





## TASKEEN HEALTH INITIATIVE

### RECRUITMENT POLICY

Prepared By	Department: Human Resource	Date: 23rd April, 2020
Approved By COO/CEO	Signature: 	Date: 30th April, 2020

Revision History Table			
Revision	Date	Description of Change	Approved by COO/CEO
1.0	1st July, 2023	First Annual Revision	
2.0	1st July, 2024	Second Annual Revision	
3.0	1st January, 2025	Third Annual Revision	

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## **RECRUITMENT POLICY**

### **POLICY STATEMENT**

The purpose of this policy is to establish a transparent, fair, and effective framework for hiring qualified individuals who align with the organization's values, goals, and culture. This policy ensures compliance with legal and regulatory requirements while promoting diversity, equity, and inclusion.

### **SCOPE**

This policy applies to all recruitment and selection activities for full-time, part-time, contractual and consultancy roles within the organization.

This policy has the following sections:

**Section I:** Employment Categories

**Section II:** Standard Recruitment Protocols

**Section III:** Recruitment for Special Hiring

**Section IV:** Additional Recruitment Considerations

### **SECTION I: EMPLOYMENT CATEGORIES**

This section outlines the various working arrangements at Taskeen, including full-time, part-time, contractual, consultant, technical advisor, and intern roles. These positions are designed to meet both organizational needs and individual professional goals.

**Employees** are individuals working on a wage or salary basis under Taskeen's supervision, and may include full-time, part-time, or contractual staff. **Consultants** and **Technical Advisors** offer specialized services on a project basis or voluntarily, without employee status. **Interns** or **Trainees** are typically students or recent graduates, gaining practical experience.

#### **1.) Regular Full-Time (100% FTE)**

This category includes employees who are scheduled to work the full standard workweek, typically 40 hours per week, and are required to maintain a timesheet. Regular full-time employees are considered permanent staff and are eligible for the full range of organizational benefits, including paid leave, health coverage, and other entitlements, in accordance with the

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organization's policies. Eligibility for these benefits begins after the successful completion of a defined probationary period. During the probationary period, employees are assessed for continued employment and are not eligible for benefits or paid leave.

## **2.) Regular Part-Time (50% - 99% FTE)**

This category includes employees who are regularly scheduled to work between 20 and 39 hours per week and are required to maintain a timesheet. Upon successful completion of the probationary period, regular part-time employees are eligible for a prorated set of benefits and leave entitlements, based on their full-time equivalent (FTE) status. Access to these benefits is governed by the specific terms and conditions of each program. During the probationary period, employees are assessed for continued employment and are not eligible for benefits or paid leave.

## **3.) Contract-Based Employment**

Contractual employees are hired for a specific project, role, or time-bound assignment under a fixed-term agreement. The terms of employment, including duration, compensation, working hours, and eligibility for any benefits or leave, are outlined in their contract. These employees are not considered permanent staff and are typically not eligible for regular employee benefits unless explicitly stated in their contract. They may also be required to maintain a timesheet if specified in their contract. Renewal or extension of the contract is subject to organizational needs, performance, and funding availability.

## **4.) Independent Consultants**

Independent consultants are engaged by the organization to provide specialized expertise or services for a defined scope and duration. They operate under a consultancy agreement and are not considered employees of the organization. As such, they are not eligible for employee benefits, leave entitlements, or other internal policies applicable to staff. Independent consultants are responsible for managing their own taxes, statutory contributions, and work arrangements, and are expected to deliver services in accordance with the terms outlined in their contract. While they do not follow an attendance timesheet like employees, they may need to track hours or submit reports for billing and progress updates, depending on the agreement. Unlike employees, they do not receive company benefits.

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### **5.) Technical Advisor (Honourary Position)**

Technical Advisors are experienced professionals who voluntarily contribute their time and expertise to support Taskeen's mission. These individuals are not employed by the organization and do not receive monetary compensation for their contributions. They provide strategic and technical guidance in their area of specialization to strengthen the quality, relevance, and impact of Taskeen's programs, services, and advocacy efforts. The scope of involvement, expected contributions, and time commitment are agreed upon mutually and documented where applicable. Their voluntary engagement is based on alignment with Taskeen's vision and a shared commitment to advancing mental health in Pakistan.

### **6.) Intern or Trainee**

An Intern or Trainee is an individual, typically a student or recent graduate, engaged in a temporary work arrangement to gain hands-on experience in their chosen field. This role offers valuable learning opportunities, allowing the individual to acquire practical skills, develop professional competencies, and explore potential career paths, all while contributing to the organization's objectives. The Intern or Trainee position is typically a paid role for a specific duration, as outlined in the individual's contract. Payment is made upon successful completion of the agreed-upon duration and in accordance with the terms stated in the contract.

## **SECTION II: RECRUITMENT PROTOCOLS**

The recruitment process aims to ensure transparency, fairness, and equality, eliminating any bias, favoritism, or discrimination. This section outlines the protocols necessary to establish a successful recruitment system that fosters organizational growth by building a strong workforce.

### **1. IDENTIFICATION OF VACANCIES**

Taskeen Health Initiative follows a structured and strategic approach to identifying staffing needs to ensure the organization remains efficient, agile, and well-resourced.

Vacancies are identified through a combination of operational needs and strategic workforce planning. These include:

- Resignations, retirements, or terminations requiring replacement hiring

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- Internal promotions or transfers creating backfill needs
- Expansion of programs or services requiring new positions
- Succession planning for key or critical roles
- Increased workload or capacity gaps within departments
- Launch of new projects or organizational restructuring

Department Heads are responsible for conducting regular assessments of their team's staffing requirements before finalizing the annual budget. When a vacancy is identified, a meeting is convened involving the Department Heads, Chief Operating Officer (COO)/Chief Executive Officer (CEO), Human Resources (HR), and Finance Department to discuss and review the need. The evaluation considers:

- Alignment with the organizational structure and strategic goals
- Impact on program delivery and operational performance
- Availability of internal candidates for promotion or redeployment
- Urgency and criticality of the role
- Financial feasibility and budget availability

While the majority of hiring is planned and incorporated into the organization's annual budget cycle, hiring needs may also arise outside of this process. Common examples include unexpected resignations, promotions, or emerging project demands.

In cases where a new position is required after the annual budget has been approved, especially due to unforeseen projects or operational needs, special approval must be obtained from the Chief Executive Officer (CEO) before proceeding. This ensures that all staffing decisions remain aligned with organizational priorities and financial oversight.

Once a vacancy, whether planned or unplanned, is formally approved, it is incorporated into the recruitment plan, and the recruitment process is initiated according to the organization's standard procedures.

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## **2. RECRUITMENT PROCESS**

### **2.1. Job Description**

The recruitment process begins with the development of a comprehensive job description by the line manager. This document must be reviewed and approved by the HOD before the recruitment process can proceed. The job description must include the following details:

- Title of the position
- Background of Taskeen
- Roles and responsibilities
- Required qualifications and experience
- Additional information such as employment type, location, and working hours

### **2.2. Employee Requisition Form**

To initiate the recruitment process, the line manager must complete an Employee Requisition Form, detailing the number of positions, required skills, and any specific role-related requirements. This form, along with the approved job description, should be submitted to the HR Department. The purpose of the requisition form is to ensure transparency, accountability, and effective communication between the requesting department and HR by maintaining a clear and traceable record of the request.

### **2.3. Non-Budgeted Positions**

For budgeted positions, the Head of Department (HOD) will provide approval. For non-budgeted positions, the HOD must submit a request to the CEO, accompanied by a detailed justification explaining the need for the role, and obtain the CEO's approval before proceeding.

### **2.4. Role Advertisement**

Once the requisition is approved, the HR Department will proceed with advertising the role. The advertisement aims to attract a large pool of qualified candidates.

- The HR Department will post job advertisements on relevant social media platforms, including LinkedIn. Universities with programs aligned to the role requirements may also be contacted to support the sourcing of qualified candidates.
- Applications should be directed to **[careers@taskeen.org](mailto:careers@taskeen.org)** or submitted via the provided Google Form.

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## 2.5. Initial Screening

The HR team will manage a CV database on Google Drive to ensure proper organization and access.

- All CVs received via email will be saved in a folder on the Recruitment Google Drive under the specific job title.
- This folder will be shared with the relevant department responsible for reviewing candidates.
- HR and the line manager will shortlist candidates based on the eligibility criteria for the position.
- HR will conduct initial telephonic screenings to further narrow down candidates.

## 2.6. Shortlisting Guidelines

- If hiring for **one open position**, 5–10 candidates should be shortlisted for the first round of interviews.
- If hiring for **multiple candidates for one position**, more than 7 candidates may be shortlisted for the first round of interviews.

## 2.7. Interviews

The interview process will vary in levels based on the position being filled, ensuring that the selection approach aligns with the role's requirements. A minimum of two employees must be present at each stage of the interview process, except in exceptional circumstances. Additionally, any interviewer who has a personal connection with an interviewee—whether through family relationship, friendship, or any other association—is required to disclose this connection and withdraw from the selection process to maintain fairness and impartiality. Failure to disclose such a connection may result in disciplinary action.

Level	Process
<b>Intern/Trainee</b>	For both Interns and Trainee, only one round of interview will be conducted. Intern interviews will be jointly conducted by the HR Department and the relevant line manager. For Trainee Clinicians, a mock call assignment will be administered first; based on the performance in this assignment, candidates will be shortlisted for a final interview conducted by the Wellness Department.

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<b>Coordinator Level and Below</b>	Step 01: The first interview is conducted jointly by the HR Department and the line manager. A minimum of five interviews must be conducted, and a minimum of three candidates must be shortlisted for the next stage.
	Step 02: Based on the nature of the position, a mock call or assignment may be given to assess specific skills. This step is optional and will be jointly decided by HR and the line manager.
	Step 03: Shortlisted candidates will appear for a second interview, conducted by the Head of Department (HOD)/Department Manager, and HR. A two-member panel will be formed by HR depending on the role requirements. One final candidate is selected in this round.
	Step 04: A final meeting with HR may be held to evaluate the candidate's cultural fit. The offer and employment terms are discussed by the HR, depending on the sensitivity of the role. This step is optional and carried out based on the specific requirements of the role.
<b>Associate Psychologist</b>	Step 01: The first interview is conducted by the HR Department and the Senior Psychologist/ department manager. A minimum of five interviews must be conducted, and a minimum of three candidates must be shortlisted for the next stage.
	Step 02: Shortlisted candidates will participate in a mock call to assess their clinical and communication skills relevant to the role.
	Step 03: The second interview is conducted by the Clinical Supervisor/Department Manager, and HR. One final candidate will be shortlisted through this round.
	Step 04: A final meeting with the HR may be held to evaluate the candidate's cultural fit. The offer and employment terms are discussed by the HR, depending on the sensitivity of the role. This

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	step is optional and carried out based on the specific requirements of the role.
<b>Assistant Manager Level</b>	Step 01: The first interview is conducted by the Line Manager or Department Manager along with the HR. A minimum of five interviews must be conducted, and a minimum of three candidates must be shortlisted for the next stage.
	Step 02: Shortlisted candidates will be given a written assignment. This step is designed to evaluate specific capabilities relevant to the role.
	Step 03: The second interview is conducted by HR and the Chief Operating Officer (COO)/Chief Executive Officer (CEO) and/or the Head of Department (HOD). One or two suitable candidates are shortlisted from this round. The interview panel will consist of two members, determined by HR based on the nature of the role.
	Step 04: A final meeting with HR must be conducted to assess the candidate's cultural fit. The offer and employment terms are discussed by HR, based on the sensitivity of the role.
<b>Manager Level and Above</b>	Step 01: The first interview is conducted by the Line Manager or Department Manager along with the HR. A minimum of five interviews must be conducted, and a minimum of three candidates must be shortlisted for the next stage.
	Step 02: Shortlisted candidates will be given a written assignment. This step is designed to evaluate specific capabilities relevant to the role.
	Step 03: The second interview will be conducted by HR, the Head of Department (HOD) or COO, and a representative from another relevant department or vertical. One or two suitable candidates will be shortlisted from this round.
	Step 04: Final interview conducted by CEO and other board members (if required). Final candidate selected for the position.

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In case of the unavailability of any panelist mentioned in the table above at any stage, HR, in mutual agreement with the HOD, has the discretion to make necessary changes to the panel to ensure a smooth process.

## **2.8. Job Offer**

- The selected candidate will be offered employment at Taskeen via an offer call followed by an offer letter through an email.
- Content of the letter will be verbally explained by HR to low literacy employees like janitorial staff, drivers, and watchmen.
- The candidate must indicate his/her acceptance by signing the offer letter to HR mentioning the date of joining service within 3 business days.
- If an employee is joining on 100% FTE they must submit their approved resignation letter within 5 working days after the offer letter is sent. (If applicable)
- After selection of the final candidate all other candidates who have been interviewed in any round must be sent a feedback email.

## **2.9. On-boarding & Orientation**

Once all documentation is completed, HR will initiate the onboarding process. The line manager will prepare the induction plan and share it with HR. The induction plan will span one week and include HR orientation as well as meetings with the heads of various departments to ensure the new joiner gains an understanding of all department functions.

The line manager, in coordination with HR, will share the induction plan with the new joiner a day before their joining date, with HR included in the email as a point of reference.

## **2.10. Verification of References**

Reference checks for the selected candidate will be carried out by HR after a job offer. If the candidate is currently employed, this will be conducted once they have formally resigned from their current employer. In cases where the candidate is not currently employed, reference checks may be conducted immediately after or before the job offer is extended. This process ensures the verification of the candidate's qualifications, professional experience, and suitability for the role.

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## **2.11. Probation and confirmation**

Each new employee will be on probation for a period of three months starting from their date of joining. A probationary evaluation will be conducted at the end of this period. If the employee meets performance expectations and benchmarks, their employment will be confirmed.

In the event of a probation extension, HR will notify the employee via email regarding the extension of their probationary period, which will not exceed a total of nine months.

## **SECTION III: SPECIALIZED RECRUITMENT**

In certain circumstances, for independent consultant hiring, the standard recruitment process may be adjusted to facilitate exceptional hiring decisions that serve the best interests of Taskeen. This policy outlines the procedure for special hiring in scenarios where a highly specialized, high-profile, or rare skill set is required for a position. The goal is to enable the organization to effectively recruit industry experts with unique qualifications that are difficult to find in the job market. This policy applies to all departments and positions where the standard recruitment process may not suffice due to the uniqueness of the required expertise or qualifications. Adjustments to the recruitment process will only be made under the following conditions:

- The role requires highly specialized skills or niche expertise not available through traditional recruitment channels.
- There is a market scarcity of qualified candidates for the role.
- The position demands extensive industry experience (typically 10+ years) crucial to organizational goals.
- A candidate with exceptional qualifications is proactively identified as a strong fit and adds significant value.
- A candidate shows strong alignment with Taskeen's mission and is willing to contribute at a lower budget while meeting all role requirements. Referrals through Taskeen's network may also be considered under this clause.

This Policy is not applicable under the following circumstances:

- This policy is not a substitute for standard recruitment practices but serves as a supplementary process to be used only when necessary.

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- The policy does not apply in cases where time constraints are the primary reason for adjusting the recruitment process, unless it is an urgent organizational need approved by leadership.
- This policy is not applicable for roles that do not require niche expertise, high-profile qualifications, or unique skills that are difficult to find through standard methods.
- If the primary reason for considering special hiring is a lower budget requirement, it must still be supported by the candidate's unique value and approved under standard evaluation criteria.

## **1. RECRUITMENT PROCESS**

### **1.1. Approval for Special Hiring**

If all stakeholders agree that special hiring is required, the HR department will draft a detailed email to the COO/CEO and line manager in CC, seeking approval. The email will include:

- The role's importance and required expertise.
- Reasons standard hiring processes are insufficient.
- Justification for initiating a special hiring process.

### **1.2. Candidate Identification and Communication**

- The HR team will identify a suitable candidate who meets the eligibility criteria. The candidate may also be referred due to their specialized expertise or industry recognition.
- To assess the candidate's interest and suitability, HR will communicate via phone or email, either to inform the candidate about the vacancy or to discuss the opportunity proactively.

### **1.3. Candidate Review and Discussion**

- Once a potential candidate is identified, their details will be shared with the COO/CEO.
- To maintain transparency and ensure due diligence, at least one formal interview will be conducted for all hires under this specialized recruitment process, including for high-level roles. The meeting will be scheduled involving the COO/CEO, department head, and the candidate to discuss the role and address any questions or concerns.

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#### **1.4. Final Approval**

- The COO/CEO will provide the final approval for the selected candidate, ensuring alignment with the organization's strategic goals.

#### **1.5. Offer and Onboarding**

- HR will engage with the candidate to discuss the role, expectations, and terms of employment.
- A formal offer letter, including details of compensation, benefits, and any special conditions, will be issued once the candidate agrees to the terms.
- Onboarding will follow the standard organizational process, ensuring the candidate is seamlessly integrated into the team.
- Any specialized resources or support required for the role will be provided to ensure the candidate's success.

### **SECTION IV: ADDITIONAL RECRUITMENT CONSIDERATIONS**

#### **1. EQUAL OPPORTUNITY EMPLOYER**

Taskeen is committed to upholding the principles of fairness and respect for all individuals, fostering an environment that encourages the free and open exchange of ideas. This approach is essential for attracting individuals who align with Taskeen's values. The organization does not discriminate against individuals based on personal beliefs or characteristics, including political views, religion, ethnic origin, gender, or marital status. By valuing diversity, Taskeen strives to create a welcoming and inclusive atmosphere where everyone is treated with equality and respect.

#### **2. REHIRING EMPLOYEES**

Taskeen will consider rehiring after reviewing the following conditions:

- 1.) Circumstances and/or situation(s) due to which employee left the job, if terminated on zero tolerance behavior, or Gross Misconduct, Taskeen will not rehire.
- 2.) Work performance at Taskeen.
- 3.) Attitude and behavior.
- 4.) Any additional degree or certificates /diploma attained; related to the position.

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- 5.) The position and compensation at which the employee is rehired will be dependent on prevailing circumstances and will be dealt on a case-to-case basis.
- 6.) Rehiring entirely based on the availability of relevant vacancies at Taskeen.

### **3. CONFLICT OF INTEREST IN RECRUITMENT PROCESS**

Employment must be based on individual merit. Any relationship that may exist has to be formally disclosed by the employee who is about to join and the existing employee of the organization. Despite the disclosure **Taskeen** will not allow their reporting to each other and involved in key decisions relating to:

- Evaluate performances.
- Promotion or salary adjustments.
- Approve leave of absence.
- Participate in decisions that present possible conflict of interest.

In case of individuals who are not blood relatives but family friends, neighbors, social network, the employee in question will disclose that relationship in advance and then the management will decide whether they can be involved in key management decisions.

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