Safe Recruitment Policy

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Safe Recruitment Policy

Introduction:

This policy intends to help recruiters to meet existing safeguarding standards in relation to the safer recruitment and selection of people. The policy has been written with the alignment to the Safeguarding policy.
It details robust recruitment processes that can help employers ensure that unsuitable staff do not gain access to children or protected adults. Best practice recruitment approaches are crucial to ensure that the right people, with the right skills and values are recruited into roles. Ensuring that the skills, values and attitudes of potential employees match the post being recruited is an important element of building a strong, stable staff team which supports better outcomes for people.

Scope of the policy:

This policy applies to all the staffs aims to provide a process that will ensure recruitment and selection for all graded staff which is consistent, fair and safe for organization.

General Guidelines:

Following guidelines will be applicable for staff recruitment:

1. While recruiting any staff, table of authority must to be followed.

2. All programme/division/enterprise heads will determine total staff requirement for whole year in the prescribed format and should submit the requisition to Human Resource Division for recruitment. If any change is required in the requisition, the assigned authority will approve it. The requisition will be submitted minimum two months prior of recruiting any staff.

3. Staff may be recruited by publishing advertisement in newspaper/online or using headhunting organisations/internal sources/other media.

4. Candidate shall be informed by official phone/email/SMS/interview card.

5. Human Resource Division will determine the selection process (written/viva/BRAC Orientation prior to joining/Assessment Centre/IQ/computer test/practical etc.). Educational qualification of the candidates will depend on the requirement of the position.

6. The final result of the selection process must be approved by Human Resource Division.

7. After recruiting a staff as per the requisition, Human Resource Division will prepare a waiting list. The list will be valid for next six months. The waiting candidates may be deployed by HRD when required. All decisions taken by HRD regarding the waiting list will be considered final. The designated BLC staff should send the final list of selected staff to respective HR office. The selected staff will collect Deployment and Joining Letter **(Annexure 1)** from HR Office and join accordingly.

8. Every new staff will be taken under the generic trainings **(Annexure 2)** as per the staff development process.

9. Generally, the age for entry level should be minimum eighteen (18) years. Moreover, maximum age limit can be flexible for the organizational need or exceptionally qualified candidates.

10. Terminated/dismissed/left staff from BRAC will not be considered for any future position.

11. Redundant and Retrenched staff can be rehired if the previous supervisor agreed on rehiring on Release Order and if the staff had no warning or disciplinary action in their profile.

12. Redundant and retrenchment staff will not be eligible to apply for any position within six months from their date of separation.

13. BRAC discourages to recruit child, siblings, spouse of existing BRAC staff, however, if they are selected through the proper selection process, they should fill in the specific field given in the “Personal History Form” with detail information about their relatives who are currently working in BRAC.

14. Positive attitude will be shown while deploying spouse in the same or adjacent working area according to the programme’s need of staff in that specific area. Husband/wife/father/mother/child/brother/sister should not be each other’s supervisor at BRAC.

15. Regulation of appointing internal staff for higher/new position:
    a) An existing staff can apply for a new advertised position subject to fulfilment of required criteria. He/she can apply upto two (2) grades above from his/her current grade keeping the concerned supervisor informed.

b) The staff will not apply for any higher/new position until completion of one-year service. Also, if any staff promoted, they will not be allowed to apply for any higher/new position until completion of six months.
c) An internal candidate will apply for the position by using prescribed form
d) An internal candidate may apply and be selected for a new position more than once. In that case, staff will work for minimum one year in each position. Selection for a higher grade through proper recruitment process will be considered as promotion
e) Selected internal candidate for a new position will fill in prescribed joining form. Transfer/ promotion will be effective from the date of joining at new workplace. If the working area is changed, the staff will be entitled to enjoy leave and allowance related to transfer and will join the workplace by 11am on due date.
f) Without updating previous employment information with HRD, joining in new position will be considered as violation of HRPP. The application of new position will be rejected and considered as violation of HR Policy if the current service at BRAC is kept secret.
g) Standard lead time of 45 working days will be applicable for all recruitment. However, it may vary depending on the grade, role and other circumstances. Candidates notice period will not be included in the lead time.
h) After preliminary selection, staff will attend BRAC Orientation (where applicable). BRAC Learning Division will organize the BRAC Orientation. The duration of BRAC Orientation before joining will be determined by HRLD.

Safe practices in Recruitment:

The following should be considered when planning and executing safe recruitment:

- **Job descriptions** for all positions - reference to responsibilities for safeguarding and/or the Code of Conduct and beliefs and values of BRAC and BRAC International must be included or linked to them
- **Advertisement** – Portray clear depiction of BRAC's commitment to safeguarding in job advertising.
- **Shortlisting** - Obtain and scrutinize information in applications/CVs - resolve any gaps, discrepancies or anomalies in employment history
- **Interviews** - Include questions around safeguarding, the Code of Conduct or working with vulnerable people
- **Self-disclosure -** the shortlisted candidates will give their acknowledgement on self-disclosure form stating that they have not been involved in any crime, illegal act, sexual harassment or child abuse case previously.
- **Background/ Reference check** - Verify the successful applicant's identity, their employment history and qualifications.

Defining Safe Recruitment Stages:

Job description:

Once a post becomes vacant or a new post is created the Job Description, role specification needs to be finalized. The Job Description (JD), Role specification, and advertisement are the key documents for recruitment campaign. The JD should be used to create the advertisement.
Getting these documents right will directly affect the quality of the applicant pool.

Safeguarding job responsibility for leadership positions (G: 09-12)

1. Establish a safeguarding culture across all level of the programme by implementing the safeguarding policy. Act as a key source of support, guidance and expertise on safeguarding for establishing a safe working environment.

2. Responsible to ensure team members are appropriately trained, supported and have access to resources regarding issues that are identified and implemented in accordance with the safeguarding policy and procedure.

3. Identify the nature of incident and report according to the safeguarding reporting procedure; and encourage the staffs to report accordingly.

Safeguarding job responsibilities for Managerial positions (G: 01-08)

1. Ensure the safety of team members from any harm, abuse, neglect, harassment and exploitation to achieve the programmes goals on safeguarding implementation. Act as a key source of support, guidance and expertise on safeguarding for establishing a safe working environment.

2. Practice, promote and endorse the issues of safeguarding policy among team members and ensure the implementation of safeguarding standards in every course of action.

3. Identify the nature of incident and report according to the safeguarding reporting procedure; and encourage the staffs to report accordingly.
Job Description should contain:
Responsibilities

- A factual summary of the job
- The purpose of the job and its main duties
- Every position must be included with safeguarding job responsibilities
- The date the job description was updated
- The location where the job is based

- A description of the key responsibilities and tasks involved in the role, rather than how the individual will perform them. This should include the responsibility to promote and safeguard the welfare of children/vulnerable adults they are responsible for / come into contact with.

Role Specification

The Role Specification focuses on the knowledge, skills, abilities, qualifications and experience they will need to be able to do the job in question.
The Role Specification includes:

- Experience required where necessary
- Required Education qualifications
- Specific skills, for example: use of Microsoft office
- Personal qualities. This should include suitability to work with children/vulnerable adults
- Abilities, for example, the potential to be able to do something once trained or shown or transferable experience
- Commitment to equal opportunities

All posts/roles should include reference to the responsibility for safeguarding and promoting the welfare of children and vulnerable adults.

Advertisement:

The advertisement can provide an opportunity to publicize the work of the organization. The information should include brief requirements of the job and a brief description of the organization, equal employment opportunity statement, a statement about the employer's commitment to safeguarding and the values, beliefs and behaviors expected and other benefits. **(Annexure 3)**
Details to include in the job advertisement:

- Job title
- Type of contract: Permanent, Fixed Term, Temporary
- Job Location
- Brief description of the organization
- Closing date for application
- Application procedure

Screening and Short-listing:

HR will screen and short-list CVs based on the required role specification.
Interview:
Interview Panel:
Interview panels should aim for diverse representation in terms of gender and ethnicity. All interview panels should consist of two member; Hiring

Manager/concern programme head/ concern director/ personnel from concerned programme and HR.

While recruiting the staff of Grade 12 and above, the candidate will be finally interviewed by the following senior management:

a. Executive Director
b. CPO/Director, HRD
c. Concerned Director/ Senior Director

Interview Questions:

The Interview must cover:

- Behavioral questions (ex: attitudes, opinions and values etc.)
- Competency and Job-related questions
- Safeguarding related questions **(Annexure 6)** which will be in relation to the awareness of abuse, vulnerable adults and children, and community.

Interviewers should not allow any discriminatory questions, harassment, or any other conduct that breaches the equal opportunities policy. If there is any discussion of criminal convictions during the interview this information must remain confidential and only shared with relevant bodies / individuals.

Successful candidate Communication

Once the panel makes its decision, the successful candidates will be informed and will be explained to the candidate that the offer is subject to relevant pre-employment checks. These include background and reference check.

Self-disclosure:

Our hiring process includes self- disclosure form **(Annex 4)** to ensure safeguarding of vulnerable groups and to prevent harassment and abuse within and outside the organization.

Background/ Reference check:

For grade 1 to 4 employee background will be verified and for grade 5 and above, verification will be done by reference checking.

Background check:

1. Background will be checked for the staff of Grade 1 to 4.

2. Background will be checked within 120 days of staff's joining.

3. Background Check Committee will be formed with the nearest Branch Manager (Microfinance), Accounts Officer and staff of the concerned programme to verify information by visiting field directly.

4. The most senior staff will act as convener and Account Officer will act as member secretary of the committee. Human Resource Division will provide Background Check form **(Annexure 5)** of new joining staff to concerned Accounts Officer.

5. After verification of information, the committee will fill in the forms and send to local HR Office with the concerned Accounts Officer.

6. In case of fabrication of information, the concerned staff will be terminated from the service.

7. To some extent, if necessary, HR can do Reference Check instead of Background Check.

Reference Checking:

After the Final Interview the selected candidate/s will be provided with a **referee form.**

The form will include a disclosure, stating that the organization has the right to verify the information and contact the referees provided by the candidate.

- The recruiting team will send the Reference Check form **(Annexure 4)** to the concerned referees.
- Post Reference Check will be conducted after joining (For grade 5 and above)

Required documents for Joining:

- All Educational certificates
- Past employment records: Prior to immediate employer / Immediate employer (if applicable)
    - Work experience certificate
    - Salary certificate/ Pay slip
    - Release letter, if currently unemployed
- NID/ Birth certificate/ Passport - Photocopy
- Applicant will be asked to bring Documents as per country's labor law.

While joining the candidate signs the self-declaration/ Self Disclosure and code of conduct form affirming to abide by all the organizational rules.

Disability Inclusion in Recruitment Process:

Disability-inclusive development envisions a society that values and enfranchises all persons with disabilities. Disability-inclusive practices aim to contribute to equal opportunities and equitable outcomes for all. Moving towards disability inclusion provides insights into how disability perspectives may be incorporated into policies, laws, services and programmes and the essential elements for sustainable and inclusive growth and development of societies.

Disable inclusive recruitment process and full participation of persons with disabilities can result in their enhanced sense of belonging and make significant strides in human, social and economic development while eradicating poverty. Thus with its core value of inclusiveness in mind, ensuring equality, accessibility and awareness for persons with disabilities is a top priority for BRAC's employment practices and overall development strategy. Disability inclusion guidelines will be followed for applicable recruitments.
(Annexure 7: Disability Inclusion Guideline)

Review of Policy and Procedure:

The policy will be reviewed at a minimum of every 2 years or when it is shown necessary that additional issues need to be identified and addressed, such as with a significant change in context or program or change to legislation.

Annexure 1:

brac

Annexure- 14/02

Deployment and Joining Letter of Newly Appointed Staff

A. Deployment

(To be filled in by BLC/Human Resource Division)

Seal

Date: .....

To, The Manager/ .....

Programme: ..... Branch:

..... Upazila/ Thana:

..... District: .....

Mr/ Ms (Candidate's full name): ..... Roll no. of exam:

.....

জনাব (প্রার্থীর পুরো নাম):

.....

Mother's name (in block letters):

.....

মাতার নাম:

.....

Father's Name (in block letters):

.....

পিতার নাম:

.....

Residence (From where the distance of staff's working area shall be determined):

District: ..... BLC (Place of Orientation):

..... From the date of ..... to..... has successfully completed the pre-service BRAC Orientation. S/he shall join the above stated office on regular/ contractual basis in the Position of..... Level..... On (Date) .....His/her monthly salary shall be as follows:

Signature: ..... Date: .....

Name:..... BLC/ HRD:.....

B. Joining Letter
(To be filled in by the Office joined in)

Date of joining as per deployment: ..... Actual date of joining:

.....

Exact joining time:.....Branch joined

in:.....

Upazila/ Thana: ..... District:

Signature of staff..... Date.....

Signature of concerned supervisor: ..... Date: ..... Name: ..... PIN: ..... Designation:	Remarks (If any)

<u>Applicable for the staff joined in Head Office</u> Signature of Programme/ Division Chief:.....Date..... Name.....PIN:.....Designation:.....

Note: In case it becomes impossible to deploy any staff from BLC in that case Human Resource Division shall
provide the deployment next time.

Annexure 2

Generic Courses

1. Values, Diversity, Gender & SHE Policy (First)

Who should attend: All HO and Field staff
Duration: 02 and half Days (Each day 09:30 am- 05:00 pm) total 16 hours
Venue: BRAC Centre/BRAC Learning Centre

2. Managerial Skills Development Program (First)

Who should attend: HO and field staff who has managerial role (BM, AM, RM)
Duration: 02 Days (Each day 09:30 am- 05:00 pm) total 12 hours
Venue: BRAC Centre/BRAC Learning Centre

3. Leadership Development Program (Second)

Who should attend: Individuals in leadership roles, including managers at all levels, project managers, team leaders and supervisors.
Duration: 03 Day (Each day 09:30 am- 05:00 pm) total 18 hours
Venue: BRAC Centre/BRAC Learning Centre

4. Customer Service (Second)

Who Should Attend: All Field staff
Duration: 01 Day (Each day 09:30 am- 05:00 pm) 06 hours
Venue: BRAC Learning Centre

5. Finance for Non-Finance Professionals (Second)

Who Should Attend: All field and HO Managers
Duration: 01 Day (Each day 09:30 am- 05:00 pm) 06 hours
Venue: BRAC Centre/BRAC Learning Centre

6. HR for Non-HR Professionals (First)

Who Should Attend: All field and HO Managers
Duration: Half Day (Each day 09:30 am- 12:30 pm) 03 hours
Venue: BRAC Centre/BRAC Learning Centre

Annexure 3

About us

Position name:

Job Responsibilities:

Educational Requirements:

Experience:
Additional Job requirements:

Salary Range:
Other Benefits:

Job Location:

Last date to apply:

"BRAC believes every one of its employees, suppliers, downstream partners, visitors, clients and community including children, youth and vulnerable adults that came into contact regardless of age, race, religion, gender, disability or ethnic origin has the right to be protected from all forms of harm, abuse, neglect, harassment and exploitation. **We are proud to be an equal opportunity employer** and will do everything possible to ensure that those who are suitable to work within our values and beliefs are recruited to work for us."

Annexure 4:

PRE/POST REFERENCE CHECK

To the Referee: By the given reference of……, Please fill up the following part on different aspects of the selected candidate's personal profile. The information furnished here will be kept strictly confidential.

Name of the candidate		
Name of the position applied		
1	a) How long have you known the applicant?	
	b) Your relationship with the applicant?	
2	a) To your observation, what are the candidate's strengths?	i)
		ii)
		iii)
	b) To your observation, what are the candidate's weaknesses?	i)
		ii)
		iii)
3	Please evaluate the candidate on the following scale (please **Bold/ Tick Mark** the selected option)	
a	Assess him/her on the basis of trustworthiness	○ Excellent ○ Good ○ Average ○ Unsatisfactory
b	Assess the candidate on the ground of following organizational values and ethics	○ Excellent ○ Good ○ Average ○ Unsatisfactory
c	What sorts of strategical know how the individual have while making any decision?	○ Excellent ○ Good ○ Average ○ Unsatisfactory
d	Assess the candidate on the ground of in relation with the peers / supervisor?	○ Excellent ○ Good ○ Average ○ Unsatisfactory
e	How would you rate his/her quality of work performed in the organization?	○ Consistently high quality ○ Meets job requirements ○ Needs improvement
f	What is the level of Commitment the individuals possesses in the Job?	○ Excellent ○ Good ○ Average ○ Unsatisfactory
g	Level of Creativity while solving any problem	○ Excellent ○ Good ○ Average ○ Unsatisfactory
h	How would you rate his/her interpersonal communication skills?	○ Excellent ○ Good ○ Average ○ Unsatisfactory
i	How well the candidates maintain the level of Integrity while performing the assigned job duties?	○ Excellent ○ Good ○ Average ○ Unsatisfactory

4	Did the individual bestowal the assigned job duties and financial accountabilities while leaving?	
5	Do you think he/she is eligible for rehiring in your organization again? If no, why not?	
6	Is there anything in the person's performance history (i.e. disciplinary or legal issues) that would raise a question of their employability? If yes please describe the cause.	
7	Is there anything in the person's performance history regarding safeguarding issues (i.e. any kind of harassment including sexual harassment, abuse, harm, bullying incidents) that would raise a question of their employability? If yes please describe the incidents.	
8	Do you have any overall comments on the candidate?	

Name of the referee :
Designation :
Organization :
Contact Details

Email :

Telephone/Mobile :

Annexure 5

ব্র্যাক - এইচআরডি

তথ্য যাচাই (Background check) ফরম

তথ্য যাচাই এর জন্য যোগাযোগকৃত দুইজন গণ্যমান্য ব্যক্তির নাম:

(ক)

১. নাম :
২. স্থায়ী ঠিকানা :
৩. মোবাইল নম্বর :

(খ)

১. নাম :
২. স্থায়ী ঠিকানা :
৩. মোবাইল নম্বর :

ক্রমিক নং	প্রার্থীর তথ্য প্রজেক্ট: প্রজেক্ট আইডি: প্রোগ্রাম:	গণ্যমান্য **ব্যক্তি (ক)** তথ্য যাচাইসূচক চিহ্ন (√/X)	গণ্যমান্য **ব্যক্তি (খ)** তথ্য যাচাইসূচক চিহ্ন (√/X)
১	প্রার্থীর রোল নম্বর: পিন: যোগদানের তারিখ:	রোল নম্বর যাচাইয়ের প্রয়োজন নেই	রোল নম্বর যাচাইয়ের প্রয়োজন নেই
২	প্রার্থীর নাম:		
৩	মাতার নাম:		
৪	পিতার নাম:		
৫	স্থায়ী ঠিকানা:		
	ক) গ্রাম/স্ট্রিট:		
	খ) ডাকঘর:		
	গ) থানা:		
	ঘ) জেলা:		
৬.	বর্তমান ঠিকানা:		

		গণ্যমান্য ব্যক্তি (ক)	গণ্যমান্য ব্যক্তি (খ)
৭	শিক্ষাগত যোগ্যতা (মৌখিকভাবে প্রাপ্ত তথ্য):		
৮	প্রার্থী পূর্বে কোন সংস্থায়/ কোম্পানীতে চাকুরি করেছে বলে জানেন কিনা?		

৯	প্রার্থীর সামাজিক গ্রহণযোগ্যতা (কোন অনৈতিক ও অপরাধমূলক কর্মকান্ডে জড়িত ছিলেন কিনা? উত্তর হ্যাঁ হলে স্বপক্ষে তথ্য লিপিবদ্ধ করতে হবে):		
১০.	সুরক্ষাবিধান সম্পর্কিত বিষয়ে (যৌন হয়রানি, ক্ষমতার অপব্যবহার, ক্ষতিসাধন, উত্যক্তকরণসহ যে কোন হয়রানি) প্রার্থী ব্যক্তিজীবনে/ কর্মকালীন সময়ে জড়িত ছিলেন কিনা? যদি থেকে থাকে, অনুগ্রহ করে বিস্তারিত লিখুন।		
১১.	ক্রীড়া, সংস্কৃতি ও সমাজ উন্নয়নমূলক কর্মকান্ডে অংশগ্রহণ ছিল কিনা?		

১২. কমিটি প্রয়োজন বোধ করলে প্রার্থী সম্পর্কে স্থানীয় ইউনিয়ন/পৌরসভার চেয়ারম্যান/মেয়র, অথবা মেম্বার/ ওয়ার্ড কাউন্সেলরের মতামত গ্রহন করতে পারবে:

১৩. মন্তব্য: যাচাইকৃত তথ্য সঠিক? হ্যাঁ ☐ না ☐
উত্তর না হলে মন্তব্য লিখতে হবে।

(নেতিবাচক তথ্য পাওয়া গেলে সেই বিষয়ে বিস্তৃত/ অনুসন্ধানী তথ্য লিপিবদ্ধ করতে হবে। প্রয়োজনে আলাদা কাগজ ব্যবহার করা যাবে)

সাক্ষাৎকার গ্রহণকারীদের তথ্য:

১. স্বাক্ষর:	২.স্বাক্ষর:	৩.স্বাক্ষর:
নাম :	নাম :	নাম :
পিন :	পিন :	পিন :
পদবী :	পদবী :	পদবী :
তারিখ :	তারিখ :	তারিখ :
কর্মস্থল :	কর্মস্থল :	কর্মস্থল :

Annexure 6

Safe Recruitment Questions

Grade 1-4

Work awareness

· Outline an occasion where you worked in a small team, and explain what you contributed.
· In a situation where a client becomes distressed and aggravated, how do you react?
· How do you manage to separate your work and personal life?
· What are the primary responsibilities mentioned in the JD?
· How would you handle an aggressive customer?
· Describe your ability to work under pressure?
· How comfortable are you being on the road?
· Do you have driving license?/ Are you comfortable riding a bike?
· Share an experience you had in dealing with a difficult person and how you handled the situation.
· How well can you convince people?/ Can you disseminate information without altering it to others?

Self-awareness

Verbal and non-verbal communication, Attire

- What are the 3 words that best describe yourself?
- What are your 3 weaknesses?
- What are your 3 strengths?
- Explain the phrase "work ethic" and describe yours.
- How do you know when you are stressed? What do you do to de-stress?
- If someone told you that you had made an error, describe how you would react and what you would say in your defense.
- If someone asked you for assistance with a matter that is outside the parameters of your job description, what would you do?

Stakeholder/ Customer focused

- How would you go about simplifying a complex issue in order to explain it to a client or colleague?
- How would you go about persuading someone to see things your way at work?
- How would you go about explaining a complex idea/problem to a client who was already frustrated?

Prioritizing

Time management to get the Result

· Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
· Can you work extended hours when needed?
· Tell us about a time when you took several attempts to solve a problem.
· If you were given several important tasks to accomplish, how would you go about prioritizing them?

Flexible mindset to achieve goal (1-4)

· Have you ever had to adapt a change outside of your comfort zone to achieve your work goal?
· Describe how you use critiques to learn to improve rather than taking negative feedback to heart or letting it get you down.

- If the position required it, would you be willing to travel?
- If the position required it, would you be willing to relocate?
- What do you do when you have trouble achieving your target?

Dealing with Ambiguity

Logical approach

1. Tell me about a time you had to make a decision with incomplete information. What did you do?
2. During a live presentation to key stakeholders, you spot a mistake in your manager's report, but your manager isn't at the presentation. How do you handle this?
3. Describe a time when you had to convince your manager to try a different approach to solve a problem.
4. You're working on a project and you struggle coming to an agreement with your team about your next step. What would you do to make sure you choose the right direction and get your co-workers onboard?
5. What's the best sales approach: increase prices to achieve higher revenues or decrease prices to improve customer satisfaction?

Adaptive to changes

1. How do you adjust to changes that are out of your control? (e.g. A borrower not repaying)
2. What type of challenges do you face when starting a new job?
3. How do you re-adjust your to-do list when your manager asks you to complete a task within an hour? How would you make sure you don't fall behind your daily tasks?
4. Tell me about a time when you were assigned new tasks (e.g. due to promotion or job enrichment.) What was your approach?
5. Have you ever learned about a new tool or technology in your career? How long did it take you to understand it completely and start working on the same?

Future oriented

Learning attitude, Self-developmental initiative

1. Where do you see yourself in five years?
2. What's the best book you've read in the last year? Please take a minute and tell us what you liked about it.
3. Envision the experiences you'd like to have on your resume in five years.
4. New knowledge acquired or new skills learned recently.
5. What new skills would I like to develop for work or for personal satisfaction?
6. Am I listening to different perspectives and diverse viewpoints?
7. What should I read to expand my horizons?
8. What new challenges should I undertake?
9. Do I have a role model to observe?
10. If you got hired, loved everything about this job, and were paid the salary you asked for, what kind of offer from another company would you consider?

Safeguarding

General

1. What type of employee would you have difficulty working with in your new job and how would you handle it?

2. If I asked your previous/current co-workers about you what would they say?
3. What are the type of abuses you have seen in life? What were your actions towards it?

Sexual Harassment

1. What is sexual harassment?
2. Have you ever felt uncomfortable about a colleague's behavior towards someone in a previous job? What were your concerns, what did you do, and how was the issue resolved?
3. If you observed a co-worker who made inappropriate sexual or racial remarks to another employee, and it was obvious to you that the situation was creating an uncomfortable environment, what would you do? What could be the reasons which would make you not interfere?
4. What would you do if you find some colleagues discussing about a personal issue of another colleague without his/her knowledge?
5. What steps would you take if you feel you are being sexually harassed?

Bullying

1. Suppose in a hypothetical situation you did or said something that caused a problem for a coworker, a customer, or an employee. What will you do to mitigate the problem?
2. How do you know when your words or behaviors have a negative impact on others? How do you resolve that negative impact?
3. Describe some situations or circumstances that bring out your worst at work. How do you behave during those times? What do you do about those times? What do you learn in those times?
4. Tell me about the time you were the most stressed out at work. What caused the stress? How did you handle it? How did your stress affect others? What did you learn?
5. Describe a time at work when others wanted to move forward on something you disagreed with or didn't think would work. Why did you disagree? What did you do? What did you learn?
6. Give me an example of a time when you were angry with a coworker. What did you do?
7. How do you take criticisms?

Grade 5-6

Work awareness

· Describe what you would say if asked to talk about yourself in a group of 15 people.
· You are a committee member and disagree with a point or decision. How will you respond?
· Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
· Tell me about a time when you were a part of a great team. What was your part in making the team effective?
· Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
· Explain the phrase "work ethic" and describe yours.
· If the position required it, would you be willing to travel/relocate?
· Is it more important to be a detail oriented person, or a big picture person? Explain.
· What was the most challenging personnel issue you've had to deal with and how did you handle it?
· A new policy is to be implemented organization-wide. You do not agree with this new policy. How do you discuss this policy with your staff?
· Explain, step by step, how you have handled an employee who had performance problems.
· Would you please describe your interest in becoming (title of position).
· Tell me about your current position or most recent position and how you helped the organization accomplish its goals and mission.

Self awareness

Communication skills

- What are the 3 words that best describe yourself?
- What are your 3 weaknesses?
- What are your 3 strengths?
- Explain the phrase "work ethic" and describe yours.
- Tell me about a situation you wish that you had handled differently based on the outcome. What was the situation? What would you change (or will you change) when faced with a similar situation?
- Do you prefer self-made group or unknown group to work with?

Team and relationship management

- You are angry about an unfair decision. How do you react?
- Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
- How well do you work in group?
- Tell me about a time when you were a part of a great team. What was your part in making the team effective?
- How far is too far for monitoring employee movement, within and outside the confines of the company?

Prioritizing

Result Oriented

· Describe how you use critiques to learn to improve rather than taking negative feedback to heart or letting it get you down.
· A sudden urgent work issue appears which you have to do immediately, however another work assigned by your manager has a nearby deadline. What will you do?
· Tell me about some of your recent goals and what you did to achieve them.
· Can you work extended hours when needed?
· Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
· A sudden urgent work issue appears which you have to do immediately, however another work assigned by your manager has a nearby deadline. What will you do?
· You are given a task by your manager on Thursday with a deadline by Sunday, You have already planned a weekend. What will you do in such situation?

Dealing with ambiguity

Problem solving

1. What was the most stressful situation you faced at work? How did you handle it?
2. Describe a situation at work when you were faced with a problem you could not solve. What did you do?
3. Are you the type of person who will always try to solve the problem on your own before asking for help?
4. Describe a time when you used a creative solution to tackle some job-related problem.
5. How do you cope when you face a challenge you've never previously experienced?
6. Give us an example of a situation when you realized that you won't be able to meet the set deadline. What did you do?
7. How do you build a troubleshooting process?
8. In your opinion, what makes you a great problem solver?
9. What do you do in a situation when you cannot seem to find the right solution to a problem?
10. When you are faced with an urgent problem, how do you react? Are you the type of person who jumps right into solving problem, or do you first carefully assess the situation?

Analytical ability and Stress Management

1. Describe a project or situation where you successfully demonstrated your analytical abilities.
2. When you are faced with a problem, what do you do? Describe the steps in your problem-solving approach.
3. Give me an example of a situation when you took a risk to achieve a goal. What was the outcome?
4. In your experience, would you say that developing and using a detailed procedure was always necessary for your job?
5. Imagine a situation in which your one of your colleagues wants to solve a problem in a certain way, but the other colleague has a totally different approach in mind. They come to you asking for a help in deciding on the right approach. What do you do?
6. How do you compare and weigh pros and cons before making a decision?

Adaptive to Changes

1. How do you adjust to changes that are out of your control? (e.g. A PO not collecting installments properly)
2. If your team member had a “not interested” attitude to learning something new, what would you say to them to agree to learn a new more effective method of working?
3. What type of challenges do you face when starting a new job?
4. You have been working on a project for some time and one day suddenly your manager tells you that the client has changed project’s requirements. What would you do?
5. How do you re-adjust your to-do list when your manager asks you to complete a new task within an hour? How would you make sure you don’t fall behind your daily tasks?
6. Tell me about a time when you were assigned new tasks (e.g. due to promotion or job enrichment.) What was your approach?
7. The new Team Leader implements formal yearly performance reviews for all team members. How would you handle the situation, when you are used to having only informal meetings?
8. Have you ever learned about a new tool or technology in your career? How long did it take you to understand it completely and start working on the same?

Future oriented

People management

1. What is your own philosophy of management?
2. What culture do you want to create for work?
3. What attributes do you want others to emulate?
4. A new policy is to be implemented organization-wide. You do not agree with this new policy. How do you discuss this policy with your staff?
5. How would you track the performance of your employees?
6. How have you encouraged the development of your staff members in the past?
7. Managing requires motivating employees as well as accomplishing tasks. Do you find it more natural to point out what's wrong so employees can accomplish tasks competently OR to praise employees for their work and then point out what may need correcting?
8. Tell me about your experiences with staff development. How do you think your current or most recent staff would describe you?

Safeguarding

General

1. What do you know about safeguarding?
2. What are your attitudes to child protection/safeguarding adults?
3. Can you give me some examples of how you would contribute to making the service/organization a safer environment for children/vulnerable adults?
4. What type of employee would you have difficulty working with in your new job and how would you handle it?
5. If I asked your previous/current co-workers about you what would they say?
6. What are the type of abuses you have seen in life? What were your actions towards it?

Sexual Harassment

1. Have you ever felt uncomfortable about a colleague's behaviour towards someone in a previous job? What were your concerns, what did you do, and how was the issue resolved?
2. a) In a situation where you yourself were actually witnessing sexual harassment, what would you do?
b) What could be the reasons which would make you not interfere?
3. If you observed a co-worker who made inappropriate sexual or racial remarks to another employee, and it was obvious to you that the situation was creating an uncomfortable environment, what would you do?
4. What would you do if you find some colleagues discussing about a personal issue of another colleague without his/her knowledge?
5. An employee submits a sexual harassment complaint. What steps would you take to look into it?
6. What would you do if you feel you are being sexually harassed?
7. What can you do to prevent sexual harasmment in the workplace
8. How can you help someone if he/she is being sexually harassed but is unsure about complaining?
9. What would you do if an employee is being harassed by a non-employee such as a supplier/beneficiary etc.?
10. Would you protect the privacy of the alleged harasser? If yes, when and why?
11. What is the difference between unprofessional behaviour and sexual harassment
12. If your staff is ignoring/shunning someone who has complained, what can you do about it?
13. If someone tells you he or she is having a problem with another employee and wants it to be confidential, what should you do?

Bullying

1. Describe a time when you knew you did or said something that caused a problem for a coworker, a customer, or an employee. What problem did it cause? How did you know it caused a problem? What did you do? What did you learn?
2. How do you know when your words or behaviors have a negative impact on others? How do you resolve that negative impact?
3. Describe some situations or circumstances that bring out your worst at work. How do you behave during those times? What do you do about those times? What do you learn in those times?
4. Tell me about the time you were the most stressed out at work. What caused the stress? How did you handle it? How did your stress affect others? What did you learn?
5. Tell me about someone who is resistant to you. Why are they resistant? What have you tried to overcome that resistance? How have you adjusted your behavior to "win them over"? What have you learned?
6. Describe a time at work when others wanted to move forward on something you disagreed with or didn't think would work. Why did you disagree? What did you do? What did you learn?
7. Tell me about a time when you had to deal with an employee who didn't follow orders. What did you do?
8. Give me an example of a time when you were angry with a co-worker. What did you do?
9. How do you take criticisms?
10. How would you handle a situation with conflicts such as bullying, and how would you help to resolve it?

11. Bullying is often a serious issue which has to be dealt with in all areas of work. In your experience what is the best way to deal with it? Can you give an example of how you have tackled this in the past?

Grade 7-8

Work awareness

· Describe what you would say if asked to talk about yourself in a group of 15 people.
· You are a committee member and disagree with a point or decision. How will you respond?
· Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
· Tell me about a time when you were a part of a great team. What was your part in making the team effective?
· Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
· Explain the phrase "work ethic" and describe yours.
· If the position required it, would you be willing to travel/relocate?
· Is it more important to be a detail oriented person, or a big picture person? Explain.
· What was the most challenging personnel issue you've had to deal with and how did you handle it?
· A new policy is to be implemented organization-wide. You do not agree with this new policy. How do you discuss this policy with your staff?
· Explain, how you have handled an employee who had performance problems.
· Would you please describe your interest in becoming (title of position).
· Tell us about your current position or most recent position and how you helped the organization accomplish its goals and mission.
· What did you do for that company that made a difference and for which you believe you will be remembered?
· Tell us about your experience in leading and managing an organization similar to ours.

Self awareness

Communication skills

- What are the 3 words that best describe yourself?
- What are your 3 weaknesses?
- What are your 3 strengths?
- Explain the phrase "work ethic" and describe yours.
- Tell me about a situation you wish that you had handled differently based on the outcome. What was the situation? What would you change (or will you change) when faced with a similar situation?
- Do you prefer self-made group or unknown group to work with?

Negotiation skills

- What do you do when others resist or reject your ideas or actions?
- You have recently been promoted to a manager position. You are aware of another employee who is using the computer in an unethical way. This other employee used to be your co-worker. How would you handle this?
- How would you go about simplifying a complex issue in order to explain it to a client or colleague?
- How would you go about persuading someone to see things your way at work?

- If someone told you that you had made an error, describe how you would react and what you would say in your defense.

Courage

Emotional intelligence

1. Give a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome?
2. Describe a situation when you were leading a team on a project. What did you do to motivate your colleagues to give their best?
3. Give an example of a time when you made a mistake because you did not listen carefully to what your colleague had to say.
4. What motivates you to do your work? What makes you happy at work?
5. People react differently when job demands keep changing repeatedly. Have you ever been in a similar situation? How did you react?
6. Tell me about a time you received negative feedback from your boss. How did that make you feel?
7. Is it more important to focus on results and tasks or people and emotions? Explain your answer.
8. Tell me about a time you made a mistake at work. What happened? How did you handle it?

Dealing with ambiguity

Analytical thinking to resolve conflict

1. How do you analyze the circumstances around you?
2. Tell me about a time when you disagreed with an idea your coworker wanted to pursue. How did you approach the disagreement?
3. Think about a situation in which you disagreed with the direction or idea that your boss suggested. What did you do to professionally disagree? If not, what were your thoughts about the situation?
4. When you work with a team or a group, disagreement about direction, decisions, and even mission and vision, are common. Tell us about a time when you handled a disagreement. How did you approach the situation and what was the resolution?
5. When you think about your experience with disagreement and conflict resolution, how would you rate your skills in handling differences of opinion? Please give an example that illustrates that skill.
6. How comfortable are you, in general, with dealing with differences of opinion and disagreement? Can you provide a work-related example that illustrates your comfort level?
7. The leader of a team on which you participate consistently talks more than all of the members of the group. Consequently, his views largely direct the actions of the team. He is smart, wants participation, wants the other members to step up, but no one practices the professional courage necessary to make the team successful. What would you do in this situation?
8. Think of a time when you worked with a coworker who would seem to agree with the direction decided by a group. But, for weeks and even months later, the coworker continued to raise objections to the decisions made by the group. How did you address this situation with the coworker? If not, what were you thinking about when you decided not to confront the ongoing problem?

Managers

1. As a manager, tell us about a time when you and a reporting employee disagreed about a direction, how you handled a situation, a performance review, or suggestions for improvement. How did you handle the disagreement?
2. As a manager, I'm sure you have experienced situations in which employees were in conflict and disagreed with each other on important issues. What is your preferred approach for helping the employees resolve the conflict?
3. As a manager, you represent the interests of a particular department or company unit. While the overall direction is set by senior managers in most situations, it is up to the manager of a particular unit to set the direction for their staff. How did you deal with a situation in which you disagreed with the direction in which other managers wanted to lead their teams?

Prioritizing

- Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
- A sudden urgent work issue appears which you have to do immediately, however another work assigned by your manager has a nearby deadline. What will you do?
- · You are given a task by your manager on Thursday with a deadline by Sunday, You have already planned a weekend. What will you do in such situation?
- Describe a time when something didn't work out as you had planned. What did you do and what did you learn from it?
- Tell me about a time when you had to change your priorities or planned course of action because of an unexpected event.
- How do you manage stress among your team members to achieve long term goals?

Future Oriented

Innovative and leading

1. We're constantly making things better, faster, smarter, or less expensive. We leverage technology or improve processes. In other words, we strive to do more--with less. Tell me about a recent project or solution to a problem that you made better, faster, smarter, more efficient, or less expensive.
2. How would you encourage innovation in BRAC?
3. What is in a good innovation strategy?
4. Why are companies struggling to innovate effectively?
5. How can we turn our research into valuable products and services?
6. Are you best at dealing with details and day-to-day operations OR with concepts, envisioning and future planning? Give me an example.

Developing Others

· Describe a time when you divided the responsibilities of a task to members of a group.
· Talk about how in past jobs you have assigned roles based on the strengths of the worker
· Mention your ability to give clear instructions
· Discuss how you encourage employees to perform at their best
· Talk about how you follow-up with employees to ensure that tasks were completed
· What is the difference between a Team leader and a Team manager?
· How do you get others to accept your ideas?
· How would you go about praising a team member in public?

· How do you motivate your team?
· How would you go about getting cohesion among a team who disagree?

Safeguarding

General

1. What do you know about safeguarding?
2. What are your attitudes to child protection/safeguarding adults?
3. Can you give me some examples of how you would contribute to making the service/organization a safer environment for children/vulnerable adults?
4. What type of employee would you have difficulty working with in your new job and how would you handle it?
5. If I asked your previous/current co-workers about you what would they say?
6. What are the type of abuses you have seen in life? What were your actions towards it?

Sexual Harassment

1. Have you ever felt uncomfortable about a colleague's behaviour towards someone in a previous job? What were your concerns, what did you do, and how was the issue resolved?
2. a) In a situation where you yourself were actually witnessing sexual harassment, what would you do?
b) What could be the reasons which would make you not interfere?
3. If you observed a co-worker who made inappropriate sexual or racial remarks to another employee, and it was obvious to you that the situation was creating an uncomfortable environment, what would you do?
4. What would you do if you find some colleagues discussing about a personal issue of another colleague without his/her knowledge?
5. An employee submits a sexual harassment complaint. What steps would you take to look into it?
6. What would you do if you feel you are being sexually harassed?
7. What can you do to prevent sexual harasmment in the workplace
8. How can you help someone if he/she is being sexually harassed but is unsure about complaining?
9. What would you do if an employee is being harassed by a non-employee such as a supplier/beneficiary etc.?
10. Would you protect the privacy of the alleged harasser? If yes, when and why?
11. What is the difference between unprofessional behaviour and sexual harassment
12. If your staff is ignoring/shunning someone who has complained, what can you do about it?
13. If someone tells you he or she is having a problem with another employee and wants it to be confidential, what should you do?

Bullying

1. Describe a time when you knew you did or said something that caused a problem for a coworker, a customer, or an employee. What problem did it cause? How did you know it caused a problem? What did you do? What did you learn?
2. How do you know when your words or behaviors have a negative impact on others? How do you resolve that negative impact?

3. Describe some situations or circumstances that bring out your worst at work. How do you behave during those times? What do you do about those times? What do you learn in those times?
4. Tell me about the time you were the most stressed out at work. What caused the stress? How did you handle it? How did your stress affect others? What did you learn?
5. Tell me about someone who is resistant to you. Why are they resistant? What have you tried to overcome that resistance? How have you adjusted your behavior to "win them over"? What have you learned?
6. Describe a time at work when others wanted to move forward on something you disagreed with or didn't think would work. Why did you disagree? What did you do? What did you learn?
7. Tell me about a time when you had to deal with an employee who didn't follow orders. What did you do?
8. Give me an example of a time when you were angry with a co-worker. What did you do?
9. How do you take criticisms?
10. How would you handle a situation with conflicts such as bullying, and how would you help to resolve it?
11. Bullying is often a serious issue which has to be dealt with in all areas of work. In your experience what is the best way to deal with it? Can you give an example of how you have tackled this in the past?

Grade 9-11

Self awareness

Analytical ability

- Describe the most stressful work situation you've experienced and how you handled it.
- How do you ensure that your proposals are compelling?
- Can you give me an example of a win-win proposal?
- Give one example of a time when you had to quickly analyze a situation and make a quick decision.
- Can you give me an example of an effective elevator pitch that you've used?
- Explain the phrase "work ethic" and describe yours.

Negotiation skills

- What do you do when others resist or reject your ideas or actions?
- You have recently been promoted to a manager position. You are aware of another employee who is using the computer in an unethical way. This other employee used to be your co-worker. How would you handle this?
- How would you go about simplifying a complex issue in order to explain it to a client or colleague?
- How would you go about persuading someone to see things your way at work?
- If someone told you that you had made an error, describe how you would react and what you would say in your defense.

Dealing with ambiguity

Communication

1. How would you explain a complex technical problem to someone without technical expertise, who doesn't understand technical terminology? Use the term [insert appropriate term] as an example.
2. Please name five things about the communication within an organization that must be present so you can give your best and work most effectively?
3. If you had to choose between being a good listener or a good communicator, what would be your choice? Please explain your answer.
4. Tell me about the time you had to give a presentation to a group of people with no preparation? What was the main difficulty you experienced? How did you handle that?
5. Describe a situation when team members on a project you were working on disagreed with your ideas. What did you do?
6. Describe a situation where you needed to work with a client or customer who was very different from you. How was that for you? How did you approach that situation?
7. What is a constructive criticism for you? What kind of critique would help you improve and do a better job next time?
8. How do you prefer to communicate? In person? Over the phone? Via email or messages? Please explain your preferred choice.
9. What would you do if you there was a breakdown in communication at work?
10. Have you ever faced some obstacles or difficulties in communicating your ideas to a manager? What happened? How did you handle that?
11. Who do you have the best communication with?

12. Imagine having a colleague you don't get along with, but you need his/her help on a project you are responsible for. How would you handle this situation? Would you approach this colleague and ask for help? How would you do it? Would you try to get help in some other way?

Problem solving and decision making

1. Describe a situation where you had to solve a problem. What did you do? What was the result? What might you have done differently?
2. Give an example of a situation in which you saw an opportunity in a potential problem. What did you do? What was the outcome?
3. What steps do you take before making a decision on how to solve a problem, and why?
4. Give an example of a time that you realized a colleague had made a mistake. How did you deal with this? What was the outcome?
5. Describe the biggest work-related problem you have faced. How did you deal with it?
6. Tell me about a time where you have been caught off-guard by a problem that you had not foreseen? What happened?
7. Describe a time where you developed a different problem-solving approach. What steps did you follow?
8. Tell me about a time when you became aware of a potential problem and resolved it before it became an issue.
9. Describe a personal weakness that you had to overcome to improve your performance at work? How did you do it?

Future Oriented

Collaboration and partnering

1. How can you get other people behind your idea?
2. What efforts have you made, or been involved with, to foster diversity competence and understanding?
3. What have you done to further your knowledge about diversity? Have you included diversity in your professional development? How have you demonstrated what you have learned?
4. How can knowledge be shared using virtual groups?; How do you build people-to-people networks for knowledge sharing using discussion forums?
5. Can you share an experience where a project dramatically shifted directions at the last minute? What did you do?
6. How should the key roles or functions of the partnership be defined to ensure it is successful?

Courage

Emotional intelligence

1. Give a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome?
2. Describe a situation when you were leading a team on a project. What did you do to motivate your colleagues to give their best?
3. Give an example of a time when you made a mistake because you did not listen carefully to what your colleague had to say.
4. What motivates you to do your work? What makes you happy at work?
5. People react differently when job demands keep changing repeatedly. Have you ever been in a similar situation? How did you react?
6. Tell me about a time you received negative feedback from your boss. How did that make you feel?

7. Is it more important to focus on results and tasks or people and emotions? Explain your answer.
8. Tell me about a time you made a mistake at work. What happened? How did you handle it?

Prioritizing

· Tell me about your experience in training, motivating and developing your employees or managers.
· Do you find it more natural to point out what's wrong so employees can accomplish tasks competently OR to praise employees for their work and then point out what may need correcting?
· Do you tend to gather information up to a deadline in order to make a better-informed decision OR gather just enough information to make a good decision quickly?
· Are you best at dealing with details and day-to-day operations OR with concepts, envisioning and future planning? Give me an example.

- Describe a time when something didn't work out as you had planned. What did you do and what did you learn from it?
- Tell me about a time when you had to change your priorities or planned course of action because of an unexpected event.
- How will you react if your team members offer a new approach to finish a task that is different than yours?

· How do you handle conflict between team members to reduce impact on team work?
· Tell me about a time when you had a major objective to achieve under a tight time constraint, lean budget and with fewer people than typically would support the goal? How did you overcome the challenges to achieve the necessary outcome? What was the measurable result(s)?
· What would your highest performing employee say about you?
· What would your most struggling employee say about you?

Developing Others

· Describe a time when you divided the responsibilities of a task to members of a group.
· Talk about how in past jobs you have assigned roles based on the strengths of the worker
· Mention your ability to give clear instructions
· Explain, how you have handled an employee who had performance problems.
· Discuss how you encourage employees to perform at their best
· Talk about how you follow-up with employees to ensure that tasks were completed
· What is the difference between a Team leader and a Team manager?
· How do you get others to accept your ideas?
· How would you go about praising a team member in public?
· How do you motivate your team?
· How would you go about getting cohesion among a team who disagree?
· Tell us about a time when you were a part of a great team. What was your part in making the team effective?

Safeguarding

General

1. What are your attitudes to child protection/safeguarding adults?
2. Can you give me some examples of how you would contribute to making the service/organization a safer environment for children/vulnerable adults?
3. What do you know about safeguarding?

4. What are the type of abuses you have seen in life? What were your actions towards it?

Sexual Harassment

1. a) In a situation where you yourself were actually witnessing sexual harassment, what would you do?
   b) What could be the reasons which would make you not interfere?
2. What would you do if you find some colleagues discussing about a personal issue of another colleague without his/her knowledge?
3. An employee submits a sexual harassment complaint. What steps would you take to look into it?
4. What can you do to prevent sexual harassment in the workplace
5. What would you do if an employee is being harassed by a non-employee such as a supplier/beneficiary etc.?
6. Would you protect the privacy of the alleged harasser? If yes, when and why?
7. What is the difference between unprofessional behavior and sexual harassment?
8. If your staff is ignoring/shunning someone who has complained, what can you do about it?

Bullying

1. How do you know when your words or behaviors have a negative impact on others? How do you resolve that negative impact?
2. Tell me about the time you were the most stressed out at work. What caused the stress? How did you handle it? How did your stress affect others? What did you learn?
3. Describe a time at work when others wanted to move forward on something you disagreed with or didn't think would work. Why did you disagree? What did you do? What did you learn?
4. Tell me about a time when you had to deal with an employee who didn't follow orders. What did you do?
5. How would you handle a situation with conflicts such as bullying, and how would you help to resolve it?
6. Bullying is often a serious issue which has to be dealt with in all areas of work. In your experience what is the best way to deal with it? Can you give an example of how you have tackled this in the past?

Annexure 7

Annexure: Disability inclusion Guidelines

Responsibilities

Person	Responsibilities
Applicant with a disability	Voluntarily discloses disability status when not self-evident. Inform the Selection Panel of the need reasonable accommodation in the workplace once a conditional job offer has been made. Provide consent and medical information to support requests for reasonable accommodation.
Head of Recruitment /CPO/Director (HR)	Manage and implement the entire recruitment and selection process taking cognizance of the BRAC HRPP on Recruitment read together with this policy to ensure fair practice and legal compliance. Liaise with applicants on applicable processes for disclosure of disability status and requests for accommodations. Refer requests for accommodations to the Recruitment Deployment and Appointment (RDA) unit. Keep written records of all procedures.
Managers /Heads/Directors	Make HR aware of vacancies/new roles that must be filled. Participate with HR in finalizing the requirements and competencies required for positions. Participate in the Selection Panel and decision making process Assist in the induction and integration of the person into the workplace. Comply with this policy. Give input into the consultative process to determine whether possible to reasonable accommodate and/or whether any unjustifiable hardship may arise. Support the departments in meeting its numerical goals and targets set for the recruitment of persons with disabilities.
Selection Panel	Create a conducive interview setting that supports fair assessment of all candidates including applicants with a disability. Make an impartial and substantiated decision on the most suitable candidate for the job. Prefer candidates in line with the BRAC numerical goals and targets
Recruitment Unit	Provide consultative services, advice and guidance to the department. Identify and consult with relevant experts and/or service providers during the selection process, where necessary. Make determinations regarding appropriate and reasonable accommodations for applicants with disabilities with due regard for any unjustifiable hardship it may cause the organization. Provide written notifications of its recommendations and determinations to the GM of HR and Selection Panel. Monitor the use of the “unjustifiable hardship” defence within the organization to ensure consistency and fair treatment of all applicants for employment.