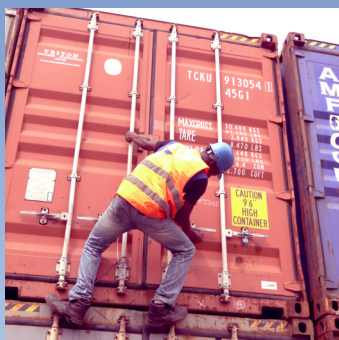




USAID | DELIVER PROJECT

Recruiting Supply Chain Professionals

A READY REFERENCE GUIDE FOR FINDING AND SELECTING HIGH PERFORMERS



October 2013

This publication was produced for review by the U.S. Agency for International Development. It was prepared by the USAID | DELIVER PROJECT, Task Order 4.

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AND SELECTING HIGH PERFORMERS

The authors' views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

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The USAID | DELIVER PROJECT, Task Order 4, is funded by the U.S. Agency for International Development (USAID) under contract number GPO-I-00-06-00007-00, order number AID-OAA-TO-I0-00064, beginning September 30, 2010. Task Order 4 is implemented by John Snow, Inc., in collaboration with PATH; Crown Agents Consultancy, Inc.; Eastern and Southern African Management Institute; FHI360; Futures Institute for Development, LLC; LLamasoft, Inc.; The Manoff Group, Inc.; Pharmaceutical Healthcare Distributors (PHD); PRISMA; and VillageReach. The project improves essential health commodity supply chains by strengthening logistics management information systems, streamlining distribution systems, identifying financial resources for procurement and supply chain operation, and enhancing forecasting and procurement planning. The project encourages policymakers and donors to support logistics as a critical factor in the overall success of their healthcare mandates.

Recommended Citation

USAID | DELIVER PROJECT, Task Order 4. 2013. *Recruiting Supply Chain Professionals: A Ready Reference Guide for Finding and Selecting High Performers*. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 4.

Abstract

An essential component of a robust health system is an effective supply chain that provides health workers and clients with vital public health commodities. However, supply chains face significant challenges when recruiting the employees needed to manage supply chain operations. This ready reference guide leads users through the steps required to hire the *right* supply chain professionals, in the *right* quantities, with the *right* skills, in the *right* place, at the *right* time, and for the *right* salaries. It also includes templates that will be helpful at each stage of the process.

Cover photo: Top: Logistics workers unload family planning commodities from a truck as part of the Delivery Team Topping Up system in Zimbabwe. Second row: left—a logistics worker at his computer in Mozambique; right—a health worker carrying her supplies from the upazila store in Bangladesh to distribute to clients. Third row: left—worker loading long-lasting insecticide-treated bed nets onto trucks for distribution in Benin; center—technician at Kalomo District Hospital dispensary in Zambia; right—logistics staff unload health commodities in El Salvador.

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OVERVIEW

RECRUITING HIGH PERFORMERS

An essential component of a robust health system is an effective supply chain that provides health workers and clients with vital public health commodities. An effective supply chain engages the **right** people, in the **right** quantities, with the **right** skills, in the **right** place, at the **right** time, and pays them the **right** salaries. Achieving these “rights” results in motivated staff who demonstrate competency in essential logistics functions and are empowered to make decisions that positively impact the availability of health supplies and functionality of supply chains.

However, supply chains face significant challenges meeting these rights when recruiting employees needed to manage supply chain operations. Insufficient numbers and types of qualified health workers and fierce competition with the private sector for skilled workers slows or even prevents the effective identification and hiring of high performing supply chain talent. Also, once workers are hired, the difference between an ok and a great employee can represent a significant percentage improvement in productivity¹. This means that developing and using smart recruiting objectives, processes, and tools is paramount to navigating these obstacles and finding the **right** people, in the **right** quantities, with the **right** skills, in the **right** place, at the **right** time who can drive supply chain performance.

To address talent deficits and support the acquisition of strategic human resources, effective processes need to be developed and utilized to recruit supply chain personnel. Recruiting is the human resource management process utilized to identify and select the right candidates with the knowledge, skills, and attributes necessary to support the organizational talent strategies and needs required to manage supply chain operations. Strategic recruitment aligns hiring goals with business goals and leverages resources to effectively plan, source, identify and select, and then hire skilled workers. It creates a pool of qualified candidates which ensures better selection.

When workers are selected based on their possession of competencies which support organizational goals, recruiting can add value to an organization. It can ensure that workers are hired who are capable of fulfilling job duties. Further, because selected hires are best fits for the position, effective recruiting also enhances retention. All this together can ultimately improve organizational output and reduce labor costs. Thus, the ability of an organization to successfully plan, source, identify and select, and then hire human resources who can meet role competency requirements directly and positively impacts organizational effectiveness at all levels of the supply chain.

The purpose of this guide is to provide anyone involved in the hiring process (e.g. an HR manager; a hiring manager) with a framework for how to approach a recruitment as well as supporting tools and sample documents. It is designed to enable readers to identify a process, tasks, and roles and responsibilities for successfully planning, sourcing, identifying and selecting, and then hiring qualified workers.

All content included in the guide can and should be adapted to the recruiting organization's specific context and needs. Whether it is being applied in a Ministry setting at a central level or service delivery point or in the private sector or for a full- or part-time employee, this guide offers a flexible framework and set of tools that can be adapted as desired. It should also be considered in the context of the culture in which is being applied and adapted appropriately.

¹ Claudio Fernández-Aráoz, Comment on HBR IdeaCast, "Recruiting in Good Times and Bad," HBR Blog Network (blog), May 7, 2009, <http://blogs.hbr.org/ideacast/2009/05/recruiting-in-good-times-and-b.html>.



PROCESS

STRATEGIC RECRUITING AS A BUSINESS PROCESS

Recruiting is a human resource management process designed to plan for, source, identify and select, and hire a qualified workforce needed to support organizational talent strategies and needs associated with effective supply chain management.

Effective recruiting begins with an analysis of the job and the development of a job description. Analysis determines the supply chain knowledge, skills, and attributes that the person holding the job needs to have to successfully complete prescribed duties. Once developed, the job is advertised and candidates apply. Applications are screened for interview. The interview process focuses on matching candidates to job requirements and assessing candidates' motivations and fit with organizational requirements. At the completion of the interview process, the selected candidate is given an offer of employment and on-boarded.

A standard recruiting process is captured in the following six steps:



These steps provides a flexible approach to recruiting with the ultimate goal of improving supply chain performance by identifying and hiring the **right** people, in the **right** quantities, with the **right** skills, in the **right** place, at the **right** time who can propel a supply chain forward.



PLAN RECRUITMENT

Once the need to recruit for a job (either newly created or already existing) is identified, a Recruiting Committee is formed to review the job and determine if it is required to support supply chain operations. If it is still required, job duties and qualifications are updated.

A RECRUITER

ACTION ▶ Form a Recruiting Committee, which should include a Human Resources representative, job supervisor, and employees who will work with or report to the person who fills the job, to guide the recruitment process.

RESULT ▶ Recruiting Committee formed

B RECRUITING COMMITTEE

ACTION ▶ Review the job description and decide whether to recruit for it by considering how the job fits into an organizational workforce plan and if the job:

- Contributes to supply chain performance—present and future
- is redundant to other job requirements
- should be expanded/adapted in relation to the other jobs within the larger team or organization
- if recruited, does the team the candidate will work with need to be reorganized?

At this stage, the recruiting committee should also review the salary and benefits package and ensure that sufficient budget exists to hire for this position.

RESULT ▶ Human Resources notified of decision to recruit or not

C RECRUITER

ACTION ▶ Update Human Resources files and/or workforce plan to note the Recruiting Committee decision to recruit or not recruit for the vacancy.

RESULT ▶ Updated Human Resources files

D RECRUITING COMMITTEE

ACTION ▶ If a decision is made to recruit, create a job description for the job that defines the specific demands of the job as well as relevant skills and experience:

- update the job description
- submit *Recruiting Request Form* and updated job description to Human Resources for approval.

RESULT ▶ Job description updated and *Recruiting Request Form* submitted

E RECRUITING COMMITTEE

ACTION ▶ Plan each step in the recruiting process and set deadlines and a person responsible for each step. Standard deadlines for each recruitment step include:

- Plan Recruitment—2 weeks
- Develop Recruitment Materials—1 week
- Advertise Job—4 weeks
- Manage and Screen Candidates—2 weeks
- Interview and Select Candidates—3 weeks
- Extend and Confirm Offer—2 weeks

RESULT ▶ Recruitment plan developed



ON-THE-GO TEMPLATES

- *Recruitment Plan*, see page 55
- *Recruiting Request Form*, see page 61

STEP 2

DEVELOP RECRUITMENT MATERIALS

When a job is approved for recruitment, the Recruiting Committee prepares materials needed to guide the recruitment.

A HUMAN RESOURCES RECRUITING MANAGER

ACTION ▶ Once submitted, approve the job description and request for recruitment and update necessary Human Resources files (e.g., salary, organizational charts).

RESULT ▶ *Recruiting Request Form* approved

B RECRUITING COMMITTEE

ACTION ▶ Develop *Interview Guide*, including:

- author interview questions
- identify roles for committee members for the interview.

RESULT ▶ *Interview Guide* completed

C RECRUITING COMMITTEE

ACTION ▶ Develop selection criteria, including:

- *Interview Selection Criteria Form* for selecting candidates to be interviewed
- *Interview Evaluation Criteria* for ranking candidates when they interview
- reference check questions.

RESULT ▶ *Interview Selection Criteria Form* and *Interview Evaluation Criteria* completed



ON-THE-GO TEMPLATES

- *Job Description*, see page 59
- *Recruiting Request Form*, see page 61
- *Interview Selection Criteria Form*, see page 65
- *Interview Guide*, see page 69
- *Interview Evaluation Criteria*, see page 71

STEP 3

ADVERTISE POSITION

Once a vacancy is approved for advertising, the Recruiter prepares the job advertisement and posts it.

A RECRUITER

ACTION ▶ Complete *Job Advertisement Form* to determine:

- budget source
- advertising locations
- selection requirements.

RESULT ▶ *Job Advertisement Form* completed

B RECRUITER

ACTION ▶ Identify advertising locations such as:

- newspapers
- associations
- educational institutions
- industry websites.

RESULT ▶ Advertising locations determined

C RECRUITER

ACTION ▶ Post advertisement in advertisement sources.

RESULT ▶ Job advertised

D RECRUITING COMMITTEE

ACTION ▶ Track candidate submissions:

- Applications can be viewed while the job is being advertised, but no selections should be made until the job is closed.
- Advertisement can be closed early if a very high number of applications is received.

RESULT ▶ Applications tracked



ON-THE-GO TEMPLATES

- *Job Advertisement Form*, see page 63

STEP 4

MANAGE AND SCREEN CANDIDATES

After the advertisement closes, candidate applications are reviewed and selected for interview.

A RECRUITER

ACTION ▶ Review all candidate applications and screen to ensure each application meets minimum qualifications. Submit them to the Recruiting Committee.

RESULT ▶ Candidate applications submitted to Recruiting Committee

B RECRUITING COMMITTEE

ACTION ▶ Review candidate applications and select those for interview based on:

- applicant fit to job description based on criteria in *Interview Selection Criteria Form*.

RESULT ▶ List of candidates to be interviewed identified

C RECRUITING COMMITTEE

ACTION ▶ Submit list of candidates selected for interview to Recruiter so that the candidates can be scheduled for interview.

RESULT ▶ Human Resources notified of selected candidates

D RECRUITER

ACTION ▶ Schedule candidates for an interview:

- Inform candidates about the selection process, how long it will take, topic area(s) covered in interview, and what—if anything—they should prepare in advance.
- Request references.

RESULT ▶ Candidates scheduled for interview



ON-THE-GO TEMPLATES

- *Interview Calendar*, see page 57
- *Interview Selection Criteria Form*, see page 65
- *Application Tracker*, see page 67

STEP 5

INTERVIEW AND SELECT CANDIDATES

Selected candidates are interviewed using selection tools that identify the best candidate for the job while encouraging diversity and complying with legal requirements.

A RECRUITING COMMITTEE

ACTION ▶ Conduct interview using the *Interview Guide* and score candidates using the *Interview Evaluation Criteria*.

RESULT ▶ Candidates interviewed and scored

If the Recruiting Committee does not need or want to conduct a second-round interview, skip to Step 3.

B RECRUITING COMMITTEE

ACTION ▶ Select top candidates to be included in a second round of interviews based on *Interview Evaluation Criteria*

- notify Human Resources.

RESULT ▶ Candidate selected for second-round interview

C RECRUITER

ACTION ▶ Conduct reference checks on top candidates and verify:

- qualifications
- employment eligibility
- evidence of professional qualifications/registration (where appropriate).

If second interviews are being conducted, schedule candidates whose references meet standards for a second interview.

RESULT ▶ Candidate reference check completed and *scheduled for second interview, if needed*

If the Recruiting Committee is not conducting a second-round interview, skip to “Step 6: Extend and Confirm Offer.”

D RECRUITING COMMITTEE

ACTION ▶ Conduct second interview using the *Interview Guide* and score candidates using the *Interview Evaluation Criteria*.

RESULT ▶ Candidates interviewed and scored

E RECRUITING COMMITTEE

ACTION ▶ Select candidates for job:

- Author the selection decision that justifies selection choice.
- Notify Human Resources.

RESULT ▶ Candidate selected for hire



ON-THE-GO TEMPLATES

- *Interview Calendar*, see page 57
- *Application Tracker*, see page 67
- *Interview Evaluation Criteria*, see page 71
- *Reference Check Guide*, see page 73

STEP 6

EXTEND AND CONFIRM OFFER

Once a candidate is selected to fill the vacancy, an offer is extended and the applicant confirms his or her acceptance of the job.

A RECRUITER

ACTION ▶ Offer the position to the top candidate. Conduct salary and benefits negotiations as required, and provide a formal offer letter which states:

- job title
- salary
- benefits
- start date.

If candidate declines, then the next candidate on the list should be made an offer.

RESULT ▶ Candidate confirmed

B RECRUITER

ACTION ▶ Prepare for and confirm an employment contract with the new employee and notify him or her of:

- start date
- location to report on first day
- documents to bring on first day.

RESULT ▶ Signed New Employee Contract

C RECRUITER

ACTION ▶ Notify Job Manager of new employee's start date.

RESULT ▶ New employee scheduled to start

D RECRUITER

ACTION ▶ Notify other candidates that the job is filled.

RESULT ▶ Other candidates notified

JOB AIDS



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Build a Recruiting Committee

A successful recruitment requires having the right Recruiting Committee in place to guide the selection process. A Recruiting Committee comprises key stakeholders who represent both Human Resources and the team with whom the person filling the job will be placed.

The role of the Committee is to:

- determine if the job should be recruited for
- create a timeline for managing the recruitment
- agree upon the selection criteria for the job
- write/update the job description
- select applicants for interview
- decide on the interview format (questions, tests, etc.)
- carry out the interviews
- reach an agreed selection decision.

A strong committee is needed to guide the process—from start to finish. It should comprise a focused number of committed and trained stakeholders who possess the knowledge, skills, and attributes necessary to identify the candidate best suited for the job.

Research shows that selecting the wrong committee members can “actually [be] worse than flipping a coin. You would be better off flipping a coin to choose a candidate than using the wrong professional interviewers who have actually what’s called a negative validity [which is where] their judgment is worse than a random judgment” (HBR IdeaCast 2009).

Committee Skill Mix

A committee usually includes five to six members and comprises people who have both the technical knowledge and communication skills needed to identify the skills required for the job. Committee members normally include:

- supervisor of the job
- teammates of the job
- representative from human resources, including a dedicated Recruiter.

Members must make the time commitment required for full committee participation for the full recruitment process and get clearance from their supervisors.

Human Resources Support

The Recruiting Committee will coordinate with Human Resources to ensure full compliance with all administrative and personnel requirements, policies, and procedures. Human Resources will approve all final recruitment actions; full coordination with Human Resources will ensure that the process moves smoothly and transparently.

DID YOU KNOW?

When the Recruiting Committee meets for the first time, it should: review tasks with which the committee is charged, draft a recruitment plan, and review policies of professional confidentiality and nondiscrimination.

Confidentiality

Committee members should maintain the upmost confidentiality. At no point should candidates be discussed outside the committee. Hard copy applications are to be kept in a secure place. When the process is complete and the person has been hired, confidentiality must continue.

No Discrimination

Favoring or disfavoring an application based on a person's gender, age, religion, ethnicity, tribe, etc., cannot be allowed by the committee members. Not only is such discrimination unethical, it is illegal according to the labor codes and laws of most countries.

Plan a Recruitment

One of the first tasks of the Recruiting Committee is to develop a recruitment calendar in which tasks, owners, and deadlines are established.

A comprehensive set of recruitment tasks is listed here; these can be modified in accordance with specific recruitments. Once tasks are identified, owners and completion dates are assigned. Human Resources oversees the overall process and ensures that task owners complete assigned tasks by the identified deadlines.

Phase	Task	Owner	Completion Date
Plan Recruitment (2 weeks)	<ul style="list-style-type: none"> Form Recruiting Committee Review vacancy Develop <i>Recruitment Plan</i> 		
Develop Recruitment Materials (1 week)	<ul style="list-style-type: none"> Update/develop job description Complete/approve <i>Recruitment Request Form</i> Develop <i>Interview Selection Criteria Form</i> and <i>Interview Guide</i> 		
Source Candidates (4 weeks)	<ul style="list-style-type: none"> Complete/approve <i>Job Advertisement Form</i> Identify advertising locations Advertise job Track candidate applications 		
Manage and Screen Candidates (2 weeks)	<ul style="list-style-type: none"> Review candidate applications Select candidates for interview Schedule candidates for interview 		
Interview and Select Candidates (3 weeks)	<ul style="list-style-type: none"> Interview candidates Conduct reference check Select candidate to make a job offer 		
Extend and Confirm Offer (2 weeks)	<ul style="list-style-type: none"> Extend offer Confirm start date Issue contract 		



ON-THE-GO TEMPLATES

- *Recruitment Plan*, see page 55

Review Vacancy

Before recruiting for a new or an existing job, you need to clearly define the nature and purpose of the role and define the skills and attributes needed. A vacancy presents an opportunity to consider restructuring or to reassess the requirements of the job. This evaluation process is called a *job analysis*, and it is a valid process whether you are filling an existing job or considering creating a new one.

Job analysis involves asking questions and gathering information to identify the key elements of the job and the required and desired characteristics of the job holder. Analytically assessing a proposed job at the start of the recruitment process allows you to challenge any assumptions you may have about the way a particular job is done or the kind of person who should do it.

Taking the time to think through the requirements of the job and the business of supply chain management may lead to the role's appealing to a wider pool of applicants from more diverse backgrounds—or deciding not to hire for the job at all.

When conducting an analysis, ask yourself:

What is our organizational mission?	<ul style="list-style-type: none">• What are your organization's strategic requirements?• What capabilities are required to achieve your strategic priorities?• Are there any gaps in organizational capabilities that need a specific skill and/or a new function?• Do any jobs need to be modified and/or created and/or added to in order to fill those gaps?
What is the purpose of this job as it relates to the organizational mission?	<ul style="list-style-type: none">• What is the purpose of the job?• What are the functions/responsibilities of the job; what are day-to-day tasks?• What outputs are required from the job holder?• How does the job fit into the structure of the organization? <p>If recruiting to fill an existing job—</p> <ul style="list-style-type: none">• Has the function changed?• Should the job be changed to make it relevant to current and future needs of the organization?• Do you need to fill the job or are tasks fulfilled satisfactorily by other jobs?
What are the characteristics of an ideal candidate who might fill this job?	<ul style="list-style-type: none">• What knowledge, skills, experience, or qualifications are needed to carry out the job?• What (if any) personal attributes are needed to carry out the job?• Do you have any preconceptions of the person who would best fit the job? If so, are they really necessary, or just personal preferences, or based on the previous post holder?• Do you have any preconceptions about the kind of person who would best fit in with company culture? If so, is this integral to the job or does it reflect bias?• Are there any changes anticipated that will require different, more flexible skills from the job holder?

How does this job need to be completed as it relates to the organizational mission?

- Does the job have to be done in the way it has always been done?
- Are there any adjustments that could be made to make the job accessible to a wider range of candidates? For example, purchasing handicap assist equipment, introducing flexible working patterns, offering childcare facilities, accommodating religious breaks, or providing a prayer room?
- Are there any dress, presentation, or uniform requirements? Are these likely to disadvantage particular groups and be a cause of indirect discrimination?
- Have work patterns, new technology, or new products altered the job?

Answers to these questions should help to clarify whether the job is needed and, if so, the actual requirements of the job and how it fits into the rest of the organization or department. This analysis process will also gather the requisite data needed to author and/or update a job description. Exit interviews, or consultation with the current job holder and colleagues may produce good ideas about useful changes to the job description as well.

If a decision is made to recruit for the job, then a job description is created if it is a new job (or it is updated if the job already exists) based on the job analysis. Once a job description is created and/or updated, it is submitted to Human Resources for approval with a statement justifying the decision to recruit for it.



ON-THE-GO TEMPLATES

- *Recruitment Plan*, see page 55
- *Job Description Template*, see page 59

Write a Job Description

Job descriptions are an essential part of hiring and managing employees. They are written summaries that define role requirements and expectations. They are the primary vehicle for announcing the open job and are a valuable tool for finding candidates best suited to an organization's needs. Specifically, they:

- Describe the major areas of responsibility.
- Help attract the right job candidates.
- Provide a reference point for compensation.
- Inform the development of job advertisements and employment contracts.
- Serve as the basis for outlining performance expectations and measurement, job training, and career advancement.

An effective job description is practical, clear, and accurate. It articulates the desired candidate's knowledge, skills, and attributes related to the needs of the job and is informed by relevant competency models.

Investing time and effort in writing a strong job description will enable your organization to articulate the opportunity to potential candidates, inform selection, and guide on-job direction.

Accuracy

A job description must be accurate. This ensures that the most appropriate candidates apply for the job. If the job is presented inaccurately (overly complicated or too simple), an unrealistic impression of the job is presented and the right candidates are unlikely to be sourced. Ultimately, this negatively impacts retention if new staff find that the job is markedly different from what was described.

Guidepost

A good job description is useful for all jobs. Describing roles and expectations enables prospective applicants to assess themselves for the job and provides a benchmark for the Recruiting Committee to judge fit. It provides the basis for drawing up a profile of the skills and aptitudes considered essential and desirable in the job holder. Once a person is hired, it also helps with on-boarding and training.

Components

Key components of the job description include the following:

Job Overview

Job Title—decide on a title that will make sense both internally (in the context of other job titles) and externally. Avoid odd titles that only make sense internally.	When describing, ask: <ul style="list-style-type: none">• Does this title accurately reflect the job duties?• Is the job title applicable within the supply chain industry?• Does this title make sense to those outside the hiring organization?	Example <ul style="list-style-type: none">• <i>Warehouse Manager</i>
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DID YOU KNOW?

Keep job requirements realistic. Do not inflate them. Doing so risks employing someone falsely who may be over qualified. It also means that someone who is qualified for the job will not apply because they self-screen themselves out.

DID YOU KNOW?

When writing a job description, describe job responsibilities with active language. Active language includes verbs like “writing,” “repairing,” “machining,” and “calculating,” instead of vaguer terms like “dealing with” or “in charge of.”

Organization and Department —identify the primary organization and department that will be managing this job.	When describing, ask: <ul style="list-style-type: none"> • What department or unit benefits from the duties fulfilled by these tasks? • Where does this job best sit? 	Example <ul style="list-style-type: none"> • <i>This job will sit within the Logistics Management Unit within the Ministry of Health.</i>
Reporting Relationships —describe (1) who this job reports to and (2) who reports to this job (if anyone).	When describing, ask: <ul style="list-style-type: none"> • To whom does this job report? • Who reports to this job? 	Example <ul style="list-style-type: none"> • <i>This job reports to Warehouse Manager at the Central Medical Store. It has no direct reports (or three data analysts report to this job).</i>
Job Location —identify geographic location and specific office setting for the job.	When describing, ask: <ul style="list-style-type: none"> • Where will this job be located? • At what office or site will the job be located? 	Example <ul style="list-style-type: none"> • <i>Regional warehouse in XX City/Region</i>
Schedule —provide anticipated work schedule and/or whether any travel is expected.	When describing, ask: <ul style="list-style-type: none"> • What hours are required to fulfill job duties? • What days of the week is the person filling the job required to work to complete the job duties? • Is any travel required? 	Example <ul style="list-style-type: none"> • <i>Standard work week, but may require a flexible schedule, extended hours, or weekends to accommodate customer needs.</i>
Grade/Pay Band (or Salary) —if appropriate, show the grade or salary range for the job. Otherwise, state that salary will “be commensurate with experience.”	Note: <ul style="list-style-type: none"> • Grade and/or salary should be identified by Human Resources and correlate to the complexity of the job duties. 	Example <ul style="list-style-type: none"> • <i>Salary will be commensurate with experience.</i>
Allowances —if relevant to the organization, state whether allowances (e.g. housing, transport, school) are allocated to the position based on the assigned grade and position	When describing, review: <ul style="list-style-type: none"> • Organizational policies to identify allowances which are assigned to the grade the position has been assigned 	Example: <ul style="list-style-type: none"> • <i>Per the grade assigned to this position, the incumbent will be provided a housing allowance of \$200 per month.</i>
Contract Type —state whether the role is permanent or contract. If it is a contract, this should be indicated clearly. State the duration of the appointment and, where appropriate, the reason (i.e., fixed-term project/funding, or to cover maternity leave).	When describing, ask: <ul style="list-style-type: none"> • Do the job duties require full-time presence? • What shift does this job work? • Is it funded via a short-/long-term contract? • Will additional hours, travel, or weekend work be required? 	Example <ul style="list-style-type: none"> • <i>This job is permanent and will require a 40-hour work week. It will require weekend work and up to 20% travel.</i>

<p>Organization Overview— describe the mandate of the hiring organization.</p>	<p>When describing, ask—</p> <ul style="list-style-type: none"> • What is the vision and/or mission of this organization? • Who does this organization aim to serve? • What does it produce? 	<p>Example</p> <ul style="list-style-type: none"> • <i>The Ministry of Health operates nationwide, overseeing the management and provision of public sector health services—both curative and preventive. The Ministry operates over 3,000 service delivery points and 500 hospitals thus serving a population of 10.5 million. By providing and improving health services, the Ministry seeks to positively impact the economic and social welfare of the general population.</i>
<p>Job Summary—describe the high level responsibilities of the job, and other functions with which this job interacts, as well as how they will interact.</p>	<p>When describing, ask—</p> <ul style="list-style-type: none"> • What are the high-level responsibilities and activities for this job? • How do these link to the organization's overall strategy? • What other jobs will the individual work in close collaboration with? 	<p>Example</p> <ul style="list-style-type: none"> • <i>Continually maintain a strong commitment to the storage and distribution of quality products and execute the highest level of customer service. This job will have overall responsibility for warehousing efficiencies, working in close collaboration with IT and Finance.</i>
<p>Key Functions and Tasks— Identify essential and non-essential functions of the job and related tasks:</p> <ul style="list-style-type: none"> • A function is a major area of responsibility assigned to an employee. • Tasks are particular work actions performed to accomplish one area of responsibility. 	<p>When describing, ask—</p> <ul style="list-style-type: none"> • What are the primary functions of the job? List functions in order of priority. • What tasks are associated with each function? Describe what, how, and why each task is performed. <p>Be sure to—</p> <ul style="list-style-type: none"> • define abbreviations • not include references to personal qualities or skills • estimate the percentage of time spent on each function (Note: percentage of time spent and the priority of the work are not necessarily related) • if recruiting for an existing job, as opposed to a newly created job, reference the previous job description; begin each task statement with an action word (verb) that describes a specific kind of behavior: 	<p>Example</p> <ul style="list-style-type: none"> • <i>Maintains receiving, warehousing, and distribution operations by initiating, coordinating, and enforcing program, operational, and personnel policies and procedures.</i> • <i>Safeguards warehouse operations and contents by establishing and monitoring security procedures and protocols.</i> • <i>Controls inventory levels by conducting physical counts; reconciling with data storage system.</i> • <i>Maintains physical condition of warehouse by planning and implementing new design layouts, inspecting equipment, and overseeing maintenance work orders.</i>

<p>Key Supervisory and/or Budgetary Functions and Tasks (if applicable)—</p> <ul style="list-style-type: none"> • Supervisory—list the number and types of jobs the incumbent supervises and the level of authority for actions. • Budgetary—list the amount of funds this job is responsible for and the level of authority over those funds 	<p>When describing, ask—</p> <p>Supervisory</p> <ul style="list-style-type: none"> • What are the areas over which this job has authority and accountability? • Does this job supervise work of others? • Does this person hire, discipline, and/or assign work? <p>Budgetary</p> <ul style="list-style-type: none"> • Does this job have budget responsibility? • Signatory authority? 	<p>Example</p> <ul style="list-style-type: none"> • Provides a strategic role in planning, administration, and general warehouse management issues, including oversight of budget associated with warehouse operations and the day-to-day hiring, assigning, and supervising of staff.
<p>Contacts—list all stakeholders with whom the incumbent has to interface to fulfill job functions and tasks.</p>	<p>When describing, ask—</p> <ul style="list-style-type: none"> • With whom will the job be required to interact? • Are there any outside contacts or stakeholders with whom the job will interface? 	<p>Example</p> <ul style="list-style-type: none"> • Customers from both private and public service delivery points • Private sector pharmaceutical vendor.
<p>Interdependencies with Other Functions—describe other functions with which this job interacts as well as how they interact.</p>	<p>When describing, ask—</p> <ul style="list-style-type: none"> • With what other departments does this job interface? • What other aspects of the organizational structure are influenced by this job? 	<p>Example</p> <ul style="list-style-type: none"> • Works across multiple functions to include: finance, IT, and service delivery points within region catchment to implement work and manage budget.
<p>Physical Requirements and Work Environment—note any physical requirements required for job completion. Describe the work environment. If the job is primarily an office or sedentary one, you may just say “office.” If there are environmental hazards such as exposure to extreme or varying temperatures, noise, or fumes, note this information.</p>	<p>When describing, ask—</p> <p>Physical</p> <ul style="list-style-type: none"> • What physical requirements or expectations are identified to complete job functions? Note anything related to seeing, hearing, lifting, carrying, pushing, standing, etc., and the frequency of the actions. <p>Work Environment</p> <ul style="list-style-type: none"> • Where does this job take place? • In what type of work environment? 	<p>Example</p> <ul style="list-style-type: none"> • Ability to lift heavy objects • Excellent customer service skills • Strong verbal and written communication skills • Display an enthusiastic and friendly attitude • Environment is in a shared office space as well as a large warehouse; some work will require being exposed to the outdoors.

<p>Qualifications—note expectations for additional knowledge, skills, and attributes required for successful completion of job duties.</p>	<p>When describing, ask—</p> <ul style="list-style-type: none"> • What vocational or work content skills are needed? These could include competence in a language, equipment, tools or machines, procedure or subject matter or writing, speaking, negotiating, advocacy, human relations, or reasoning. • Is a “basic,” “working,” or “detailed” knowledge needed? <ul style="list-style-type: none"> ○ Basic —introductory understanding of the principles of a field or topic ○ Working—basic knowledge plus an understanding of its application ○ Detailed—mastery of the principles of a field, or a thorough understanding of a specialized area of a field. 	<p>Example</p> <ul style="list-style-type: none"> • <i>Fluency in English and French</i> • <i>Basic Microsoft Office knowledge, including Excel and Outlook</i> • <i>Ability to operate a forklift</i> • <i>Detailed knowledge of equipment safety standards</i> • <i>Basic construction skills</i> • <i>Detailed knowledge of standard industry warehouse operations.</i>
<p>Education and Experience Required—note education and experience required for the job.</p>	<p>When describing, ask—</p> <p>Education</p> <ul style="list-style-type: none"> • What type of degree is required? • What level of education? <p>Experience</p> <ul style="list-style-type: none"> • What type of work experience is required to equip a candidate to fulfill the job? • Where is this experience best gained? • How many years of experience are required to equip a candidate to fulfill the job? • Is supervisory or budget management experience required? For how many years? 	<p>Example</p> <p>Education</p> <ul style="list-style-type: none"> • <i>Business Management</i> • <i>Master’s Degree</i> <p>Experience</p> <ul style="list-style-type: none"> • <i>Five years managing a warehouse</i> • <i>Two years supervising a warehouse</i>



ON-THE-GO TEMPLATES

- *Job Description*, see page 59

Develop a Job Advertisement

A job advertisement is designed to attract appropriate interest, communicate quickly and clearly the essential aspects of the job, and provide clear information about how to apply. A candidate will use this information to compare his or her experience with specific job requirements to see whether he or she is eligible and interested in applying.

Purpose

A job advertisement plays a pivotal role in the recruiting process. It is the first interaction a prospective candidate has with your organization. It is also the first screening – it should be written to encourage the candidates who are qualified to apply and also allow you to screen out those candidates who are not qualified based on the requirements.

An effective job advertisement should describe job tasks and minimum requirements in order to:

- attract interest from qualified candidates by clearly explaining the job duties and minimum requirements in such a way that best suited candidates envision how they can fulfill the role
- encourage applications, without overselling the role—if you paint an unrealistic picture of the position, you may attract a large number of unsuitable applicants, which is time-consuming to process
- facilitate screening. Once applications are submitted, the Recruiter can conduct an initial screening based on the minimum requirements.

Finally, the job advertisement should provide clear instructions for how to apply and/or get additional information—which may be to visit a website or call a telephone number.

Content

A standard job advertisement contains the job tasks and qualifications as defined in the job description. Language should be concrete and descriptive, which allows a potential applicant to decide whether he or she should apply. It will state when the job advertisement will close and instructions on how to apply, including whether additional application materials (e.g., a cover letter) are required.

Design

A job advertisement will be posted in a variety of media outlets (e.g., newspaper, online). As such, it needs to be visually compelling and appropriate for each outlet. Factors to consider when writing a job advertisement include:

- Use short sentences to improve the clarity of the meaning; after drafting your communication, seek out commas and “and”s and replace with full stops.
- Use short paragraphs and bullet points—this is particularly important for online adverts (note: bullet points may be more costly for print media, which is charged according to space).
- Avoid italics, shadows, and light colors reversed out of dark, all of which reduce readability; use simple black (or dark colored) text on a white (or light colored) background for maximum readability.



ON-THE-GO TEMPLATES

- *Job Advertisement Form*, see page 63

Advertise the Job

When advertising a job, consider both internal and external advertisement locations to draw from the broadest pool of candidates possible. Consider creating a “talent community” of both internal and external sources to whom the position may be advertised. This community may include: prospective candidates, current employees, past candidates, and alumni. Recruit from each community member to cast a “search net” wide enough to yield the best pool of candidates possible.

Internal Sources

Some organizations have a policy of considering qualified internal candidates first. If this is the case, then advertise internally first. Internal sources of advertisement include—

- internal email
- internal web pages
- staff meetings
- bulletin boards.

Internal candidates must be fully qualified for consideration. Current employment within an organization does not guarantee automatic hire for the vacant job. An internal candidate must apply and be found qualified to fill the job—just as an external candidate would need to be.

External Sources

If there are no interested or viable internal candidates, or the organization does not require an internal candidate recruitment and a recruitment can search for candidates both internally and externally, then a job can be advertised to external sources.

External sources of advertisement, prospective candidates, current employees, past candidates, and alumni, can be accessed via:

- employee referrals
- professional networks
- social media (e.g. Twitter, Facebook, blogs, LinkedIn)
- print (e.g. newspapers, billboards, magazines)
- internet sites
- job boards/ websites (e.g. Monster.com, indeed.com, jobs.com)
- professional associations
- listserves
- universities.

Be sure that all paid-for advertisements are advertised as promised.

DID YOU KNOW?

You can advertise a job with the International Association of Public Health Logisticians (www.iaphl.org) for free if you are a member.



ON-THE-GO TEMPLATES

- *Interview Selection Criteria Form*, see page 65

Develop Candidate Interview Selection Criteria

Once the job advertisement closes (or a sufficient number of applications is received), candidate applications should be selected for interview. This is the second screening. A recruiter has already screened out those applications which do not meet minimum requirements. Now, the Recruiting Committee must screen in those candidates are most viable for interview.

Selection Criteria

One of the most typical mistakes hiring committees make is interviewing and/or hiring people who are very similar to themselves. Candidates should not be selected for interview (or later hiring) based on familiarity or similarity. Criteria for selection for interview should be based on the qualifications described in the job advertisement (which are based on the job description).

Selection criteria should be specific and measureable. Most commonly used criteria fall within the following categories:

- educational qualifications (e.g., BA degree, degree in business management)
- professional qualifications (e.g., certificate in supply chain management)
- years of professional experience (e.g., 2 years' experience managing a warehouse)
- evidence of competencies (e.g., experience designing racking system).

Once identified, criteria should be divided into "required" and "desirable" categories. Do not identify criteria that are too restrictive, as doing so may rule out too many candidates.

Here is an example of interview selection criteria divided into each category ("required" and "desirable") and noted in the *Interview Selection Criteria Form*:

Candidate Name	Minimum Required Qualifications			Additional Desired Qualifications			TOTAL
CRITERIA	BA degree in Business Management	2 years of work experience in warehouse	Speaks French	2 years of work as a pharmacist	MA degree in pharmacy	Supply chain system design experience	
POINTS							
NAME OF CANDIDATE							

DID YOU KNOW?

Carefully delineate between "desirable" and "essential" qualifications; you should have approximately double the number of "essential" qualifications compared to "desired."

Note that the first few columns are for the *required minimum* qualifications and experience. Do not consider any person who does not meet those qualifications. The remaining columns are for the desirable qualifications and experience.

Unacceptable applications are those that do not have the required qualifications. For example, if a job requires a university degree, advanced Excel software skills, and three years of experience in private or public sector supply chain management, then any application that does not meet all of those qualifications is quickly removed from consideration, regardless of other qualifications it may include.

Criteria Scoring

To ensure that candidates are assessed consistently, devise a rating system to score candidates according to how well they exhibit selected criteria.

A rating system can be simple: the candidate receives a point for each qualification he or she possesses. Once scored, candidates are ranked and the candidates with the most points are invited to interview. Alternatively, the qualifications the Committee deems most important can be weighted so that their score counts more than others.

With the example below, scoring is uniquely set for each qualification.

Candidate Name	Minimum Required Qualifications			Additional Desired Qualifications			TOTAL
CRITERIA	BA degree in Business Management	2 years of work experience in warehouse	Speaks French	2 years of work as a pharmacist	MA degree	System design experience	
POINTS	2	2 (1 per year)	2	2 (1 per year)	1	1	10

Those candidates with the highest scores are invited for interviews.



ON-THE-GO TEMPLATES

- Interview Selection Criteria Form, see page 65

DID YOU KNOW?

Don't rule out a candidate because of a job title on the individual's resume.

Titles can be subjective and vary greatly from employer to employer. Instead, read the resume and look for similarities between the job description and the interview selection criteria.

Identify Candidates to Be Interviewed

Once a vacancy announcement is closed, the Recruiting Committee must select candidates to be interviewed using pre-established criteria.

Review

As applications are reviewed, raters should independently score submissions using *Interview Selection Criteria*. If committee members score independently, then scores are aggregated for one final score for each candidate. If raters do not reach a consensus on a rating, then they should discuss the reasons for their ratings and attempt to reach a consensus.

An example of this scoring analysis can be found in the example below:

Candidate Name	Minimum Required Qualifications			Additional Desired Qualifications			TOTAL
CRITERIA	<i>BA degree in Business Management</i>	<i>2 years of work experience in warehouse</i>	<i>Speaks French</i>	<i>2 years of work as a pharmacist</i>	<i>MA degree</i>	<i>System design experience</i>	
POINTS	2	2 (1 per year)	2	2 (1 per year)	1	1	10
John	2	1	2	2	1	1	9
Mary		2		2		1	5

Candidates with the highest scores are selected for interview. Once they are identified, Human Resources is notified of interview selection decisions so that it can schedule the interviews.

Incomplete Review

You may not find acceptable candidates to interview.

If that is the case, consider:

- if the job description and announcement were clear
- if the job was advertised for too short a period
- if the job was announced in the right sources
- if the salary was appropriate to the job and market
- if it would be worthwhile to re-announce.

DID YOU KNOW?

Usually four to six candidates are interviewed for a vacancy.

Based on the answers to these questions, consider retooling and re-advertising the job.

Post Review

When finished reviewing applications, consider the following actions:

- **Forward applications that may be good for another job.** Even if an application does not meet the requirements the committee is looking for, it may be appropriate for another job. Notify Human Resources so that this application can be forwarded to the Recruiting Committee for that job.
- **File all applications and scoring documentation.** At any point the Recruiting Committee may be asked to provide justification for why an applicant was not selected. A record will allow Human Resources to provide this justification, as needed.



ON-THE-GO TEMPLATES

- *Interview Selection Criteria Form*, see page 65

Track Applications

A key responsibility of the Recruiter is to track the status of candidate applications. Candidate applications should be tracked from submission to rejection and/or selection to ensure that applicants are moving through the application pipeline in a timely fashion.

Human Resources coordinates with the Recruiting Committee to ensure that candidates are progressing and not hitting bottlenecks or slipping through the cracks. Using a tracking tool similar to this will allow a Recruiter to manage applications:

	Recruiting Action	Candidate 1	Candidate 2	Candidate 3
		Candidate Name	Candidate Name	Candidate Name
1	Application Complete and Ready for Review			
2	Application Reviewed			
3	Selected for Interview			
4	Interview Completed			
5	Notified of Selection or Non-selection			



ON-THE-GO TEMPLATES

- *Application Tracker*, see page 67

Schedule Interviews

A Recruiter is responsible for scheduling candidate interviews. When scheduling interviews, key actions the Recruiter should consider include:

- **Create** an *Interview Calendar*. Partner with the Recruiting Committee to identify times and dates that work best for its members to conduct interviews. With a calendar and options, the Recruiter can schedule interviews more efficiently. Although it is ideal to have a candidate interviewed by the full committee, if needed, a candidate can be interviewed by a partial committee as long as a majority is present.

A sample interview calendar might look like this:

Time Slot	Week One					Week Two				
	M	T	W	Th	F	M	T	W	Th	F
9 a.m.										
10 a.m.										
11 a.m.										
12 p.m.										
1 p.m.										
2 p.m.										
3 p.m.										
4 p.m.										

- **Determine the mode of interview.** When scheduling interviews, determine how the candidate will be interviewed. Candidates can be interviewed in person or via phone or Skype. Flexibility of interview mode allows an organization to interview candidates who are not in the immediate area. This increases the selection pool and reduces costs.
- **Provide candidates with interview resources.** When scheduling the interview, provide the candidate with background information on the organization and the job. By providing background information, interviewers and interviewees can ask each other more-focused, better-informed questions and better assess mutual interest. Consider inviting candidates to review an organization's website if available.



ON THE GO TEMPLATES

- *Interview Calendar*, see page 57

Design Interview

Once candidates are selected for interview, rigorous, behaviorally based interviews are an effective way to select top talent. Interviews are a step in the screening process where candidates are evaluated for organizational fit and ability to competently complete job tasks. This means defining what the relevant competencies for a position at each level and then checking that the person has done, in the past, things that demonstrate that competency. Thus interview questions should be designed to explicitly determine if a candidate has the required knowledge, skills, and attributes and experience to successfully fulfill job responsibilities and meet competency requirements associated with the role.

Like the criteria designed to select candidates to be interviewed, the interview criteria for selecting candidates, interview questions should flow directly from the duties, be specific to the role, and be measurable to judge and select candidates objectively.

There are four types of interview questions.

1. **Background**—these questions assess a candidate's interest in the field, the job, organization, and general work history. Background questions also ascertain whether the candidate meets basic education or other qualifications. For example, a background question could be, "Do you have a bachelor's degree in [the degree required for the job]?" or "What attracted you to apply for this job?"
2. **Job knowledge**—these questions ascertain specific job knowledge, skills, and ability to fulfill job requirements, or to request documentation of job knowledge. An example of a job knowledge question related to a logistics manager job might be, "How do you fill out a Bin card?"
3. **Past experience**—these questions require candidates to describe related past experiences that relate to the job for which they are being interviewed. An example might be, "Describe a time when you had to perform a task similar to [a job responsibility described in the job description]."
4. **Behavioral**—these questions present the interviewee with hypothetical situations that may occur on the job, and the interviewee is asked to respond to the situation. The use of situational questions in an interview is based on the assumption that a person's intentions are related to behavior and help an interview committee to ascertain how the interviewee may handle a problem or actually behave in a given situation (Outerbridge 1994).

If the candidate is being interviewed for a supervisory job, then questions should be developed to assess competency in this area and ability to meet job requirements.

5. **Supervisory**—these questions assess a candidate's ability to manage the work of teams. For example, a supervisory question could be, "Describe how you delegate and manage the work of direct reports," or "Tell me about a time an employee made a significant mistake; what action did you take?"

Additionally, a candidate can be asked to demonstrate skills that are required for the job.



ON-THE-GO TEMPLATES

- *Interview Guide*, see page 69

Develop an Interview Scoring Tool

Once interview questions are developed, a scoring scale should be identified. A scale allows a Recruiting Committee to assess in an unbiased manner a candidate's ability to meet the job requirements.

The rating scale can be as simple as "acceptable" or "unacceptable," or it can be a point-based scale. However, the most critical element of the rating scale is not how many levels it has but, rather, how those levels are defined (Valadez 1987).

Rating scales are defined by benchmarks for each question. Benchmarks are suggested answers to the questions that are linked to each score within the rating scale. Benchmarks provide a frame of reference for assessing the candidate's responses objectively and consistently. Ideally, each question has at least three suggested answers: a superior, a satisfactory, and an unsatisfactory response. To develop benchmarks, create answers that fit the different levels of the rating scale. If the questions have been used in interviews previously, consider using actual answers heard from candidates.

Example of a Five-Level Rating Scale

- 5—[Note what answers would be considered outstanding]
- 4—
- 3— [Note what answers would be considered acceptable]
- 2—
- 1—[Note what answers would be considered unacceptable]

Example answers should fit the requirements of the job.

Developing benchmarks is also a method of evaluating the interview questions. If it is too difficult to determine the benchmark answers for a particular question, the question should be reviewed for possible revision or elimination.

DID YOU KNOW?

Because it is difficult to define and consistently assess against more than five levels, a 1 to 5 scale is recommended.



ON-THE-GO TEMPLATES

- *Interview Evaluation Criteria*, see page 71

Conduct an Interview

Interviews should be conducted in a consistent and unbiased manner to provide all candidates with equal opportunity to consider and be considered for the job.

To ensure consistency in application, the Recruiting Committee should develop an interview guide. This guide creates a framework that identifies jobs, processes, and questions to be followed in the interview.

Prior to conducting the interview, establish jobs for Recruiting Committee members.

- **Lead**—a member of the Recruiting Committee leads the interview by structuring, opening, and closing the interview.
- **Notekeeper**—notes should be taken during the interview. Although individuals may take their own notes, all notes should be consolidated into a final set that is compiled and used to score interviewees and shared with Human Resources when justify hiring decisions.
- **Timekeeper**—each candidate should be allowed to answer all questions. A timekeeper ensures that all questions are covered in the time allotted by managing the pace and timing of the interview and individual questions. The timekeeper should also provide a 10-minute warning prior to the end of the interview.
- **Question Owner**—committee members should rotate asking questions. Prior to the start of the interview, establish who is asking which question.

An interview has five components, as described here.

1. **Welcome and Introductions**—welcome the candidate to the interview and thank him or her for accepting the invitation. Introduce the candidate to the interview panel and vice versa. Share business cards, as available and/or appropriate. Offer tea or coffee, if it is customary. If you put the candidate at ease, you will get a better interview and find out more of what you need to know.
2. **Questions**—explain the structure of the interview to the candidate. Share that the interview will last an hour and that the committee will ask about a dozen questions. Let the candidate know that at the end of the interview he or she will be invited to ask questions.
3. **If Needed, Demonstration of Skills**—many jobs require a demonstration of job skills where the candidate is asked to demonstrate required job skills. Selected candidates can be invited to return for a second interview to conduct a demonstration.
4. **Close**—when all questions are asked, allow the candidate an opportunity to ask any questions. Provide the candidate with about 5 or 10 minutes to ask questions. Thank the candidate and provide an overview of next steps, including when the candidate will be contacted if he or she is moving to the next stage of the interview process or if his or her candidacy will be terminated.
5. **Debrief**—following the interview, conduct a debrief with the Recruiting Committee. Review the candidate's answers against the selection criteria that were established in the *Interview Evaluation Criteria*. Rate candidate answers according to these criteria. For each criterion, ask, "How well can this person fulfill the selection criteria?" Group consensus should be reached on ratings for each candidate response.

DID YOU KNOW?

Where possible, Recruiting Committee members who know candidates should remove themselves from the interview to avoid conflict of interest or bias. If this cannot be avoided, the potential for conflict of interest should be acknowledged at the beginning and possible solutions should be identified and recorded.

If needed, a second round of interviews can be conducted where the candidates with the highest scores are interviewed a second time. A second-round interview would follow the same process. If a second round of interviews is conducted, it is common to reserve skill demonstrations for this round.

A few things to keep in mind as you interview the candidate include:

- Ask open-ended questions, as opposed to questions that can be answered with a yes or no. This allows candidates to reveal more about themselves. If a question is developed to determine whether a candidate meets a specific requirement, then a closed-ended question could be appropriate; for example, “Do you have experience with Microsoft Word?” Otherwise, open-ended questions usually gather more information; for example, “Describe any experience you have had using computer-based word processing programs.”
- If you need more details, ask follow-up questions like, “Would you give an example?” or “Would you explain further?”
- Remember and reinforce professional confidentiality. All discussions and ratings are confidential, for both promising candidates and those who are dropped from consideration. Make sure that only committee members have hard copy documents, and that the documents are kept secure. Confidentiality is also called for when a candidate is applying but requests that the current employer not be informed about his or her job search. Such requests must be respected.

DID YOU KNOW?

- Don’t coach an interviewee—let him or her answer without prompting!
- Avoid acronyms.
- Keep questions brief, to the point, and unambiguous.
- Try out questions to check for clarity, precision of wording, and appropriateness.
- Make sure questions are not dependent upon skills or policy that will be learned once the person is on the job.

Remember! An interview is a two-way process. The best candidates may have other job offers, and they are “interviewing” your organization, too, to see whether they would like to work there.

As applications are reviewed, raters should independently take notes regarding a candidate’s comments on each question as it is answered. When an interview has concluded, raters should give themselves approximately 15 minutes before beginning the next interview to review their notes and, either independently or as a group, score each question using the *Candidate Scoring Tool*. To arrive at a final score for a candidate, it is most common to take a simple average of ratings for all questions.

If committee members score independently, then scores are aggregated for one final score for each candidate. If raters do not reach a consensus on a rating for a question, they should discuss the reasons for their ratings and attempt to reach a consensus.



ON-THE-GO TEMPLATES

- *Interview Guide*, see page 69

Conduct Reference Check

The final step in the assessment process is to verify a candidate's application. Candidates who are being considered for selection should be asked to submit references. Interviews can be limited in their validity. Always check references with individuals who have worked with the candidates being considered.

References allow the Recruiting Committee to authenticate a candidate's:

- employment
- resume and experience
- workplace behaviors
- employment eligibility
- evidence of educational degrees, professional qualifications, and registration.

Depending on what Human Resources and the Recruiting Committee would like to authenticate, candidates can be asked to provide varying types of reference resources. If Human Resources/Recruiting Committee would like to validate:

- **Employment?** Then candidates can be asked to provide a contact for Human Resources for their current and previous jobs.
- **Resume, experience, workplace behaviors?** Then candidates should be asked to provide the names and contact information for immediate team colleagues and supervisors.
- **Employment eligibility?** Then candidates should be asked to provide any necessary paperwork to prove eligibility to work in the country of residence.
- **Evidence of educational degrees, professional qualifications, registration?** Then candidates should be asked to provide any documentation to authenticate graduation and/or participation.

DID YOU KNOW?

Appropriate references are those who have direct experience with a candidate's work, education, or training and preferably in a supervisory capacity.

When asking for references, it is also appropriate to solicit samples of work.

If appropriate for the job, invite candidates to submit samples of their work prior to the interview. These could include summaries from reports, PowerPoint presentations, curriculum, etc.

References should be checked prior to an offer of employment being extended:

- If multiple rounds of interviews are being conducted, then a reference check is done prior to the last round for final candidates.
- If only one round of interview is being conducted, then a reference check is conducted for the final candidate(s).

Reference checks are conducted by someone from Human Resources, and references are contacted by telephone and asked whether they would be willing to provide a reference. If they agree, then Recruiter may either conduct the reference check by telephone or email a form for the referrer to complete.

When contacting a reference, Human Resources employees should:

- introduce him or herself
- explain that they are requesting a reference
- ask to (1) schedule a time for a follow-up call to conduct the reference check or (2) if they can email a form for the referrer to complete
- provide a deadline for completing the reference
- thank the reference for his or her time.

Remember to keep reference materials and conversations confidential.



ON-THE-GO TEMPLATES

- *Reference Check Guide*, see page 73

Notify Candidates of Selection or Non-selection

Once the interviews conclude and selection decisions are made, candidates should be notified of their selection or non-selection. Whether notifying candidates that they have been selected or not selected for a job, interactions should be transparent and professional.

Notify Candidates of Selection

A Human Resource employee notifies a candidate that she or he has been selected. In doing so, Human Resources will:

- confirm that the person is still interested
- discuss possible starting dates
- explain salary and benefits.

All of this information is provided in the form of a formal offer letter. The candidate confirms that he or she accepts an offer by signing the letter.

Note that it is perfectly legitimate for a person to ask for time to think over the decision about the job offer. Providing a candidate a week to consider the offer is standard practice.

Notify Candidates of Non-selection

Wait to inform those candidates not selected that they are not selected in case the candidate selected declines the offer. If the first choice candidate declines the offer, then the Recruiting Committee may need to make a second choice.

Candidates not selected should be notified personally and with respect. Invite them to apply for future openings that are appropriate. Leave them with a favorable impression of the organization as a good place to work as they may apply again. Note that it is almost never permissible to give the “bad news” to a family member or a colleague; inform the candidate directly.

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Recruitment Plan

Use this template to identify tasks, deadlines, and who's responsible for completing tasks.

Instructions

- Review tasks listed below and adapt as needed.
- Assign an owner and completion date for each task.
- Recruiter will use this plan to oversee the overall process and ensure that task owners complete assigned tasks by the identified deadlines.

Phase	Task	Owner	Completion Date
Plan Recruitment (2 weeks)	<ul style="list-style-type: none"> • Form Recruiting Committee • Review vacancy • Develop <i>Recruitment Plan</i> 		
Develop Recruitment Materials (1 week)	<ul style="list-style-type: none"> • Update/develop job description • Complete/approve <i>Recruitment Request Form</i> • Develop <i>Interview Selection Criteria</i> and <i>Interview Guide</i> 		
Advertise Position (4 weeks)	<ul style="list-style-type: none"> • Complete/approve <i>Job Advertisement Form</i> • Identify advertising locations • Advertise job • Track candidate applications 		
Manage and Screen Candidates (2 weeks)	<ul style="list-style-type: none"> • Review candidate applications • Select candidates for interview • Schedule candidates for interview 		
Interview and Select Candidates (3 weeks)	<ul style="list-style-type: none"> • Interview candidates • Conduct reference check • Select candidate to make a job offer 		
Extend and Confirm Offer (2 weeks)	<ul style="list-style-type: none"> • Extend offer • Confirm start date • Issue contract 		

Interview Calendar

Use this calendar to identify Recruiting Committee availability. Based on availability, the Recruiter can schedule candidates for interview.

Instructions

- Contact all Recruiting Committee members and note their availability using this template.
- Schedule candidate interviews according to their availability.
- Remember to include time after the interview for a Committee debrief.

Time Slot	Week One					Week Two				
	M	T	W	Th	F	M	T	W	Th	F
9 a.m.										
10 a.m.										
11 a.m.										
12 p.m.										
1 p.m.										
2 p.m.										
3 p.m.										
4 p.m.										

This same template can be used to schedule second interviews.

The Recruiter can also use this calendar to schedule a weekly Recruitment Committee meeting.

Job Description

Use this template to build a job description.

Instructions

- Complete the job description by filling in all fields as described below.

Job Overview

Job Title	<i>Decide on a title that will make sense both internally (in the context of other job titles) and externally. Avoid odd titles that only make sense internally.</i>
Organization and Department	<i>Identify the primary organization and department that will be managing this job.</i>
Reporting Relationships	<i>Describe (1) who this job reports to and (2) who reports to this job (if anyone).</i>
Job Location	<i>Identify geographic location and specific office setting for this job.</i>
Schedule	<i>Provide anticipated work schedule and/or whether any travel is expected.</i>
Grade/ Pay Band (or Salary)	<i>If appropriate, show the grade or salary range for the position. This should be quoted in annual terms indicating the scale minimum and maximum. Otherwise, state that salary will "be commensurate with experience."</i>
Allowances	<i>if relevant to the organization, state whether allowances (e.g. housing, transport, school) are allocated to the position based on the assigned grade and position.</i>
Contract Type	<i>State whether the role is permanent or contract. If it is a contract, this should be indicated clearly. State the duration of the appointment and, where appropriate, the reason (i.e., fixed-term project/funding or to cover maternity leave).</i>

Job Details

Organization Overview	<i>Describe the mandate of the hiring organization.</i>
Job Summary	<i>Describe the high-level responsibilities of the job, and other functions with which this job interacts, as well as how they will interact.</i>
Key Functions and Tasks	<i>Identify the essential and non-essential functions of the job and the related tasks performed.</i> <ul style="list-style-type: none">• A function is a major area of responsibility assigned to an employee.• Tasks are particular work actions performed to accomplish one area of responsibility.

Key Supervisory and/or Budgetary Functions and Tasks (if applicable)	<p>Supervisory List the number and types of jobs the incumbent supervises and the level of authority for actions.</p> <p>Budgetary List the amount of funds this job is responsible for and the level of authority over those funds.</p>
Contacts	List all stakeholders with whom the incumbent has to interface to fulfill job functions and tasks.
Interdependencies with Other Functions	Describe other functions with which this job interacts as well as how they interact.
Physical Requirements and Work Environment	Note any physical requirements required for job completion. Describe the work environment. If the job is primarily an office or sedentary one, you may just say, "office." If there are environmental hazards such as exposure to extreme or varying temperature, noise, or fumes, note this information.

Job Requirements

Qualifications	Note expectations for additional knowledge, skills, and attributes required for successful completion of job duties.
Education and Experience Required	Note education and experience required for the job. -

Employment Clauses

The following are sample generic clauses that could be in all job descriptions.

Performance Management

All employees have a responsibility to participate in regular evaluations with their manager to identify performance standards of the job. As part of the evaluation process, all employees are responsible for participating in identifying their own training and development needs to meet their competency requirements.

Health and Safety at Work

Attention is drawn to the responsibility of all employees to take reasonable care for the health and safety of themselves and other people who may be affected by their actions at work.

Equal Opportunity

This organization is committed to being an equal opportunity employer and welcomes applicants from people irrespective of age, gender, race, and ability.

Job Description

This job description will be subject to discussion and reviewed on an annual basis within the evaluation process.

Human Resources Approval:

Date:

Employee Signature:

Recruiting Request Form

Use this template to submit a request for recruitment to Human Resources.

Instructions

- Complete all fields in this template.

Job Details

Job Title Requested for Recruitment:

Department:

Justification for recruiting for this job:

[Provide justification for recruiting for this job. Note how this job will support the organization’s workforce plan and how it will be funded.]

	YES	NO
Is the job description updated?	<input type="checkbox"/>	<input type="checkbox"/>
Is the job description approved?	<input type="checkbox"/>	<input type="checkbox"/>
Is the job approved for recruiting?	<input type="checkbox"/>	<input type="checkbox"/>

Proposed Recruiting Committee Members:

- 1.
- 2.
- 3.
- 4.

Human Resources Approval:

Date:

Please attach the updated job description to this form.

Job Advertisement Form

Use this template to create an advertisement for the job.

Instructions

- Complete all fields in this template.

Job Details

Job Title:

Organization:

Department:

Job Location:

Grade/Pay Band (or Salary):

Contract Type:

Advertisement Information

Advertisement Source	Days to Advertise	Cost to Advertise	Completed? YES	NO
Note advertising source	Note number of days to advertise with advertising source	Note cost to advertise with source	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>

Advertisement Details

Overview of Organization and Summary of the Job	Describe the hiring organization.
Job Duties	Describe primary technical duties as well as any managerial duties.
Education and Experience Required	Note required education and/or experience.
Qualifications	Note any required knowledge, skills, or attributes required by this job.
Physical Requirements and/or Work Environment	Describe any physical requirements that the job may require or relevant details regarding the work environment.

Submission Instructions:

Note:

- Materials an interested candidates should submit (e.g., resume, cover letter)
- Where, how, or to whom materials should be submitted (e.g., mailing address, email, website portal)
- Whether a candidate can submit application questions; and, if so, how
- If receipt of applications will be acknowledged for applicants invited for interviews, or for all applications
- Application deadline.

Approvals

	YES	NO
Is the job approved for advertisement?	<input type="checkbox"/>	<input type="checkbox"/>
Are all advertisement sources approved?	<input type="checkbox"/>	<input type="checkbox"/>
Is budget to pay for advertisement approved?	<input type="checkbox"/>	<input type="checkbox"/>

Human Resources Approval:

Date:

Please attach the updated job description to this form.

Interview Selection Criteria Form

Use this template to create criteria for reviewing candidate applications and selecting those for interview.

Instructions

- **Column 1**—list candidate names.
- **Row 2**—list qualifications criteria (as many as needed), as described in the job advertisement.
- **Row 3**—decide how many points each qualification criterion is worth.
- **Next to each candidate's name**—note which qualifications each candidate possesses, as described in their application.
- **Last column**—tally points awarded to determine which candidates are invited to interview.

Candidate Name	Minimum Required Qualifications			Additional Desired Qualifications			TOTAL
CRITERIA							
POINTS							

Please attach the job description and the interview question scoring scale to this form.

Application Tracker

Use this template to track candidates throughout the recruitment process.

Instructions

- Add additional columns to accommodate the number of candidates that have been selected for interview.
- **Row 2**—note the name of each candidate being interviewed.
- **Recruiting Action Column**—each step in the recruiting process is listed. When this step is completed, note the date this step is completed in the box.

	Recruiting Action	Candidate 1	Candidate 2	Candidate 3
		<i>Candidate Name</i>	<i>Candidate Name</i>	<i>Candidate Name</i>
1	Application Complete and Ready for Review			
2	Application Reviewed			
3	Selected for Interview			
4	Interview Completed			
5	Notified of Selection or Non-selection			

Interview Guide

Use this template to create a guide to delineate jobs, responsibilities, and processes for the interview.

Instructions

- Complete all fields in this template.

Recruiting Committee Jobs

Note who on the Recruiting Committee will fulfill each interview job.

Lead	
Notekeeper	
Timekeeper	

Process

Welcome and Introductions:

- Welcome the candidate.
- Introduce the candidate and interviewers.
- Share the agenda for the interview.

Questions

Background	[Note all Background questions to be asked in the interview]	Name of Committee Member Asking Question
Job Knowledge	[Note all Job Knowledge questions to be asked in the interview]	Name of Committee Member Asking Question
Past Experience	[Note all Past Experiences questions to be asked in the interview]	Name of Committee Member Asking Question
Behavioral	[Note all Behavioral questions to be asked in the interview]	Name of Committee Member Asking Question

If being interviewed for a supervisory job:

Supervisory Experience	[Note all Supervisory Experience questions to be asked in the interview]	Name of Committee Member Asking Question
------------------------	--	--

Skill Demonstration, if applicable

Invite participants to demonstrate a skill applicable to the job. This portion of the interview may be reserved for a second interview for selected candidates.

Close

- Thank the participant for his or her time.
- Share with the candidate any anticipated next steps and/or follow-up.

Please attach the job description for this job and the interview question scoring rubric to this form.

Interview Evaluation Criteria

Use this template to identify criteria by which interview responses will be evaluated and selected for a second interview and/or the job.

Instructions

For each candidate:

- **Column 1**—list interview questions.
- **Column 2**—define ratings for levels 1 through 5 for each question.
- **Column 3**—rate candidate responses to each question.
- **Bottom row**—total scores. The candidate with the highest total score will be selected for the job (or the highest-ranked candidates will be selected for a second interview).

Question	Rating Definition	Score
[Insert Question 1 here]	5—[Note what answers would be considered outstanding] 4— 3—[Note what answers would be considered acceptable] 2— 1—[Note what answers would be considered unacceptable]	Record score: 1, 2, 3, 4, 5
[Insert Question 2 here]	Same as above	Same as above
[Insert Question 3 here]	Same as above	Same as above
[Insert Question 4 here]	Same as above	Same as above
TOTAL		

Reference Check Guide

Use this form to conduct a reference check. This form can be used as a guide if the check is conducted verbally, or it can be emailed to the person providing the reference who can complete it on his or her own.

Instructions

- Develop questions that allow the person providing the reference to detail the candidate's ability to meet job requirements.
- Consider using questions similar to those that might be asked in a job interview.

Person Providing Reference:

Relationship to Candidate:

Recruiting Committee Member Conducting Reference Check:

Questions

Background	[Note Background questions to be asked in the interview]
Job Knowledge	[Note Job Knowledge questions to be asked in the interview]
Past Experience	[Note Past Experience questions to be asked in the interview]
Behavioral	[Note Behavioral questions to be asked in the interview]

If being interviewed for a supervisory job:

Supervisory Experience	[Note Supervisory Experience questions to be asked in the interview]
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Recruitment Plan

Use this template to create a schedule for the recruitment process.

Instructions

- Identify start and end deadlines for key recruitment actions.

Phase	Task	Owner	Completion Date
Plan Recruitment (2 weeks)	<ul style="list-style-type: none"> Form Recruiting Committee Review vacancy Develop <i>Recruitment Plan</i> 	Human Resources Recruiter	February 1
Develop Recruitment Materials (1 week)	<ul style="list-style-type: none"> Update/develop job description Complete/approve <i>Recruitment Request Form</i> Develop <i>Interview Selection Criteria Form</i> and <i>Interview Guide</i> 	Job Supervisor	February 15
Source Candidates (4 weeks)	<ul style="list-style-type: none"> Complete/approve <i>Job Advertisement Form</i> Identify advertising locations Advertise job Track candidate applications 	Human Resources Recruiter	March 15
Manage and Screen Candidates (2 weeks)	<ul style="list-style-type: none"> Review candidate applications Select candidates for interview Schedule candidates for interview 	Job Supervisor (Human Resources Recruiter will schedule)	April 1
Interview and Select Candidates (3 weeks)	<ul style="list-style-type: none"> Interview candidates Conduct reference check Select candidate to make a job offer 	Recruiting Committee Chair (Human Resources Recruiter will reference check)	April 21
Extend and Confirm Offer (2 weeks)	<ul style="list-style-type: none"> Extend offer Confirm start date Issue contract 	Human Resources Recruiter	May 7

Interview Calendar

Use this calendar to identify Recruiting Committee availability. Based on availability, the Recruiter can schedule candidates for interview.

Instructions

- Contact all Recruiting Committee member and note their availability using this template.
- Schedule candidate interviews according to their availability.
- Remember to include time after the interview for a Committee debrief.

Time Slot	Week One					Week Two				
	M	T	W	Th	F	M	T	W	Th	F
9 a.m.	L. Fred									
10 a.m.										
11 a.m.						T. Lora				
12 p.m.		J. Smith								
1 p.m.							H. Pora			
2 p.m.										
3 p.m.		Z. Cort		Recruiting Committee meeting					Recruiting Committee meeting	
4 p.m.										

This same template can be also used to schedule second interviews.

The Recruiter can also use this calendar to schedule a weekly Recruiting Committee meeting.

Job Description

Use this template to build a job description.

Instructions

- Complete the job description by filling in all fields as described below.

Job Overview

Job Title	Regional Transportation and Warehouse Manager
Organization and Department	Ministry of Health, Supply Chain Unit
Reporting Relationships	Reports to: Transportation and Warehouse Manager Director Recieves Reports From: All warehouse employees for XX Regional Warehouse
Job Location	XX City, Country
Schedule	Standard work week, but may require a flexible schedule, extended hours, or weekends to accommodate customer needs.
Grade/Pay Band (or Salary)	The job is salaried, according to experience.
Contract Type	Full-time, permanent job

Job Details

Organization Overview	The Ministry of Health operates nationwide, overseeing the management and provision of public sector health services—both curative and preventative. The Ministry operates over 3,000 service delivery points and 500 hospitals thus serving a population of 10.5 million. By providing and improving health services, the Ministry seeks to positively impact the economic and social welfare of the general population.
Job Summary	The Regional Transportation and Warehouse Manager is responsible for directing the storage and management of public health commodities distributed to the 11 districts in the region.

Key Functions and Tasks	<ul style="list-style-type: none"> • Coordinate transport—with the drivers, fuel, and lorry fleet available—from Regional Warehouse to District Warehouses to maximize efficiency and prevent stockouts. • Develop and implement a maintenance and repair plan for the regional fleet of five lorries. • Collaborate with other regional staff to fill and ship orders from/to the 11 districts in the region accurately and rapidly. • Maintain warehouse commodity databases including stock on hand and shipments in and out for each product. Intermediate to advanced spreadsheet skills are required. • Maintain quality storage principles in the Regional Warehouse and provide expertise to District Warehouse Managers to upgrade and maintain their storage facilities. • Coordinate “dejunking” of Regional Warehouse when needed. • Create and maintain a “quarantine zone” for damaged and expired products and coordinate the destruction of such products on a periodic basis. • Develop and implement a warehouse safety strategy and train staff in how to enforce and use it.
Key Supervisory and/or Budgetary Functions and Tasks (if applicable)	<p>Supervisory</p> <ul style="list-style-type: none"> • Provide a strategic role in planning, administration, and general warehouse management issues, including oversight of budget associated with warehouse operations and day-to-day hiring, assigning, and supervising staff. • Support, train, and supervise a staff of three warehouse people and four drivers. • Manage training and performance reviews. • Prepare and present a monthly stock and storage update presentation to superiors and colleagues in Regional and Central Health Office. • Monitor warehouse storage capacity on a monthly basis and make recommendations for warehouse expansion and/or leasing of supplemental storage space. • Perform other duties as may be assigned from time to time. <p>Budgetary</p> <ul style="list-style-type: none"> • Prepare monthly invoices.
Contacts	<ul style="list-style-type: none"> • Customers from both private and public service delivery points • Private sector pharmaceutical vendors
Interdependencies with Other Functions	<ul style="list-style-type: none"> • Work across multiple functions to include: finance, IT, service delivery points within region catchment.
Physical Requirements and Work Environment	<ul style="list-style-type: none"> • Ability to operate a forklift • Ability to lift heavy objects • Environment is in a shared office space as well as a large warehouse. Some work will require being exposed to the outdoors.

Job Requirements

Qualifications	<ul style="list-style-type: none">• Knowledge of warehousing and inventory management systems• Mastery in skills required for warehouse management and stock control and storage• Strong leader able to work in teams and multitask in a dynamic environment• Excellent customer service skills• Strong verbal and written communication skills• Display an enthusiastic and friendly attitude• Fluent in English and French
Education and Experience Required	<p>Education:</p> <ul style="list-style-type: none">• Four-year degree or equivalent work experience <p>Experience</p> <ul style="list-style-type: none">• Three years in a management job• Two years of experience in a warehouse environment

Employment Clauses

The following are sample generic clauses that could be in all job descriptions.

Performance Management

All employees have a responsibility to participate in regular evaluations with their manager to identify performance standards of the job. As part of the evaluation process, all employees are responsible for participating in identifying their own training and development needs to meet their competency requirements.

Health and Safety at Work

Attention is drawn to the responsibility of all employees to take reasonable care for the health and safety of themselves and other people who may be affected by their actions at work.

Equal Opportunity

This organization is committed to being an equal opportunity employer and welcomes applicants from people irrespective of age, gender, race, and ability.

Job Description

This job description will be subject to discussion and reviewed on an annual basis within the evaluation process.

Human Resources Approval:

Date:

Employee Signature:

Recruiting Request Form

Use this template to submit a request for recruitment to Human Resources.

Instructions

- Complete all fields in this template.

Job Details

Job Title Requested for Recruitment: Regional Transportation and Warehouse Manager

Department: Ministry of Health Supply Chain Unit/ Warehouse and Transport Department

Justification for recruiting for this job:

This job is required to operate a warehouse that stores and distributes commodities required for meeting Ministry mandate to improve access to health services and products. Sufficient budget exists to support this job and it falls within the workforce plan.

	YES	NO
Is the job description updated?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the job description approved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the job approved for recruiting?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Proposed Recruiting Committee Members:

1. Joe Jones, Human Resources Recruiter
2. Lee Smith, Job Supervisor
3. Mary Grain, Job Team Member
4. Sarah Tims, Job Reporting to the Regional Transportation and Warehouse Manager

Human Resources Approval:

Date:

Please attach the updated job description to this form.

Job Advertisement Form

Use this template to create an advertisement for the job.

Instructions

- Complete all fields in this template.

Job Details

Job Title: Regional Transportation and Warehouse Manager
Organization: Ministry of Health, XX Country
Department: Supply Chain Unit
Job Location: XX City, Country
Grade/Pay Band (or Salary): Based on experience
Contract Type: Permanent

Advertisement Sources

Advertisement Location	Days to Advertise	Cost to Advertise	Completed?	
			YES	NO
Ministry of Health job site	1 month	Free	<input checked="" type="checkbox"/>	<input type="checkbox"/>
IAPHL	1 week	Free	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Newspaper	2 weeks	\$250/week	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Advertisement Details

Overview of Organization and Summary of the Job	<p>The Ministry of Health operates nationwide, overseeing the management and provision of public sector health services—both curative and preventative. The Ministry operates over 3,000 service delivery points and 500 hospitals thus serving a population of 10.5 million. By providing and improving health services, the Ministry seeks to positively impact the economic and social welfare of the general population.</p> <p>The Regional Transportation and Warehouse Manager is responsible for directing the storage and management of public health commodities distributed to the 11 districts in the region.</p>
--	---

Job Duties	<p>Technical:</p> <ul style="list-style-type: none"> • Coordinate transport—with the drivers, fuel, and lorry fleet available—from Regional Warehouse to District Warehouses to maximize efficiency and prevention of stockouts. • Develop and implement a maintenance and repair plan for the regional fleet of five lorries. • Collaborate with other regional staff to fill and ship orders to the 11 districts in the region accurately and rapidly. • Maintain warehouse commodity database, including stock on hand and shipments in and out for each product. Intermediate to advanced spreadsheet skills are required. • Maintain quality storage principles in the Regional Warehouse and provide expertise to District Warehouse Managers to upgrade and maintain their storage facilities. • Coordinate “dejunking” of Regional Warehouse when needed. • Create and maintain a “quarantine zone” for damaged and expired products and coordinate the destruction of such products on a periodic basis. • Develop and implement a warehouse safety strategy and train staff in how to enforce and use it. <p>Supervisory/Budgetary:</p> <ul style="list-style-type: none"> • Support, train, and supervise a staff of three warehouse people and four drivers. • Manage training and performance reviews. • Prepare and present a monthly stock and storage update presentation to superiors and colleagues in Regional and Central Health Office. • Monitor warehouse storage capacity on a monthly basis and make recommendations for warehouse expansion and/or leasing of supplemental storage space. • Perform other duties as may be assigned from time to time.
Education and Experience Required	<p>Education:</p> <ul style="list-style-type: none"> • Four-year degree or equivalent work experience <p>Experience:</p> <ul style="list-style-type: none"> • Three years in a management job • Two years of experience in a warehouse environment
Qualifications	<ul style="list-style-type: none"> • Knowledge of warehousing and inventory management systems • Mastery in skills required for warehouse management and stock control and storage • Fluent in English and French • Strong leader able to work in teams and multitask in a dynamic environment • Excellent customer service skills • Strong verbal and written communication skills • Display an enthusiastic and friendly attitude
Physical Requirements and/or Work Environment	<ul style="list-style-type: none"> • Ability to operate a forklift • Ability to lift heavy objects • Environment is in a shared office space as well as a large warehouse. Some work will require being exposed to the outdoors

Submission Instructions:

Note:

- Interested candidates should submit a resume and cover letter by July 1, 2013, to: HRRecruiting@Ministry.org
- No telephone calls or visits, please
- Receipt of applications will be acknowledged only for applicants invited for interviews.
- Applications received after July 1, 2013, will not be accepted.
- Please contact: HRRecruiting@Ministry.org for questions.

Approvals

	YES	NO
Is the job approved for advertisement?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are all advertisement sources approved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is budget to pay for advertisement approved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Human Resources Approval:

Date:

Please attach the updated job description to this form.

Interview Selection Criteria Form

Use this template to create criteria for reviewing candidate applications and selecting those for interview.

Instructions

- **Column 1**—list candidate names.
- **Row 2**—list qualifications criteria (as many as needed), as described in the job advertisement.
- **Row 3**—decide how many points each qualification criterion is worth.
- **Next to each candidate's name**—note the qualifications each candidate possesses, as described in his or her application.
- **Last column**—tally points awarded to determine which candidates are invited to interview.

Candidate Name	Minimum Required Qualifications			Additional Desired Qualifications			TOTAL
CRITERIA	4 year degree or equiv. work	3 years management	2 years facility	French	LMIS design	Transport optimization	
POINTS	4 (1 point per year)	3 (1 point per year)	2 (1 point per year)	2 (2 points for written/verbal fluency; 1 point for verbal)	4 (4 points for design and implement; 2 points for implement)	4 (4 points for design and implement; 2 points for implement)	
L. Fred	4	2	2	2	2	4	16
J. Smith	3	1	1	0	0	2	7
Z. Cort	2	3	2	2	2	2	13
T. Lors	4	3	2	1	4	0	14
H. Pora	2	2	1	2	0	4	11

Please attach the job description and the interview question scoring scale to this form.

Interview Guide

Use this template to create a guide to delineate jobs, responsibilities, and processes for the interview.

Instructions

- Complete all fields in this template.

Recruiting Committee Jobs

Note who on the Recruiting Committee will fulfill each interview job.

Lead	Lee Smith, Job Supervisor
Notekeeper	Joe Jones, Human Resources Recruiter
Timekeeper	Sarah Tims, Job Reporting to the Regional Transportation and Warehouse Manager

Process

Welcome and Introductions:

- Welcome the candidate.
- Introduce the candidate and interviewers.
- Share the agenda for the interview.

Questions*

Background	Why are you interested in applying for this job?	Joe
Job Knowledge	Describe how you would organize a racking system for a warehouse that stores 50+ products?	Lee
Past Experience	Describe how your experience managing a transport fleet in your previous job would help you in this job?	Sarah
Behavioral	Tell us about a time when you faced a challenge at work communicating with a co-worker and how you responded?	Mary

* Note: This is an example. While only one question has been included in this example for each question category, you may ask as many questions as you would like.

If being interviewed for a supervisory job:

Supervisory Experience	What are some of the techniques that help make a person a good supervisor? How do you use these techniques?	Lee
------------------------	---	-----

Skill Demonstration, if applicable

Invite participant to teach warehouse employees how to fill in a stock control card.

Close

- Thank the participant for his or her time.
- Share with the candidate any anticipated next steps and/or follow-up.

Please attach the job description for this job and the interview question scoring scale to this form.

Interview Evaluation Criteria

Use this template to identify criteria by which interview responses will be evaluated and selected for a second interview and/or the job.

Instructions

For each candidate:

- **Column 1**—list interview questions.
- **Column 2**—define ratings for levels 1 through 5 for each question.
- **Column 3**—rate candidate responses to each question.
- **Bottom row**—total scores. The candidate with the highest total score will be selected for the job (or the highest-ranked candidates will be selected for a second interview).

Question	Rating Definition	Score
Why are you interested in applying for this job?	5 —To improve health status in the country through improved supply chain 3 —To apply warehouse and distribution skills to managing this warehouse 1 — I don't know/to get out of my old job	[Note: 5, 3, or 1 depending on answer]
How do you manage receiving and issuing for a warehouse that stores 50+ products?	Scoring would be defined by Recruiting Committee on a 5, 3, and 1 scale.	Same as above
Describe how your experience managing transport in your previous job would help you in this job.	Scoring would be defined by Recruiting Committee on a 5, 3, and 1 scale.	Same as above
Tell about a time when you faced a challenge at work and how you responded.	Scoring would be defined by Recruiting Committee on a 5, 3, and 1 scale.	Same as above
What are some of the techniques that help make a person a good supervisor? How do you use these techniques?	Scoring would be defined by Recruiting Committee on a 5, 3, and 1 scale.	
Invite participant to teach warehouse employees how to fill in a stock control card.	Scoring would be defined by Recruiting Committee on a 5, 3, and 1 scale.	
TOTAL		

Candidates are scored and then ranked and selected for (1) second interview or (2) selection for job offer based on their ranking.

Reference Check Guide

Use this form to conduct a reference check. This form can be used as a guide if the check is conducted verbally, or it can be emailed to the person providing the reference who can complete it on his or her own.

Instructions

- Develop questions that allow the person providing the reference to describe the candidate's ability to meet job requirements.
- Consider using questions similar to those that might be asked in a job interview.

Person Providing Reference: Fred Johnson

Relationship to Candidate: Current Supervisor

Recruiting Committee Member Conducting Reference Check:

Questions

Background	Can you confirm xxxx candidate's employment as a warehouse manager in XX Warehouse for 2 years?
Job Knowledge	Describe XXXX candidate's ability to create and manage distribution schedules.
Past Experience	Can you describe the types of job duties xxxx candidate was responsible for as a warehouse manager?
Behavioral	Describe XXXX candidate's ability to work as a team member.

If being interviewed for a supervisory job:

Supervisory Experience	Describe how XXXX candidate assigns work as a supervisor.
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Sample Interview Questions

Background

- What did you find particularly interesting in the announcement for this job that made you want to apply?
- What kinds of things do you value in the place where you work? What makes it a good place to work for you?
- What sort of job would you like to have or what work would you like to be doing in five years?
- What do you like about your current job?
- What are your strengths?
- What are your weaknesses?
- Why do you want this job?
- Where would you like to be in your career five years from now?
- What's your ideal company?
- What attracted you to this company?
- Why should we hire you?

Job Knowledge

- Of the five major skill areas mentioned in the job announcement, which ones do you feel you are strongest in? Please give examples.
- There have been a lot of changes in the field of *[skills area]* in recent years. What do you think of some of those changes? Are there additional changes you would like to see?
- Which of the required skills or duties you saw in the job announcement do you believe would be easy for you to do, and which do you believe would be harder?
- What sort of job would you like to have or what work would you like to be doing in five years or so?

Past Experience

- Tell us about a problem you faced concerning *[a skill area related to this job]*, and how you dealt with that problem.
- What sort of *[example of a problem related to this job]* problems have you dealt with, and what are some solutions you have tried?
- What was the last project you headed up, and what was its outcome?

Behavioral

- Pretend that we are a group of people who do not know much about *[a skill area related to this job]*. Please explain this *[skill area]* to this group.
- Describe how you would accomplish *[a task related to the job]*.
- Have you ever been on a team where someone was not pulling his or her own weight? How did you handle it?
- Tell me about a time when you had to give someone difficult feedback. How did you handle it?

- What was your greatest failure, and what did you learn from it?
- What irritates you about other people, and how do you deal with it?
- If I were your supervisor and asked you to do something that you disagreed with, what would you do?
- Give me an example of a time you did something wrong. How did you handle it?
- Describe how you would handle a situation if you were required to finish multiple tasks by the end of the day, and there was no conceivable way that you could finish them.

KEY TERMS

Applicant: Any job seeker who (1) submits an application, and (2) meets the basic qualifications of the job as determined by the Recruiter.

Candidate: An applicant who has been referred by a Recruiter for consideration by a Hiring Officer for a specific job.

Competency: Knowledge, skills, and abilities, or a set of defined behaviors, required to perform a specific task or function; providing a structured guide that can be used to identify, evaluate, and develop the desired behaviors in individual employees.

Competency model: Identifies the competencies needed to perform a specific task in a job, organization, or profession; refers to a group of competencies required in a specific job.

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

Human capital: The collective knowledge, skills, and ability of an organization's employees.

Human resources (HR): The function dealing with the management of people employed within an organization.

Job description: A written description of a job that includes information about the general nature of the work to be performed, specific responsibilities and duties, and the employee characteristics required to perform the job.

Knowledge, skills, and abilities (KSAs): The attributes required to perform a job; usually shown by qualifying experience, education, or training.

Nondiscrimination: Nondiscrimination in the hiring and interviewing process refers to any sort of direct or indirect favoritism for or against a candidate based on religion, ethnicity, tribe, sex, or marital status.

Organization chart: A graphic representation outlining how authority and responsibility are distributed within an organization.

Professional confidentiality: The required practice of not discussing or communicating in any way—orally or electronically—with any parties not serving on the recruitment committee or as a personnel specialist about the candidates or potential candidates for a job. Confidentiality includes their CVs or other documentation, how they are being considered for a job, and whether they are candidates. This professional confidentiality begins when the job announcement is posted and continues in the years after the hiring is completed.

Recruiter: Human Resources staff member who supports the outreach, screening, and presentation of candidates to Hiring Officials.

Recruitment: Using a variety of methods to solicit and actively seek applicants to fill recently vacated or newly created jobs: internal job postings, advertising in newspapers or electronic job boards/sites, search firms, or listing job with trade and professional associations, etc.

Salary range: A range of pay rates, from minimum to maximum, set for a specific pay grade.

Selection process: Any step, combination of steps, or procedure used for any employment decision, including, but not limited to, informal or casual interviews; unscored application forms; paper-and-pencil tests; performance tests; training programs; probationary periods; and physical, education, and work experience requirements. These include the decisionmaking process used to determine whether to hire or promote.

Strategic staffing: The practice of hiring smaller core numbers of permanent employees and using temporary employees to fill more highly specialized jobs within the organization.

Workforce planning: A continuous business planning process used to align the needs and priorities of the organization with those of its workforce to ensure that it can meet its legislative, regulatory, service, and production requirements and organizational objectives.

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