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**Publication Date:**  
14/11/2023

**Version:**  
V1.0

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## PROGRAMME

# Hiring Policy

## SUMMARY

The purpose of this Hiring Policy is to establish a systematic and transparent approach to the assessment and selection of qualified candidates for ERS. ERS shall ensure that it attracts and employs individuals who are not only highly skilled but also committed to its mission.



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## SCOPE

This policy is applicable to both internal and external candidates who are being considered for employment opportunities at ERS. It outlines the procedures and standards to be followed by all hiring managers and stakeholders within the organisation.

## PERSONNEL REQUISITIONS

The Hiring Manager must initiate a personnel requisition through ERS request dashboard for any open positions. Personnel requisitions must include:

- Purpose for opening the position
- Position title
- A detailed job description
- Candidate qualifications and characteristics

Personnel requisitions must be completed prior to filling the organisation's positions. Personnel requisitions must be reviewed and approved by the Executive Members before being forwarded to the Human Resources department for further processing. It is the responsibility of the Head of Service to determine their department's hiring needs and identify the necessary qualifications for open positions with their department. CEO, Human Resources, Head of Service and Hiring Manager are responsible for making the final selection.

## INTAKE MEETING STANDARDS

It is the responsibility of Human Resources to arrange a kickoff meeting with the Hiring Manager and key stakeholders prior to posting an official position opening to discuss the open position and align on the recruitment strategy. This meeting will include discussions on the role's responsibilities, expectations, and ideal candidate profile. All stakeholders should provide input to establish expectations of employment drafting strategies.



## JOB POSTING STANDARDS

It is the responsibility of Human Resources to prepare job postings that succinctly detail the position and properly illustrate the organisation's brand and culture. Human Resources will create job kits for each open position and will post them on both internal and external channels, including the ERS career page, job boards, professional networks, and any external web sources that are appropriate for filling the role. Job postings are to remain open until they are filled to allow a diverse pool of candidates to apply.

Human Resources is responsible for keeping track of all applicants and preserving applications in accordance with relevant data protection regulations.

## INTERNAL COMPANY CANDIDATES

Internal candidates will have equal opportunities for applying for open positions. ERS encourages internal talents to apply for positions, provided they meet the qualifications and requirements of the role.

The internal application process will be confidential and Human Resources is responsible for coordinating it and notifying internal candidates not chosen for a position.

## INTERVIEW PROCEDURES AND PROCESSES

A structured and organised interview process shall be executed for all candidates, designed to comprehensively assess their skill set, professional background, alignment with ERS' values, and potential contributions to our organisational mission. Interview panels may incorporate representatives from distinct organisational departments to ensure a holistic evaluation.



It is the responsibility of Human Resources and the Hiring Manager to screen resumes before scheduling an interview with a candidate. Each candidate will undergo initial screening interviews with the Human Resources and the Hiring Manager to evaluate fundamental qualifications, alignment with ERS' values and determine suitability for the position. Candidates who meet the necessary criteria will proceed to an interview circuit with a competent panel to assess their role-specific skills, behavioural attributes and alignment with ERS' organisational culture. Standardised interview questions shall be formulated to ensure equitable treatment of all candidates.

In certain cases, candidates may be tasked with completing a practical assignment relevant to the position.

All feedback and assessments generated during the interview process will be meticulously documented within our Applicant Tracking System (ATS) in accordance with relevant data protection regulations. This procedure is committed to transparency, free from any form of discrimination, and employs predefined scorecards to ensure impartiality in the final decision.

Human Resources is responsible for coordinating the interview process and notifying external applicants not chosen for a position.

## GUIDELINES FOR REFERENCE VERIFICATIONS

Reference checks shall be systematically conducted for candidates who have advanced to the shortlist, for the purpose of corroborating the information presented in their resumes and during interviews. Reference verifications will be carried out upon candidate's permission through the submission of a consent form and with the utmost respect for data privacy and in strict adherence to the relevant data protection regulations.

It is the responsibility of Human Resources to contact the provided references and collect pertinent information about the candidate's qualifications and employment history.



## GUIDELINES FOR JOB OFFERINGS

Once a candidate has been selected, the Hiring Manager will personally communicate the decision to the candidate via telephone. This direct communication aligns with ERS' commitment to fostering a respectful and professional candidate experience.

Subsequently, Human Resources will issue a formal job offer to the selected candidate. This offer will include comprehensive details concerning compensation, benefits, and the terms of employment. The candidate will be afforded a reasonable time frame to consider the offer. Once accepted, Human Resources shall send out a contract and provide a clear and streamlined onboarding process.



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