



# RECRUITMENT AND SELECTION POLICY

# **Balkans Forward Foundation**

## **RECRUITMENT AND SELECTION POLICY**

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# 1. Purpose

The purpose of this Recruitment and Selection Policy is to ensure that Balkans Forward Foundation (“the Foundation”) recruits and engages individuals in a fair, transparent, merit-based, and accountable manner.

The Foundation is committed to attracting competent, motivated, and ethical individuals who support its mission and values, while ensuring equal treatment, integrity of process, and organisational credibility.

# 2. Scope

This policy applies to all recruitment and selection processes within the Foundation, including hiring of employees, engagement of consultants and experts, internships, volunteer positions, and any other roles where individuals are selected to work with or on behalf of the Foundation.

It applies to all persons involved in recruitment processes, including the Board, Executive Director, managers, staff, and any designated selection panels.

# 3. Principles

Recruitment and selection must be based on merit, competence, relevant experience, and suitability for the role.

All processes must be conducted in a transparent and consistent manner, ensuring equal opportunity and avoiding discrimination on any grounds.

Decisions must be objective, documented, and free from undue influence, favouritism, or personal bias.

The Foundation aims to ensure diversity and inclusion while maintaining high professional standards.

## 4. Workforce Planning

Recruitment should be based on identified organisational needs, available funding, and approved plans or projects.

Before initiating recruitment, the need for the role, expected responsibilities, duration, and budget should be clearly defined.

The Foundation may prioritise flexible engagement models where appropriate, including short-term or project-based roles.

## 5. Vacancy Announcement

Where appropriate, positions should be publicly announced to ensure openness and competition.

Announcements should clearly describe the role, responsibilities, required qualifications, expected duration, and application process.

In justified cases, direct selection or targeted recruitment may be used, particularly for short-term, specialised, or urgent engagements.

## 6. Selection Process

The selection process must be appropriate to the nature and level of the position.

It may include review of applications, interviews, written assignments, reference checks, or other relevant assessment methods.

Selection decisions must be based on predefined and relevant criteria.

Where more than one candidate is considered, the evaluation process should be documented.

## 7. Conflict of Interest

All persons involved in recruitment must avoid conflicts of interest.

Any actual, potential, or perceived conflict must be disclosed and managed in accordance with the Foundation's Conflict of Interest Policy.

No person may participate in the selection of a candidate with whom they have a close personal, financial, or professional relationship.

## 8. Equal Opportunity and Non-Discrimination

The Foundation is committed to equal opportunity and does not tolerate discrimination on the basis of gender, gender identity or expression, ethnicity, nationality, religion or belief, sexual orientation, disability, age, or any other protected characteristic.

All candidates must be treated fairly and with respect throughout the process.

## 9. Documentation and Record-Keeping

Recruitment processes must be documented in a manner that demonstrates fairness, transparency, and compliance with this policy.

Relevant documentation may include vacancy announcements, applications received, evaluation notes, interview records, and final decisions.

Records must be stored securely and in accordance with applicable data protection and document retention requirements.

## 10. Offer and Engagement

Selected candidates must receive a clear offer outlining the role, responsibilities, duration, compensation (if applicable), and key terms of engagement.

Engagements should be formalised through appropriate contracts or agreements.

## 11. Confidentiality and Data Protection

All personal data collected during recruitment must be handled in accordance with the Foundation's Data Protection Policy and applicable legal requirements.

Information about candidates must be treated confidentially and used only for recruitment purposes.

## 12. Breach of Policy

Failure to comply with this policy may result in corrective or disciplinary action, depending on the seriousness of the breach.

Improper influence, discrimination, or manipulation of recruitment processes may be treated as a serious violation.

## 13. Related Policies

This policy should be read together with the Code of Conduct, Conflict of Interest Policy, Data Protection Policy, Anti-Corruption and Fraud Prevention Policy, and any applicable donor requirements.

## 14. Review of the Policy

This policy shall be reviewed periodically and updated as necessary to reflect organisational needs, legal obligations, and good governance practice.