

RECRUITMENT, PROMOTION AND TRANSFER POLICY

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AMENDMENT/ REVIEW	
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1. Introduction and objective

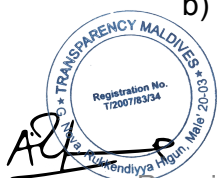
This policy is designed to establish written procedures to guide recruitment, promotion and transfers of employees at Transparency Maldives (TM) and ensure that all stages of the process are managed professionally and transparently.

TM is committed to uphold the good governance principles of Transparency International and to provide equal employment opportunities in line with the Employment Act of the Maldives (Act No 2/2008). As such, TM guarantees that all recruitments, promotions and transfers of the organization will be subjected to and supported by a merit process, to employ and retain qualified candidates to the organization.

2. Type and forms of recruitment

TM's recruitment will comprise of the following:

- Permanent recruitment – defined as 'permanent' employment, these recruitments offer employment with an indefinite period of term and will continue until termination or retirement
- Contract recruitment – defined as 'contract' employment, these recruitments offer employment with a definite period of term, and will continue until the end



of the specified contract period, and will not exceed a maximum period of 2 (two) years

- c) Recruitments specific for a certain type of work – defined as ‘fixed-term’ employment, these recruitments are specific to a certain type of work and will terminate upon completion of the specified work undertaken without requirement of further notice
- d) Part-time employment – employment which require fewer hours than permanent recruitment, on average less than 48 hours per week, for a period less than 1 year or on seasonal basis.

This policy is only applicable to those recruited to TM under an employment agreement as defined by the Employment Act of the Maldives. This policy is not applicable to provision of services provided by independent consultants/contractors/ and other parties to TM, under various forms of service agreements that does not fall under the purview of the Employment Act of the Maldives.

Decisions to recruit employees will be taken by the Executive Director (ED) and may take the following forms.

- a) Recruitment through open advertising – this will take the form of announcing job openings to the public, normally published and disseminated through TM’s website and social media platforms.
- b) In-house job openings – this mode will consist of advertising job openings only within TM and are restricted to TM employees.
- c) Headhunting – this will take the form of ED identifying potential candidates, either externally or internally, and offering them positions or recruitment contracts as required by TM.

3. Understanding staffing and job requirements

Before proceeding with any form of recruitment or promotion, it is important to understand the staffing requirement and job scope. This exercise will be undertaken by ED, in consultation with relevant line managers, designated HR and finance personnels.



Staffing requirement will consist of identifying the number of staff, positions and level required to execute a task, based on TM's work plans or project plans. Similarly, job scoping will entail identification of functions, core responsibilities, required skills as well as duration of the contract. This process will also assist in determining the type of recruitment to be undertaken (eg: permanent, contract).

4. Employment of minors

In accordance with the Employment Act of the Maldives, TM will not employ minors under the age of 16 (sixteen), except in connection with trainings associated with their education or deportment.

As a general rule, children under the age of 18 (eighteen) will not be eligible to apply for any form of permanent employment or contract employment advertised by TM.

Children between the ages 16 (sixteen) to 18 (eighteen) will be eligible to apply for part-time or short-term recruitments and in such cases, TM has to obtain written approval from their legal guardians before confirming any form of employment. In addition, TM will respect and uphold the following conditions outlined in the Employment Act of the Maldives:

- a) Avoid engaging minors in any work or conditions that may have detrimental effects to their health, safety, education and conduct
- b) Refrain from assigning or engaging any work that should be carried out during school hours of the minor.
- c) Ensure that minors are not required to work after 11pm at night

5. Recruitment for permanent contracts

The decision to proceed with permanent contract recruitment will be done by the Executive Director. ED may choose to recruit for permanent contract through:

- a) Open advertising – open job announcements to invite applicants from the public
- b) In-house promotion – either through internal advertising or headhunting



If ED chooses to recruit through open advertising, the job announcement should be widely circulated and published. For permanent positions, if TM is unable to obtain suitable candidates through the first round of advertising, a second announcement should follow. If TM is unable to attract suitable candidates through the second announcement, ED can consider the following options to proceed:

- a) Headhunt for suitable candidates within TM and offer the position
- b) Headhunt for suitable candidates outside TM and offer the position
- c) Adjust the job requirements or salary scale and re-announce again (refer to TM's job and salary structure to proceed)

If ED choose to headhunt internally, ED should take into consideration, past performance, seniority and service to TM, and skills and competencies required for the position offered to the employee. If ED decides to headhunt externally, relevant experience, education, skills and competencies, should be taken into account before offering a permanent position to a candidate. Any adjustment to the job requirement or salary scale should be brought in line with TM's job and salary structure.

ED's decision to recruit through open advertising and in-house, or any adjustments brought to job requirement or salary scale, and selection process, should be documented in writing, with justification and rational of the mode of recruitment chosen, and shared with Board for information.

6. Recruitment for short-term contract

For short-term contracts, or contracts with duration not exceeding 2 years, open advertising is preferred and recommended. However, if ED is unable to obtain suitable candidates after advertising once, ED may opt to headhunt and offer the position to potential candidates, taking into consideration the timeline and urgency of the position. Similarly, if the contract duration is less than 6 months, ED may choose to headhunt directly instead of advertising the position.

No adjustments to the job requirement or salary should be made for short-term contracts.



Decisions taken by ED to headhunt should be documented in writing, with justification and rational of the mode of recruitment chosen, and shared with Board for information.

7. Recruitment for fixed-term contracts

For fixed-term contracts open advertising is preferred and recommended, especially if the contract duration is more than 1 years. However, if ED is unable to obtain suitable candidates after advertising twice, ED can proceed with the following course of actions:

- a) Headhunt for potential candidates outside TM and offer the position
- b) Headhunt for potential candidates within TM and offer the position
- c) Short-list potential applicants from those who applied to the position, who may not fully meet all the required criteria of the job announcement

For fixed-term recruitments, ED may adjust job requirements or salary scale if no suitable candidates are available through the first round of job announcement in line with TM's job and salary structure, before making a second announcement.

Decisions taken by ED to headhunt, adjust job requirement or salary scale, or proceed with applicants who do not meet the required job criteria, and the selection process, should be documented in writing, with justification and rational of the mode of recruitment chosen, and shared with Board for information.

8. Recruitment for part-time contracts

Part-time positions and duration will be identified by ED, in consultation with line managers and designated HR personnel. For part-time recruitments, open advertising is preferred and recommended. However, if ED is unable to obtain suitable candidates after advertising once, ED can proceed with headhunting and offer the position to potential candidates.

The salaries and wages offered for part-time position will be set on hourly rate by dividing the wages equivalent to the permanent position of the same rank and job, as outlined in TM's job and salary structure.



9. Establishing and maintaining a merit pool registry

A merit pool is created to assist TM maintain records of potential candidates, with qualifications and competencies that merit attention. Merit pool registry will be created by compiling information of strong candidates whose applications to previous TM job openings were not successful as well as existing and former interns with good performance records. TM may also include volunteers or other associates with good recommendations for the merit pool registry.

The merit pool registry will be ideally used to assist ED with the headhunting process. However, ED may also choose to select candidates outside the merit registry if required.

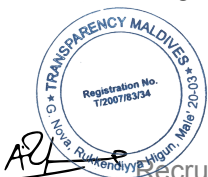
Designated HR personnel from TM will update the records of the merit pool registry on an annual basis, based on information obtained from new applicants and internship requests.

10. Receiving applications and screening candidates

All applications together with supporting documents will be accepted through email before the stipulated deadline. Any application or supporting document emailed after the deadline will be rejected and no exception will be made for any candidate under any circumstance, internal or external.

Designated HR personnel from TM will review all applications to see if all documents are in order. Any application with missing supporting documents will be considered invalid and automatically disqualified.

All valid applicants will then be screened against the job requirements to determine their eligibility and shortlisted for subsequent assessments and interview. If there are more than 15 (fifteen) applicants for any given job advertisement, TM can shortlist and select the best 15 (fifteen) candidates for further assessment. If there are less than 15 (fifteen) candidates, all candidates will be subjected to the assessment and interview stage. The criteria to shortlist candidates is given in Annex 1.



11. Internal applicants

Existing employees of TM can apply for internal/external job openings advertised by TM before the stipulated deadline. No exceptions will be given to accept any applications or supporting documents after the deadline.

For internal job openings, internal applicants will undergo an interview process conducted by ED/selection committee. If there are more than one employee competing for the same position, they will be assessed based on their seniority, performance, relevant experience and competencies required for the job. All candidates who apply for internal job openings will be interviewed if they meet the minimum criteria stated in the job announcement.

For external job openings, internal applicants will be subjected to all assessment stages along with external candidates, including interviews, written or verbal testing and referee checks. Selection Committee can also make exceptions in cases where TM employees who apply for external job openings are not short-listed after being subjected to the short-listing criteria in Annex 1.

12. Selection Committees

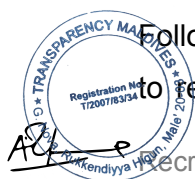
Selection Committees are formed by ED to conduct the assessments and interviews of job applicants and make decisions on selecting candidates for job advertisements. Selection Committees will be formed to make decisions on recruitment for all job openly announced and will make the final decision on selection of candidates.

If there are more than 15 applicants eligible for the job opening, Selection Committee will also make decisions on shortlisting applicants for assessment and interviews.

Selection Committees will be constituted with 3 members comprising of designated ED/ designated HR personnel and relevant line/ project/ program managers. If ED decides, external members may be invited to be part of the Selection Committee.

13. Reference checks and extending job offer

Following interviews and assessments, candidates who are selected will be subjected to reference checks by designated HR personnel (Annex 4). TM will normally ask



candidates to provide a minimum of 2 (two) professional references. However, this requirement will be waived in the following circumstances:

- a) For positions which does not require previous work experience
- b) If candidates have already submitted reference letters with their applications

If designated HR personnel are not able to complete reference checks within two weeks of selection, a conditional offer (Annex 2) can be made to the selected candidate, contingent on the satisfactory completion of the required reference checks.

If for any reason, referees abstain from responding to reference checks, TM will provide candidates with the opportunity to provide additional referees in lieu of the ones mentioned in their application within the first two months of the employment probationary period.

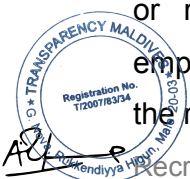
If referees fail to provide a satisfactory reference, or abstain from providing any reference, TM can withdraw the employment offer before the completion of the probationary period (Annex 5).

14. Continuous extension of contracts and fixed-term employments

In line with the Employment Act of the Maldives, the duration of contract recruitments outlined in Section 2(b) of this policy will not exceed a maximum period of 2 (two) years. Similarly, the duration of fixed-term contracts, outlined in Section 2(c) of this policy will not exceed the duration specified for the respective contracts.

ED can initiate a new contract with a contract employee or a fixed-term employee, after a gap of 1 (one) month period following the completion of the last or an earlier contract with the same employee. ED can choose to provide a promotion, in line with Section 13 of this policy, when initiating a new contract in this manner.

If TM extends or renews the employment period of a contract recruitment, defined in Section 2(b) of this policy, in a manner whereby the total duration of the initial contract exceeds 2 (two) years, without providing a sabbatical or gap in between the extension or renewal, the employment agreement will be re-defined as a permanent employment, as outlined in Section 2(a) of this policy, and the terms and conditions of the recruitment contract should be changed accordingly.



In addition, employment agreements of a definite term or specific to certain types of work, as outlined in Section 2(b) and 2(c) of this policy, will be deemed as permanent employment if the objective or effect of the employment agreement is such that the employee is required to carry out employment of a kind which is usually carried out at the place of work on a permanent basis.

15. Promotions and re-designation

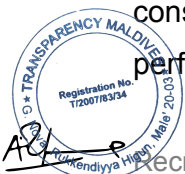
TM endears to recognize, reward and retain qualified and high-performing employees in the organization. Internal promotion is one way to retain valuable employees and benefit from the continuation of their services to the organization.

Any advancement given to an employee, in terms of elevating to a different position with increased responsibilities with/or adjustment to a higher salary scale, is considered as a promotion. The two main types of promotion that TM will provide are:

- a) Promotion by rank or vertical promotion – promotion to a higher rank/level/classification with greater responsibility and/or managerial authority
- b) Promotion by grade or horizontal promotion – advancement to a higher salary scale across the same job rank/level/classification with greater autonomy, comparable or greater responsibility and/or managerial authority

Promotions by grade for both permanent recruitments and fixed-term recruitments will be undertaken in line with TM's job and salary structure and will be undertaken by ED annually at the beginning of each calendar year. No change to employee's grade or designation will follow promotions by grade. Promotions by grade approved by ED should be documented in writing, with justification and rational, and shared with the Board immediately.

Promotions by rank will take the form of re-classification of existing or new positions by ED and subsequently offered to an incumbent employee. Re-classification will expand the responsibility and level of authority of the incumbent employee and will generally be followed by re-designation of the employee's job title. ED should also consider factors such as seniority, accumulated work experience and service to TM, performance record of an employee, skills and competencies, before offering



promotions by rank. Promotions by rank approved by ED should be documented in writing, with justification and rational, and shared with the Board immediately.

No promotions by grade or rank should be awarded to short-term contract recruitments. Budget availability and sustainability should also be confirmed before approving any promotion.

16. Internal transfers and re-designation

A job transfer is defined as the movement of an employee from one position to another position within the same classification/level and similar pay grades across the organization. ED may transfer employee across the organization on an ad-hoc basis if more human resources need to be diverted towards completing a specific project/program/task.

Such transfers are temporary and bound to the completion of the specified project/program/task and records of employee transfer should be maintained by designated HR personnel. Transfers in this manner should be documented in writing by ED and shared with the employee transferred and designated HR personnel.

Employees who are transferred in such a manner should be given priority to remain and be permanent, if they wish to do so, if a similar permanent position opens within TM. Employees who wish to return to their former position and duties should be given the priority to do so within the duration of their employment contract.

ED should ensure that no employee should be transferred to a position higher than their incumbent position or assigned responsibilities of a superior position. In the event that such a transfer required the incumbent to take-on additional responsibilities of a higher position, ED should seek to formalize the transfer as a promotion as soon as possible.

17. Recruitment and promotion of Executive Director

As outlined in TM's Articles of Association, the Executive Director (ED) is appointed by the Board for 'such period and on such terms as the Board thinks fit' and can be removed by the Board. The powers and authority exercised by ED, together with remuneration, is also determined by the Board.



Recruitment and any promotion given to ED will follow the standards/ guidelines established by the Board.

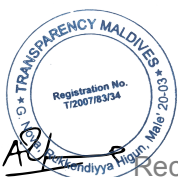
18.Appointment of acting Executive Director

The appointment of an acting ED will follow the standards/ guidelines established by the Board.

19.Implementation of the policy

This policy will be implemented following approval of the policy by Board and after circulation of the policy to all TM employees.

Any subsequent changes brought to the policy will be approved by the Board and disseminated to all employees.



Annex 1: Criteria for shortlisting applicants

The criteria for shortlisting applicants will follow two stages:

Stage 1: Shortlisting based on preset requirements and merit (education and experience)

POINTS FOR EDUCATIONAL QUALIFICATION

- Points will be awarded to educational qualification as below:
 - 1 point will be awarded for the educational qualification listed in the job announcement, with an additional 1 point awarded if the applicant has obtained a higher educational qualification than the one listed in the job announcement.
 - 0.5 point will be awarded for a similar related educational qualification listed in the job announcement, with an additional 0.5 point awarded if the applicant has obtained a higher educational qualification in a similar field than the one listed in the job announcement.
- In cases where the applicant does not meet the minimum educational requirement stated in the job announcement but has obtained a higher educational requirement (eg: instead of a bachelor's degree, have obtained a postgraduate qualification), the candidate will be given the relevant points from the scale above.

POINTS FOR WORK EXPERIENCE

- For work experience, points will be awarded as below:
 - 1 point if the applicant meets the minimum number of years of work experience stated in the job announcement, with an additional 1 point awarded for each consecutive year of work experience accumulated thereof.
 - 0.5 point if the applicant has obtained work experience in a similar field listed in the job announcement, with an additional 0.5 point awarded for each consecutive year of work experience accumulated thereof.
- For entry level positions which does not require work experience, 0.5 point will be awarded for each year if the candidate has prior work experience history.

Stage 2: Shortlisting candidates based on application submission date

- After awarding points for applicants as outlined in Stage 1, if all candidates are awarded equal points, or more than 15 (fifteen) candidates are awarded equal points, the candidates will then be selected for pre employment testing and/or interview process on a first-come first-served basis based on their application submission dates.



Annex 3: Sample employment offer letter

[Name of candidate],
[Address]
[Date]

Ref. No: [xxx]

Dear [Name],

Offer of Employment: [Position]

Please refer to your job application submitted on [date], in response to our job announcement for a [position] and subsequently the job interview held on [date].

I am pleased to inform you that you have been selected for the above position. In this regard, please find enclosed herewith the Terms of the Reference (TOR) for the position.

The duration of the above position is [x]-year, with an initial probation period of 3-month and subjected to the possibility of renewal at the end of the contract period. The remuneration (take-home pay) for the position is MVR. [amount].

If you wish to accept this position, kindly inform us via email to hr@transparency.mv before [date]. Please also let us know via email the earliest date you will be available to commence your new employment contract at TM.

On behalf of TM, I would like to extend our congratulations and look forward to working with you as part of our team at TM.

Yours Sincerely,

[name]
[position]



Annex 4: Sample reference check form

REQUEST FOR REFERENCES FOR NEW APPOINTEES

This is kept strictly confidential for use by the Human Resources Section only and will not be divulged to candidates concerned or third parties.

Name of candidate:

Position:

Name of referee:

Position of referee:

Referee's organization:

1. Please state your working relationship to the candidate

- ☐ Supervisor ☐ Friend
☐ Colleague ☐ Employee
☐ Other (please specify)

2. What was the candidate's dates of employment with you?

3. Is this candidate, in your opinion, technically qualified to operate in the capacity for the position outlined above?

4. How would you rate the following aspect of the candidate.

a. Ability to develop and motivate staff, peers, and colleagues

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

b. Honesty and integrity

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

c. Willingness to take responsibility and contribute to the greater institutional goals of the office

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

d. Respect for a diverse working environment

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

e. Ability to write reports and documents clearly and concisely in English

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

f. Confidentiality

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

g. Dependability

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

h. Drive for results

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

i. Leadership

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

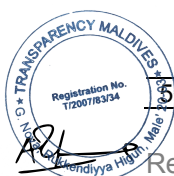
Comments:

j. Ability to work unsupervised and handle multiple tasks simultaneously

☐ excellent ☐ very good ☐ good ☐ fair ☐ poor

Comments:

5. Would you re-hire the candidate? If not, why?



6. What, in your experience, were the candidate's strongest attributes and what are the areas that need improvement?

7. What style of supervision have you found to be most effective and how well does the candidate receive feedback?

8. Is there anything else that you would like to add or believe that we should know before hiring this candidate?

☐ yes ☐ no

Comments:

Signature:

Date:



Annex 5: Sample letter terminating employment

[Name of candidate],
[Address]
[Date]

Ref. No: [xxx]

Dear [Name],

Conditional Offer of Employment: [Position]

Please refer to our letter number [number] dated [date], regarding the conditional offer of employment presented to you by TM for the above position.

I regret to inform you that following the reference check process, we will not continue further with your contract at the end of initial probation period of 3-month on [date].

On behalf of TM, I thank you for accepting our conditional offer and wish you all the best in your future endeavours.

Yours sincerely,

[name]
[position]

