

Recruitment procedures

1. PURPOSE

This is an example of a recruitment SOP including examples of the cadres sites may be looking to recruit for the DeWorm3 Project, with the necessary level of detail. Please feel free to add your institution's recruitment SOP here, or use this SOP as you see fit.

This document aims to outline the recruitment procedures for site study staff including, but not limited to supervisors, field officers and laboratory technicians. The intent of this SOP is to establish and record uniform procedures across sites in advertising positions, and ensure applications are handled in a transparent, objective and equitable manner to ensure the best applicants are chosen to meet the needs of DeWorm3.

2. INTENDED USERS

The intended users of this SOP are the site Principal Investigators (PIs), management team and, where present, Human Resources (HR) managers in DeWorm3 country sites.

3. RESPONSIBILITIES

All DeWorm3 study staff should understand and follow this SOP. It is the responsibility of the site's Principal Investigator (PI) to ensure that all relevant staff comply with this SOP.

4. DEFINITIONS

- 4.1. **Field supervisors:** Personnel working under the Trial Coordinator who oversee the work carried out by the field officers in the field. These individuals may be responsible for quality control checks during the census, cross-sectional surveys and longitudinal monitoring cohort. They may also play a strong role in liaising with the cluster leads, Ministry of Health personnel and community drug distributors during the community-wide mass drug administration(MDA).
- 4.2. **Field officers:** Personnel employed to document the census, census updates, cross-sectional surveys, longitudinal monitoring cohort, and coverage surveys, in addition to providing support and monitoring of the MDA activities.
- 4.3. **Data clerks:** Personnel who may be employed to enter treatment data collected on treatment registers using a standardized survey programmed on smartphones. These personnel will be line managed by the site data manager.
- 4.4. **Laboratory technicians:** Trained laboratory staff recruited/seconded from National and local laboratories who are tasked with preparation and reading of Kato Katz samples, processing and aliquoting of stool samples for storage and later qPCR analyses, as well as processing and storage of dried blood spots.

5. REQUIRED MATERIALS

- a. Job advertisements
- b. Job application system (e.g. online questionnaire)
- c. Standardized recruitment interview questions
- d. Investigators site file

6. PROCEDURE

6.1. DeWorm3 Site Organogram

- a. A site-specific organogram for the DeWorm3 Project shall be developed, including oversight, management, supervision, field, data, laboratory, transport and any other personnel who will be involved during the trial.
- b. Once completed, this should be shared with the central DeWorm3 team for their records.

6.2. Developing Terms of Reference

- a. Clear Terms of Reference (TOR's) for each position listed on the DeWorm3 site organogram shall be developed and validated by the site PI.
- b. The TOR's should clearly specify the title of the position, the nature of the work to be performed, the contract duration and the job qualifications required.

6.3. Examples of qualifications to consider

- a. For field supervisors, recommended qualifications include: a diploma/degree, familiarity with use of technology (e.g. smartphone), experience in community work and or research studies, experience in management/supervision of teams in previous work.
- b. For field officers, recommended qualifications include: a minimum level of literacy, proficiency in local dialects, familiarity with use of technology (e.g. smartphone), experience in community work and or research studies. The requirements of familiarity with technology and being able to walk extensively in the field may indicate this position is better suited to younger individuals.
- c. For laboratory technicians, recommended qualifications include: Good Lab Practice (GLP) certification where applicable, experience in preparation of and reading of Kato Katz slides, experience with processing and aliquoting of stool samples for storage and later qPCR analyses, experience with preparation and storage of dry blood spots, familiarity with use of technology (e.g. smartphone), experience in research studies.
- d. For data clerks recommended qualifications include: a minimum secondary school-certification grade, familiarity with use of technology (e.g. smartphone), experience in data entry for programmes and or research.
- e. It is recommended that a standardized rate is used for each position, which is stated upfront, rather than a rate based on level of qualification.

6.4. Job Advertisement

- a. The TOR should be published and advertised through known local job advertisement channels. For positions such as field officers, job adverts placed on noticeboards in key offices within the district etc. will be useful as well as social media channels.
- b. A timeframe for the job advert should be established, for example 2-4 weeks.
- c. Clear information on the timeframe and manner for completing applications should be provided. It is recommended that an online system for completing applications is used as this will streamline the process and can ensure standardization, over the submission of CVs to the office.

6.5. Selection process

- a. The hiring process should be fair and consistent in terms of site policy and procedures.
- b. When considering applicants at the field officer level, weight should be given to those from the local area, who can speak the local dialect. However, the importance of qualifications e.g. school/diploma examination grades should also be considered as the position will involve complex survey administration and tracking of activities in the field.
- c. The review process of applications received shall be impartial and led by a review committee composed of at least two people, including the HR manager/or Trial Coordinator.
- d. A minimum of three applications per position will be selected on the basis of the perceived relative capacities of the candidates to execute the duties and responsibilities of the position to which they seek to be appointed. If there are less than three applicants

worth considering for the position apply, a note will be inserted in the investigators site file. The pre-selected candidates will be hereafter notified of the date, time and venue for the interview.

- e. The selection process shall consist of techniques which will fairly test the qualifications of candidates such as, but not necessarily limited to, achievement and aptitude tests, other written tests, personal interviews, performance tests, work samples, psychological evaluations, background and reference inquiries, and any combination of these or other tests. The trial service period is considered an extension of this selection process.

6.6. Interviews

- a. Following the application shortlisting procedure, one or more interview panels will be established to conduct oral interviews. This panel should consist of the site PI, the trial coordinator, the HR manager and where required another team member relevant to the field of intervention (e.g. data manager for the recruitment of data clerks and field supervisor for recruitment of field officers).
- b. The interview panel shall take the time to review each candidate's application prior to their interview. Each candidate shall be allowed a similar period of time for their interview.
- c. The interview panel should prepare and abide by a clear and consistent interview guide, aimed to assess the candidate aptitude for the job. Questions must remain job related and of acceptable nature.
- d. Consideration shall be given to the following, but not necessarily limited to:
 - Self-confidence
 - Initiative, interest, and motivation
 - Readiness to work in field conditions and adaptability to work hours requirements
 - Ability to articulate thoughts and ideas;
 - Team spirit and interpersonal adaptability;
 - Knowledge about the organization and the position;
 - Adequacy of prior training and/or experience
 - Availability and reliability

6.4. Verification

- a. Selected candidates will be required to successfully pass a background investigation, which will include, but is not limited to: verification of qualifying credentials (University certificates, recommendation letters etc.), and verification of references.

6.4. Contracts and statutory deductions

- a. Once selected, candidates are offered short-term/long-term fixed contracts with the primary institution through which the hiring process is being conducted. These will clearly lay out the terms in relation to statutory deductions such as taxes, health insurance, workers insurance and social security contributions. The conditions for termination of employment, recommendation letters and end of contract gratuities will also be clearly specified.
- b. It may be the case that laboratory technicians are seconded to DeWorm3 for the survey periods and thus are not provided with a contract, but an additional per diem on top of their standard salary.

6.5 Records storage

- a. All interview materials are stored in a secure area and are disposed of in a manner that prevents disclosure of information.
- b. The CV's of permanent site study staff shall be compiled in the investigator site file.