

ISA Recruitment and Selection Strategies and Techniques

Summary

The document presents an overview of the recruitment process to be followed by the ISA Secretariat. This document is derived from the following Rules - Recruitment and Selection Strategies and Techniques from Recruitment and Selection Framework which got approved by the Assembly as its second session as part of the ISA Manual of Regulations consisting of Staff Regulations, Finance Regulations, Staff Rules, Financial Procedures and Other Rules.

25. *Prior to commencement of the recruitment and selection process, the hiring manager, in consultation with the HR professional and taking into account corporate diversity requirements, shall document the strategies, methodologies or techniques to be used for assessing candidates, based on the requirements of the post.*
26. *In all recruitment and selection processes, one or more assessment methods may be used, these can include, among others, panel interviews, desk reviews, technical assessments, roster-review, writing tests, work samples, or language proficiency tests. A thorough review of the candidate's performance history is mandatory. The Hiring Manager must determine the best assessment method(s) that will help determine the most suitable candidate(s) for the job. The Hiring Manager must document the assessment approach and rating methodology to be pursued before commencing the recruitment process. Selection decisions are based on considerations resulting from the different assessment methods, corporate considerations such as gender and diversity as well as the needed mix of skills within the hiring unit. In recruitment submissions to the DG, hiring units must provide all relevant information pertaining to the strategies, methodologies or techniques to be used for assessing candidates.*

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Recruitment Process Overview

The International Solar Alliance (ISA) is dedicated to ensuring that its recruitment practices and procedures comply with internationally accepted recruitment standards, ensure transparency, fairness and allow for the recruitment of a gender and geographically balanced staff.

ISA is providing the following details of its recruitment criteria, the advertising and selection processes and the decision-making modality which it intends to use, so that all applicants are fully aware of what to expect in the process.

1. Recruitment Process Criteria:

The following criteria have been established by the organization and approved by the Second Assembly. ISA intends to:

- Securing highest standards of efficiency competence and integrity
- Priority consideration to equally qualified women candidates
- In the recruitment of staff, due regard shall be paid to the importance of recruiting staff primarily from Member Countries and on as wide a geographical basis as possible. (As per Regulation 5.4(a)¹)

To achieve these criteria/principles, ISA has proceeded with:

2. Prior to the advertisement process

- Developing appropriate job descriptions and vacancy announcements (VAs) (to include classification of each post in accordance with UN Common System guidelines)
- Each VA includes applicable competencies, skills and attributes deemed appropriate for each position
- Each VA has been drafted to include all information for interested candidates, regarding the positions themselves, a summary of key functions/roles/responsibilities, the experience and educational requirements, and the emoluments and benefits of working with ISA
- VAs also include information relative to any international experience requirements, retirement age, grade/level of the post and the organization's right to stop the process and not fill the position.
- Furthermore, each VA will highlight that ISA is committed to achieving diversity within its workforce. Prospective applicants will also be warned of potential recruitment fraud schemes.

¹ Regulation 5.3 Recruitment criteria

a) In accordance with Article V(3) of the ISA Framework Agreement, due consideration shall be given in securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting staff primarily from Member Country and on wide geographical basis.

- Lastly, the VAs will provide information as to how to apply for the respective post and include a dedicated link to ISA's online application form.

3. Distribution and visibility of the Vacancy Announcements.

ISA intends to:

- Maximize the visibility of the vacancy announcements to ensure world-wide distribution with the intention of obtaining applications from all member states
- Develop an appropriate "Employment" site on the ISA Internet Portal, which will serve as the initial posting site for the ISA vacancy announcements and will contain information giving details/features of staff contracts, tenure limits and remuneration
- Provide advance notification to all Member States as to the upcoming recruitment exercise asking for their assistance in circulating the vacancy notices to their nationals
- Advanced notification to all ISA partner organizations, specifically requesting them to assist in the circulation of the upcoming vacancies to their own staff and to distribute within their networks.
- Liaise with major international organization recruitment websites.
- Share VAs with other major energy related organizations for further distribution.

4. Following the advertisement of posts ISA will adhere to the following selection guiding principles

- Competition
- Objectivity
- Transparency
- Diversity
- Non-discrimination
- Accountability

5. Geographical Representation:

In accordance with the Rules and Regulations (Regulation 5.3), due regard shall be paid to the importance of recruiting staff primarily from Member Countries and on wide geographical basis. Preference in the recruitment process shall be given to the applicants from the countries in the following manner:

1. First preference shall be given to suitable applicants from the Member countries, those after having signed and ratified the Framework Agreement, have deposited the instrument of ratification with the depositary, having due regard to the geographical representation;
2. In the event, no suitable candidates apply or get selected from category 1 above, Second preference shall be given to suitable applicants from countries those have signed the ISA Framework Agreement and are in the process of ratification having due regard to the geographical representation;
3. In the event, no suitable candidates apply or get selected from category 1 and 2 above, consideration shall be given to suitable applicants from prospective member countries that are members of the United Nations having due regard to the geographical representation.

6. Posting, Advertising, Screening and Shortlisting of applications.

1. ISA has developed an online application portal for the submission of applications by interested candidates. The link to the portal is contained in the vacancy announcements and on the ISA website.
2. Once vacancy announcements are issued, applicants are encouraged to use the online portal for indicating their interest and for formally submitting their application.
3. Vacancy announcements will remain open for a four-week period or as stated on the VA.
4. ISA may increase the length of the advertising period to ensure the appropriate number of applications are received or an adequate number of applications from female candidates received.
5. ISA will monitor each vacancy announcement and the ongoing number of applicants being received throughout the advertising period. If an insufficient number of applications are being received for any specific post, ISA may elect to extend the closing date and renew its efforts to encourage qualified applicants to apply.
6. Candidates shall be required to self-certify that they have no criminal record, or any current criminal legal issues, including sexual misconduct or sexual abuse, etc. If later they are found to have falsified the statement, they can be either disqualified or their services terminated.
7. Vacancy Announcements will be advertised on various international platforms/websites such UNJOBLIST.org, UNJOBS.org, Devnet, Impactpool.org, Economist, etc.

7. Selection Process

1. Candidate screening:

Initial short-listing of applications for ISA positions will be done by a third party (HR Consultant) to ensure objectivity. During this review, applications will be assigned into one of three categories as follows:

Category	Description
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C	Applicants in this category are determined not to meet the formal/essential education level and/or number of years of relevant professional experience
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B	Applicants assigned to this category meet the minimum/essential educational level and years of experience, but do not have the experience relevant to the specific post.
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A	Applicants in this category meet or exceed all the requirements as stated in the vacancy announcement.
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This initial screening of the candidates will be reviewed by ISA Recruitment Committee to ensure accuracy.

- 2 Selection tools to be used by ISA

Following the determination of the list of applicants who will move forward for consideration as “candidates”, ISA has determined that a three-stage approach will be used in all cases, based on best practices in other international and UN organizations:

- **Pre-recorded interviews:** This tool allows for an online recording of a large number of candidates who are asked to respond to three to five questions, which may be technical or competency based. The responses are recorded by the system and then shared with the panel members. Interview panels will consist of a minimum of three panel members and maximum of five. The interviews are reviewed and scored by the panel and those candidates who meet an established minimum score will proceed to the written examination. Candidates not meeting a minimum score will no longer be considered for the specific position.
- **Written examination:** Following the pre-recorded interviews, selected candidates would then be invited for a written examination. The HR Consultant will develop a list of questions in consultation with recruitment committee and Director, HRD. In order to maintain the confidentiality the final set of questions will remain with HR Consultant till the examination is initiated. All candidates will be given a specific time to commence the exam and only at that time will be sent the exam questions. They will be given a fixed time to finish their exam and return their answers to the ISA focal point. This may range from 60, 90 or 120 minutes, depending on the post. The panel will comprise of three members from international organisations, academia and subject matter specialists. This will allow the panel to judge the candidates on their written skills, logical thinking, and technical knowledge. Due to COVID-19 situation tests will be conducted virtually. In future also both the options will be available for written test, i.e. virtually or on-site. Again, only those meeting a minimum average (combined scores as assigned by the panel members) score will be invited for the face to face interview.
- **Face to face interview:** Qualified candidates will be invited for a face to face interview (virtual) with an interview panel. Each interview will be conducted by a panel comprising of five members from ISA, international organisations, academia and subject matter specialists. Questions may either be technical or competency-based, and the same questions will be asked of each candidate, however supplementary/clarificatory questions may also be asked.
- After the face-to-face interview stage, the Interview Panel reviews the performance of each of the final candidates against the three tools (e.g. pre-recorded interview, written test and face-to-face), prepares its report for the Appoint Review Panel (ARP) with a ranking of candidates and a recommendation. In case of P4/P5 positions, interview panels may also recommend appropriate grade to which the candidate will be selected.

8. Appointment and Review Panel

ARP is a separate Review Body will review the entire process to make sure that all approved steps were followed, and all candidates were fairly treated. Following are some excerpts from TORs of ARP (detailed TORs of ARP at Annex 1)

1. Pursuant to Staff Regulation 5.4, to ensure compliance with recruitment and selection rules, policies and processes by hiring units, the Director-General will establish an Appointment Review Panel (ARP) with the following Terms of Reference.
2. The ARP shall advise the Director-General on all (Fixed Term) appointments of one year or longer and on the promotion of staff after such an appointment.
3. Selections are based on Staff Regulation 5.3 which provides that “due consideration shall be given in securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting staff primarily from Member Country and on wide geographical basis.”

4. The ARP will check the compliance of the selection process with the applicable staff rules, the ISA Recruitment and Selection Framework, and the pre-approved selection criteria and advise the Director-General if a recommended candidate was identified according to these standards.
5. The ARP is required to review the following aspects of the selection process, paying particular attention to (a) and (b):
 - a. Consideration given to the qualifications, demonstrated competencies and performance of the candidates in relation to the stated criteria of the post;
 - b. Considerations with respect to geographic diversity and gender parity within the hiring unit;
 - c. Consideration given to internal candidates;
 - d. Evidence of reference checking, including the consideration given to the past experience and Performance Assessments.

For the transitional period, DG shall have full discretion to appoint members of ARP, provided there is no conflict of interest between the members of the ARP.

(From TORs of ARP under 'Composition and Procedure' – approved as part of Manual of Regulations).

9. Determination of final selection by the Director-General

- After clearance by the review panel and upon receipt of the recommendation of the Interview Panel the Director-General may choose to:
 - accept the recommendation of the Panel and approve of the selection of the recommended candidate
 - seek clarification for additional information from the interview panel.
 - Reject the recommendations with due explanation and recommend an alternative candidate or a renewed recruitment process.
- Upon selection, ISA HR would commence with obtaining reference checks (for external candidates) to ensure that the selected candidate has no negative feedback or history. The final decision to make an offer of appointment is only made once the reference checks are completed and the organization confirms full suitability to serve at ISA.
- Once cleared, HR would initiate any required medical clearances and commence the entry visa requirements. Notification of the selection will be provided to the successful candidate, with the clear understanding that any offer is contingent on pre-clearance of (medical - medical form for self-certification needs to be filled which will be verified by the local UN Physician on panel.