manager shall consult with the respective department manager for assistance with the screening process.

Previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.

## Conducting Interviews

The short-listing and interview process will be conducted by a selection panel which will be appointed as per below:

- (a) Interviews to fill vacant posts at the Deputy Director-General and the management level shall be conducted by the Director-General and two members of the Board.
- (b) For other positions, an interviewing panel consisting of the Human Resource Manager, the Director-General or Deputy Director-General and the respective department manager shall be convened to review applications and conduct interviews.
- (c) If any member of the panel finds that they are assessing any applicant where there is a perceived or actual conflict (*e.g.* Where the applicant is a family member, friend or past colleague) they shall declare the perceived or actual conflict to the panel.
- (d) Applicants shall possess the requisite qualifications for the position as stated in the position advertisement. Consideration shall be given to education, experience, aptitude, capacity, knowledge, character, physical fitness (as it relates to the essential functions of the position), to determine the relative suitability of the applicants.

## Selection

- (a) A variety of selection methods may be adopted in addition to the interview including: presentations, in-tray exercises and psychometric testing. Candidates will receive notice of selection methods prior to the interview.
- (b) To ensure we operate fairly and consistently, the institute prefer to conduct interviews face to face. However, in exceptional circumstances a remote interview may be considered for non-management positions only (*e.g.* Skype, Telephone or Video Conference). If the institute agree to a remote interview *and the candidate involved becomes the preferred option*, a final face to face meeting must take place before an offer of employment is made.
- (c) The interview panel shall endeavor to select the *three* best applicants as their first, second and third choices.
- (d) In the case of management positions, the Board will make the final selection taking into consideration the recommendation of the interview panel.
- (e) For all other positions, the Director-General will make the final selection taking into consideration the recommendation of the interview panel.
- (f) An offer of employment may be contingent upon an applicant's successful completion of a medical examination, drug testing and verification of required licenses and/or certification.

## **Appointment**

If an *internal candidate is selected*, the Human Resource Manager shall notify the successful candidate and the respective department manager. Upon acceptance of transfer by the internal employee, the Human Resource Manager will prepare a written letter of offer for the successful candidate. The letter of offer will confirm the start date, salary, position and the terms and conditions of employment pertaining to the employee.

Additionally, the department manager shall coordinate with the Human Resources Manager to make all necessary arrangements to effect transfer within *two weeks'* time.

If an *external candidate has been selected*, the Human Resource Manager shall contact the successful candidate and inform him/her of the successful application via the most efficient medium possible within *five* working days of making a decision to hire.

In the event that the first choice refuses the offer of employment, the Human Resource Manager shall contact the second choice or third choice as necessary and inform him/her of the successful application.

The Human Resource Manager shall forward to the successful candidate a letter of offer of employment within *five* working days of making a selection. The successful candidate should express acceptance or otherwise within *five* working days of receipt of offer.

Once the Human Resource Manager has received the candidate's signed letter of offer, the Human Resource Department is to notify all unsuccessful candidates who were interviewed.

The respective department manager is responsible for liaising with the Human Resource Department to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.

The Human Resource Department will make arrangements with the employee for orientation.

## **Records and Correspondence**

All contact regarding the position is to be filed in the Human Resources Department and marked "*Confidential*".

Letters/emails of acknowledgment should be posted to all applicants prior to the short-listing of final suitable applicants. Short-listed but unsuccessful applicants should be advised within *two weeks* of making a selection that their CV will be retained by the Human Resource Department for future reference.

Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview should be sent an email advising them that their application has been unsuccessful.