Islamic Republic Of Afghanistan
Kabul Municipality

RECRUITMENT POLICY

DEPARTMENT OF HUMAN RESOURCES

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1. OBJECTIVES OF THE POLICY

To provide the right quality of employees for the Kabul Municipality in order for the Municipality to achieve its intended purpose of providing efficient and effective services to the community and recruit, train and retain talented employees in terms of its mandate.

2. POLICY APLLICATION

This policy applies to all employees of the Kabul Municipality.

3. BASIC POLICY REQUIREMENTS

A Recruitment Committee, appointed by HE the Kabul Mayor, shall recruit employees to be able to provide services to the community subject to the following principles:

- The filling of vacancies by the Kabul Municipality shall be in terms of relevant laws, for example, Labor Law, Civil Servants Law, Service Law, Civil Services Regulation, Regulation on Management of Civil Service Posts and Retirement Regulation
- Recruitment shall be undertaken by employees duly authorized to perform that function.
- Recruitment shall be done only after a vacant post with a duly approved job description; grade/level and remuneration package has been identified to be filled.
- Vacancies shall be filled only if sufficient financial provision has been made on the budget.
- All vacancies to be filled shall be advertised.
- The recruitment of employees shall be done with due consideration to confidentiality and integrity.
- No verbal applications for positions in the Kabul Municipality shall be entertained.
- A selection panel consisting of Committee members, Heads of Departments and where possible external experts shall be formed to interview applicants for vacancies advertised by the municipality.
- Recommendations for short listing of the advertised posts are to be done in consultation with the Committee Members, HR Director and Head of relevant Departments
- No employee may be appointed without undergoing a selection interview unless a vacancy is filled through the promotion of an employee from within the organization.
- No employee may be appointed with a remuneration package outside the range of the grade into which he/she is being appointed.
- The appointment of candidates from outside shall be done after management is

satisfied that there is no employee from within the organization who is available, able and willing to fill the vacancy.

- The staff provisioning shall be done in a fair and non-discriminatory manner, promoting the integrity of Kabul Municipality.

4. RECRUITMENT

The Municipality shall apply the following general principles and guidelines when implementing this policy and to prevent discriminatory or unfair labor practices when recruiting employees:

- The municipality should ensure that all jobs should be open to all applicants irrespective of race, sex or other grounds of discrimination prohibited by law.
- Recruitment of candidates for affirmative action positions should be carried out according to the provisions of the Labor Relations Act.
- An objective and fair recruiting procedure should be followed at all stages of Recruitment.
- Internal recruitment should take precedence over external recruitment.
- Information regarding vacancies must clearly state the relevant selection criteria to be applied.
- The selection criteria should be valid and appropriate to the needs of the job, the municipality and the society as a whole.
- All vacancies will be advertised internally or externally, by the following methods:
    - Information regarding vacancies are to be posted on special vacancy
    - Notice boards in Dari and Pashto languages in all municipal offices within and outside Kabul.
    - All workers are to be advised of details of vacancies and their salary defined by the Law
    - Procedures and time limits for application should be clearly stated.
    - Where the municipality is unable to recruit internally, and where retrenchment has occurred, the Municipality shall make all attempts to recruit workers from the ranks of workers retrenched by the Municipality.
    - Recruitment advertisements should be placed in newspapers that are accessible to all population groups and advertisement websites popular among population.

- The necessary criteria for application, such as procedures and time limits shall be clearly stated.
- Priority shall be given to local people and designated groups in terms of affirmative action plan and employment equity.

4.1 SELECTION OF EMPLOYEES

The Kabul Municipality shall adopt a fair selection procedure to ensure that the best applicant is appointed to the job. The guidelines below should be followed to avoid unfair selection practices:

- Selection criteria should be objective, related to the inherent requirements of the job and consistently applied to applicants, irrespective of race or sex.
- Non-job-related qualifications and higher than necessary qualifications such as educational degrees, linguistic abilities or length of service should not be used to justify selection of a person from an advantaged group over a person from a disadvantaged group.
- Any qualification or condition that has the effect of restricting a position to persons from an advantaged group must be clearly justified as job related and necessary before being applied.
- Qualifications required for a position should be based on current job descriptions or skill requirements that accurately identify the nature, purposes and functions of the job, and not on traditional notions of who should be performing the job.
- Qualifications requirements for a position should not be adapted to meet the qualifications of any particular individual whose application is anticipated.
- An objective and clearly specified procedure should be followed, so that a quantified score on an individual's suitability is available.
- The mere existence of a prior detention, arrest or criminal record should not constitute sufficient grounds for refusal to select any applicant for employment.
- Recognition of prior learning should be considered if requested by an applicant.

4.2 SELECTION INTERVIEWS

The Municipality shall adopt the guidelines below to prevent unfair advancement or discrimination during interviews:

- Questions should be related to job requirements.
- The interview should be pre-planned and similar questions should be asked.

- Questions should be consistent across the interview.
- An interviewer should not ask for information that can be easily and more accurately accessed from application forms, curriculum vitae, tests or reference checks.
- The interview atmosphere should be free of noise and other disturbances.
- A panel member shall not interrupt the applicant when answering questions.
- Records of interviews, questions and applicants' answers should be retained for later justification of decisions.
- The purpose of the interview should be explained - whether it is an initial screening device or the final step in selection.
- An interview panel shall be constituted for each interview taking into consideration the following guidelines:

Position/Level	Size of Panel	Composition
Director General	4-6 members	Mayor/Deputy Mayor 2 Members from Recruitment Committee Human Resource Director
District Managers	4-6 members	Mayor/Deputy Mayor 2 Members from Recruitment Committee Human Resource Director
Managers Reporting Directly to Director General	6 – 4 members	Office of the Mayor/Deputy Mayor 2 Members from Recruitment Committee Human Resource Director
Deputy Managers	6 – 7 members	Municipal Manager Direct Superior and Relevant Managers 2 Members from Recruitment Committee Human Resource Director
General Staff	6 – 7 members	Municipal Manager Direct Supervisor and Relevant Managers Human Resources Managers

4.3 REFERENCE CHECKING

- Reference checks will only be carried out for applicants recommended by an interviewing panel and only in respect of referees as provided by the applicant.
- Reference checks will be conducted by the Head of Human Resources or any or his/her

designate.

- The person performing the reference check will obtain the following information during the course of the reference check,
- Confirmation of the applicant's employment history, including date of
  - Starting service with the previous employer;
  - The applicant's position and remuneration details;
  - The job requirements and key performance areas of the applicant's current Position.
- The person performing the reference check will not seek to obtain the following information during the course of the reference check
  - Information relating to the ethnic background and personality of the applicant;
  - Information relating to the performance of the employee that has not been observed and or obtained from a written performance record;
  - Information that is hostile or malicious;
- Information as to whether or not the referee regards the applicant as being Suitable for the position for which he/she has been recommended by the interviewing panel.

5. EMPLOYEE ORIENTATION

Orientation is the process of introducing a new employee or a transferred employee to the Municipality, its policies and procedures, values, co-workers and the tasks and activities to be performed. A new employee should go through some induction before settling down to perform his/her functions.

5.1 Objective of Orientation

The purpose of the orientation process is to:

a) Acquaint the new employee with the new job and its responsibilities

b) Establish good relationships with co-workers

c) Creating a sense of belonging to the municipality

d) Acquainting the employee with the goals and functions of the municipality

e) Indicating the required behavior and way of doing things in the municipality.

5.2 Responsibility for Orientation

The Human Resource Division carries the final responsibility to ensure that the new

employees go through an induction process. Induction will however occur at different levels as indicated below:

5.2.1 The Supervisor

The supervisor must ensure that a new employee is able to function effectively within his/her section. The supervisor must provide responsibilities, rules, regulations, procedures and also take the employee through a section's tour.

5.2.2 Head of Department

The head of the department should meet the new employee and give a broad overview of the department, its functions and what it is expected to achieve.

5.2.3 The Human Resource Department

The Human Resources Department is responsible for the employment contract, remuneration, staff benefits, staff development, labor relations and personnel policies and regulations in general). The staff representative will explain staff representation, membership, benefits, grievance and disciplinary processes.

Both the employee and the person responsible for induction must sign the

The orientation form and submit it to the HRM department for record keeping.

6. The interview

- Welcome the applicant
- Offer a seat
- Offer water
- Introduce the panel
- Allow the applicant to introduce her/himself
- Chairperson leads the interview by:
- Restating the job for which the applicant is being interviewed
- Explaining how the interview will be run
- How long it may take
- Telling the applicant to understand questions first
- Giving the applicant the right to interact freely
- Asking a general question about the applicant

6.1 Asking questions:

- Ask questions relevant to the job applied for without long explanations.
- Make few follow-ups on answers given
- Do not engage in an argument with the applicant
- Do not ridicule or tell/show the applicant he/she is wrong
- Do not pressurize the applicant to give an answer
- Avoid signs/gestures that indicate high interest or that tells the applicant you are no more interested.
- Avoid making the applicant that the interview is a mere routine or compliance exercise.

6.2 Ending the interview

- Allow the applicant to ask questions
- Tell the applicant when to expect the outcome
- Indicate if there are any claim forms to be completed
- Thank the applicant for his/her time

At all times make the applicant feels you are genuine and fair in your questions and actions. Any feeling of unfairness may lead to appeals and litigation.

7. INTERPRETATION

- In the event of any inconsistency between this policy and any other government legislation, such legislations prevail.

TRANSITIONAL ARRANGEMENTS

- Anything which has been done in terms of any other policy prior to this one, and which may be done in terms of this policy, must be regarded as having been done in terms of this policy.

8. DISCIPLANARY ACTION

This policy takes the place of any earlier policy and is effective: (date of policy). All employees must acknowledge that they have received and understand the Kabul Municipality Recruitment Policy. Policy violations will be subject to disciplinary action, up to and including termination for cause.