

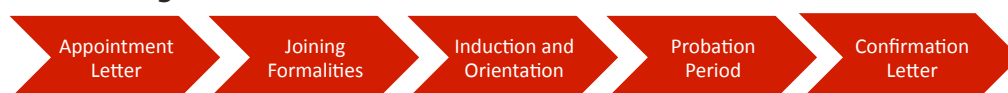
Udaan Recruitment Guide

At Udaan India Foundation we want to ensure that the team consists of talented, skilled and diverse people who are a good fit for their roles as well as the organization's culture. This can be achieved by following a structured recruitment process as outlined below.

Recruitment



Onboarding



Step 1: Identification of Vacancies

Before any recruitment begins a vacancy must be fully identified within the organizational structure.

The vacancy identification process includes:

- Identification of responsibilities and tasks.
- Identification of required qualifications, knowledge, skills and abilities.
- Definition of salary and benefits.

Once all of the above has been discussed a vacancy advertisement will be drafted (see template no. 1).

Step 2: Vacancy Advertisement

A decision is taken on where the position should be advertised and for how long. The vacancy advertisement can be posted on the website, social media, recruitment sites and promoted through personal networks.

Recruitment sites to advertise are:

- DevNet Jobs: www.devnetjobsindia.org/
- Jobs For Good: <http://www.jobsforgood.com>
- Atma: <http://atma.org.in/about-us/careers>

Step 3: Screening of Applications

The screening of applications can be done on an ongoing basis but should be finished few days after the post-closing. Before starting the process, clearly define the screening criteria and create the following:

- Different folders in the e-mail account to sort all applications (ex. Reject Folder, Shortlist Folder and Backup Folder).
- Recruitment Sheet on Excel or Google Spreadsheet (see template no. 2)

Example Screening Criteria for Education Officer:

- University degree in education or similar
- Additional qualification relevant to the position
- Years of relevant work experience
- Experience in the social sector
- Language Skills in English and Hindi
- Experience in curriculum development/management
- Leadership experience

Applications are then screened against the criteria and sorted into the respective folders. Candidates that are shortlisted for the next round or as a backup are added to the Recruitment Sheet. Include their personal information (name, age, location) and additional details as per the screening criteria (type of degree, years of relevant work experience etc.). Add a column for general observations where you can write why you believe the candidate fits the requirements for the position.

Invitations for an interview will be sent to the shortlisted candidates and regret emails to all candidates who have not been shortlisted. Candidates that you want to keep as a backup should receive an e-mail of acknowledgement (see templates no. 3-5).

Step 4: Interview Rounds

Interviews should take place no later than one week after the application deadline to ensure a speedy process and the availability of the most qualified candidates.

The interview process will generally consist of 3 stages:



Additional assessments can be added at any stage if required (see 4.3).

4.1 Telephone Interview

The shortlisted applicants will go through a short phone interview round, which will determine their eligibility to move to the first round of personal interview (see template no. 6).

The interview is mainly to see if the candidate is really interested into the position and if he/she fits the non negotiable job criteria (willingness to relocate or travel, work timings, salary etc) and to clarify any doubts that might have arisen from their CV or Cover Letter. It is also a good way to test their communication skills

Add all gathered information to the Recruitment Sheet and decide which candidates will be invited for a personal interview. Send regret letters to candidates that you will not consider any further.

4.2 Personal Interview Round(s)

For a personal interview a panel needs to be formed. The panel should consist of a minimum of two people of Udaan (CEO/Second Line Management and one additional person, ideally someone who will be supervising/working closely with the applicant) to have different perspectives.

4.2.1 Interview Preparation

Prior to the interview the panel should meet and do the following:

- Decide the criteria to be assessed and questions to be asked (see template no. 7).
 - Ensure that the criteria are based on the requirements of the job as outlined in the vacancy advertisement.
 - Check the primary criteria (must-haves) in the first round, you can always assess the secondary criteria (nice-to have) in the next round.
- Agree on who will be asking which questions and who will be taking notes.
- Identify areas of each candidate that need to be explored in more detail during the interview (i.e. gaps between jobs, overlaps, frequency of job changes and any other areas of concern.)

4.2.2 Interview Framework

The interview will be generally structured as follows:

1. Introduction

- Introduce each member of the interview panel and explain their role at Udaan.
- Give a brief introduction about Udaan and the position.

2. Interview questions

- Ask the pre-determined questions.
- Ask for more information if the answer is not clear.

3. Closing

- Give the candidate the opportunity to ask questions.
- Explain the next steps.
- Thank the candidate for attending.

4.2.3 During the Interview

A panel member will take detailed notes during the interview. The notes should be as specific as possible, this will enable everyone to discuss the candidate's strengths and weaknesses and take a decision of taking the candidate to the next round of interview. These notes are particularly important when many candidates are being interviewed.

Each panel member will also:

- Assess and rate the candidates from 1-5 on each selection criteria (either during or immediately after the interview).
- Add comments on the candidate's communication skills, behaviour during the interview etc.

4.2.4 After the Interview

The interview panel will sit together and discuss the candidate's suitability for the position, based on the previously established criteria and other observations during the interview. Calculate the final rating for the candidate and decide if he/she should come for another interview. If necessary an additional assessment can be used to get more clarity about the candidate's skills.

4.3 Additional Assessment

Apart from the interviews a range of different methods can be used to assess candidates. Typical methods include:

- Ask for written samples of past work
- Prepare a task relevant to the position
- Ask for a demonstration (crucial for teaching positions)

Step 5: Reference Check

Applicants will be asked to provide 2-3 employment references. References will be checked either before or after the final interview. Only after this a final decision can be taken.

You need to obtain permission from the candidate to contact previous or current employers for references. Tell the candidates that you would like to do a reference check and if he/she can confirm the previously submitted references and contact details.

The background check should be conducted by someone who was present at the previous interviews and knows if there are any concerns about the candidate.

The background check will in general be structured as follows:

1. Conversation Starter

- Tell the person that you are calling about a reference for a candidate you are considering.
- Ask if now is a good time to talk or whether they would rather schedule a call at a later time.
- Assure that the conversation is strictly confidential

2. Introduction

- Introduce yourself and Udaan as an organization and give some information about the position you are considering the candidate for.
- Ask the person to do the same and tell you how he/she know the candidate?

3. Questions

- Confirm the position and work period of the candidate.
- Ask for feedback about the candidate's strengths/weaknesses, past performance etc. (see template 8)

4. Closing

- Thank the person for their time and information.

Step 6: Offer of Employment

A final decision will be taken after re-evaluation of all the interview rounds and the background check, considering skills and qualifications of the candidates with the help of the data maintained in the Recruitment Sheet.

If a candidate has successfully passed the recruitment process an Offer of Employment can be sent communicating the main responsibilities, work schedule offered salary, and desired starting date (see template no. 9).

Before closing the recruitment ensure that all unsuccessful candidates have received a regret e-mail.