



Sustainability in Action (SiA)

Recruitment Policy

Policy Brief and Purpose

Sustainability in Action (SiA) recruitment policy describes SiA's process for attracting and selecting external job candidates. This policy is intended to provide information to Sustainability in Action (SiA) employees and Hiring Managers about the main principles of the recruitment process and relevant process steps and tools.

Based on external and internal Best Practices, Sustainability in Action's recruitment process aims to

1. Attract and select the right candidates,
2. Provide candidate a good experience and give a compelling image of Sustainability in Action as an employer,
3. Take care of internal candidates in a fair manner through a transparent process, and
4. Ensure equal opportunities and promote diversity.

Scope

This recruitment and selection policy applies to all employees who are involved in hiring for SiA. It refers to all potential job candidates.

Main steps of Sustainability in Action's Recruitment Process

Identifying the need

Recruitments in Sustainability in Action start with defining the position, understanding its context, and obtaining approval from the Board of Directors for filling the vacancy.

Creating job descriptions

Hiring managers can create job ads based on the full job descriptions of each role. Job ads should be clear and accurately represent the open position. They should include:

1. A brief description of SiA organization and mission
2. A short summary of the role's purpose
3. A list of responsibilities
4. A list of requirements
5. How to apply

Job posting

Sustainability in Action has a transparent job market. All vacant positions are therefore advertised on Pulse for a minimum of two weeks.

Hiring managers can post a job opening internally before starting recruiting external candidates. If they decide to post internally, they can:

1. Set a deadline for internal applications
2. Communicate their opening through newsletters, emails, word-of-mouth, or an Applicant Tracking System's automated emails

External advertisements can only be placed after or in parallel with internal postings. If a position is open to international assignees and commuters, this will be clearly mentioned in the job advertisement.

In the following situations, Sustainability in Action may choose to appoint someone into a position without running an open selection process:

1. To develop specific employees,
2. During internal re-organizations,
3. When reassigning International Assignees, and
4. In situations where for legal reasons or reasons of confidentiality SiA cannot run an open recruitment process.

Encouraging a colleague to apply

Employees who see a vacancy and have a colleague in mind whose profile would fit well, are strongly encouraged to inform that person about the posting.

If the Hiring Manager or the recruiting HR Business Partner would like to contact an employee to encourage him/her to apply for a vacant position, they must first contact the employee's current line manager or the HR Business Partner of the current line manager to inform them about this step.

Application

Employees who wish to apply should do so online, through vacant positions on Pulse.

As a general rule, Sustainability in Action employees are expected to spend at least three years in a position before moving to a new one. An earlier transfer can be discussed if it is judged to be in the best interest of both the employee and Sustainability in Action.

Applicants are encouraged but not obliged to inform their line manager of their candidacy. An employee's ambitions and career goals should be discussed during the Talent Development Mid-Year Review, and informing the line manager about a candidacy would be a natural extension of those discussions.

Candidate selection

SiA has a standard hiring process that may be tweaked according to a role's requirements. SiA standard process involves:

1. Resume screening
2. Phone screening
3. Assignment
4. Interview

Hiring managers may choose to add/remove stages depending on the role they're hiring for. For example, they can add the following selection stages/methods:

1. Assessment centers
2. Group interviews
3. Competency/Knowledge or other selection tests
4. Referrals Evaluation

The stages of resume screening and interview are compulsory.

Typically, the 3-5 best candidates will be invited to an interview. Internal candidates who are not selected for this step will receive feedback from HR.

Recruiters/hiring managers should always inform candidates they interviewed that they decided to reject them. Also, they should send interview feedback to candidates. They should first though check with HR to make sure they won't invite legal action.

While communicating they should be brief, respectful, and give feedback on job-related issues only.

When a vacancy is advertised also externally, preference should, in general, be given to well-qualified internal applicants if their competency is on par with that of external candidates.

Reference check for the preferred candidate

For appointments to a permanent position, a reference check is mandatory for the preferred candidate before any job offer is made.

If the preferred candidate is a Sustainability in Action employee, the current line manager or other relevant persons (including peers) will be contacted to gather information on past job performance, achievements and behavior. Prior to placing any calls, the recruiting HR Business Partner will make the candidate aware of the reference check being conducted.

Job offer

While internal applicants do not have to inform their manager when applying for a position, they are obliged to do so when accepting the offer for the new position.

The starting date is agreed between the releasing and the receiving line manager. If no agreement can be found, the relevant legal notice period will be applied.

Feedback to unsuccessful candidates

Candidates who have been interviewed but are not selected for the job, will receive verbal feedback – either from the Hiring Manager or the recruiting HR Business Partner.

Revoked offers

In case when an offer has to be revoked, the hiring manager and human resources department should draft and sign an official document. This document should include a legitimate reason for revoking the offer. Legitimate reasons include:

1. The candidate is proved to not be legally allowed to work for SiA organization at a specific location
2. The candidate has falsified references or otherwise lied about a serious issue
3. The candidate doesn't accept the offer within the specified deadline (deadline must have been included in the offer letter)

Hiring managers and HR must notify the candidate formally as soon as possible.