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APPROVED
by the decision of the Management Board
of NGO "RUKH Global"
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INSTRUCTION

ON RECRUITMENT OF PERSONNEL

of Non-governmental organization "RUKH Global"

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Responsible for maintenance: Executive Director / HR Officer

Approved by: Management Board of NGO "RUKH Global"



1. GENERAL PROVISIONS

1.1. Purpose of the Instruction

1.1.1. This Instruction defines the procedure for planning, organizing, and conducting the recruitment (selection and engagement) of personnel of Non-governmental organization "RUKH Global" (hereinafter — the Organization or RUKH Global) for the purpose of ensuring its statutory activities with qualified, ethical, and motivated human resources.

1.1.2. The Instruction establishes uniform requirements for the recruitment process, which guarantee transparency, non-discrimination, professionalism, and compliance with the requirements of the legislation of Ukraine, international standards, and the requirements of the Organization's key donors (European Commission, Creative Europe, Erasmus+, CERV, Horizon Europe, Interreg, U.S. Department of State, UN agencies, GIZ, SIDA, embassies, and private foundations).

1.1.3. The Instruction has been developed in accordance with Clause 6 of the Charter of NGO "RUKH Global" regarding the powers of the governing bodies of the Organization to adopt internal documents governing the activities of the full-time staff.

1.2. Scope of Application

1.2.1. The provisions of this Instruction are mandatory for all officials and employees of the Organization who participate in the planning, announcement, conduct, or evaluation of the results of recruitment, or who sign documents based on its outcomes.

1.2.2. The Instruction applies to all types of personnel engagement defined in Section 4 of this Instruction: employment contract, civil-law contract (CLC), contractor operating as a private entrepreneur (FOP), volunteer, and trainee/intern.

1.2.3. The provisions of this Instruction apply to recruitment conducted both in Ukraine and in the states where the Organization operates (Poland, other EU Member States, third countries) — taking into account the requirements of local legislation and applicable law.

1.3. Principles of Recruitment

1.3.1. The Organization conducts recruitment based on the following principles:

- equal opportunities, non-discrimination, and inclusiveness (including compliance with the Law of Ukraine "On Ensuring Equal Rights and Opportunities of Women and Men");
- meritocracy — selection based on competencies, experience, integrity, and alignment with the Organization's mission;
- transparency of procedures and documented decisions;
- confidentiality and protection of candidates' personal data;
- prevention of conflicts of interest and corruption risks;
- safeguarding — protection of vulnerable groups (children, internally displaced persons (IDPs), refugees) within the commitments under the PSEAH standard;
- compliance with the requirements of donors with whom the Organization has active grant agreements.

1.4. Terms and Definitions

In this Instruction, the following terms shall have the meanings set out below:

- recruitment — the procedure of planning, searching, selecting, and formalizing a person to perform works, services, or a labour function for the benefit of the Organization;
- candidate — a natural person who has submitted an application for a vacancy or has been invited to participate in the selection process;
- hiring manager — the head of the structural unit or project for which the person is being engaged;
- HR Officer — an employee of the Organization entrusted with the functions of personnel administration and recruitment (HR Manager or a person designated by order of the Executive Director);
- interview panel — a group of two or more persons conducting a structured interview with a candidate;

- Job Description (JD) — a formalized description of the vacancy (position, tasks);
- KPI — Key Performance Indicator;
- COI — Conflict of Interest;
- PSEAH — Protection from Sexual Exploitation, Abuse and Harassment;
- GDPR — Regulation (EU) 2016/679 — General Data Protection Regulation;
- induction / onboarding — the process of introducing a person to the position and familiarizing them with the Organization.

2. LEGAL BASIS

2.1. This Instruction has been developed taking into account the following regulatory and legal acts and standards:

2.1.1. Legislation of Ukraine

- Labour Code of Ukraine (KZpP) — <https://zakon.rada.gov.ua/laws/show/322-08>;
- Civil Code of Ukraine (Chapter 63 "Services. General Provisions"; Chapter 61 "Contract Works");
- Economic Code of Ukraine (in the part concerning the activities of private entrepreneurs);
- Law of Ukraine No. 4572-VI of 22 March 2012 "On Public Associations" (in the wording as of 03.09.2024), in particular Article 23 — the rights and obligations of public associations and the use of funds for statutory activities;
- Law of Ukraine No. 1700-VII of 14 October 2014 "On Prevention of Corruption", in particular Articles 28–37 (conflict of interest, restrictions on receiving gifts, joint work of close persons);
- Law of Ukraine No. 2297-VI of 1 June 2010 "On Personal Data Protection";
- Law of Ukraine No. 2866-IV of 8 September 2005 "On Ensuring Equal Rights and Opportunities of Women and Men";
- Law of Ukraine No. 5207-VI of 6 September 2012 "On the Principles of Prevention and Counteraction of Discrimination in Ukraine";
- Law of Ukraine No. 3236-VI of 19 April 2011 "On Volunteer Activity";
- Law of Ukraine No. 5067-VI of 5 July 2012 "On Employment of the Population";
- Law of Ukraine No. 504/96-VR of 15 November 1996 "On Leave";
- Law of Ukraine No. 2694-XII of 14 October 1992 "On Labour Protection";
- Tax Code of Ukraine (in the part concerning taxation of payments under employment and civil-law contracts);
- subordinate regulations of the Ministry of Economy of Ukraine, the National Agency on Corruption Prevention (NAZK), and the State Statistics Service of Ukraine governing HR document management.

2.1.2. International Standards and EU Acts

- Regulation (EU) 2016/679 (GDPR) — General Data Protection Regulation;
- Regulation (EU, Euratom) 2024/2509 — EU Financial Regulation (recast, in force from 30.09.2024);
- Recommendations of the International Labour Organization (ILO): Convention No. 111 on Discrimination (Employment and Occupation), Convention No. 100 on Equal Remuneration, Convention No. 190 on the Elimination of Violence and Harassment in the World of Work;
- PSEAH Standard (Protection from Sexual Exploitation, Abuse and Harassment) — IASC Minimum Operating Standards;
- Core Humanitarian Standard on Quality and Accountability (CHS);
- INGO Accountability Charter / Accountable Now — principles of transparency and accountability;
- 2 CFR Part 200 (2024 revision) — regarding requirements for recruitment under U.S. federal grants;
- UN Partner Portal Due Diligence — requirements for UN partners.

2.1.3. Internal Documents of the Organization

- Charter of NGO "RUKH Global";
- Regulation on the Management Board of the Organization;
- Regulation on the Executive Directorate;
- HR Policy;
- Personal Data Protection Policy (GDPR-compliant);
- Anti-Corruption and Anti-Fraud Policy;
- Conflict of Interest Prevention Policy;
- Safeguarding and PSEAH Policy;

- Code of Ethics and Conduct;
- Equality and Non-Discrimination Policy.

3. RECRUITMENT PLANNING

3.1. HR Plan

3.1.1. Recruitment planning is carried out annually as part of the preparation of the Organization's HR Plan, which forms part of the annual operational plan and budget. The HR Plan is approved by the Executive Director upon submission by the HR Officer, in consultation with project and programme leads.

3.1.2. The HR Plan contains the list of positions, the timing of their filling, the type of engagement (staff/CLC/FOP/volunteer/intern), the source of financing (administrative budget, grant, co-funding), the level (grade), the target salary range, and the hiring owner.

3.1.3. An additional (unplanned) vacancy may be opened solely on the basis of a written decision of the Executive Director, with justification of the need and confirmation of the availability of financial coverage for the entire duration of the engagement.

3.2. Budget

3.2.1. The opening of any vacancy is impossible without a confirmed budget. Prior to publishing the job posting, the HR Officer shall receive from the Finance Manager (or Chief Accountant) written confirmation of the budget line from which the position will be financed, in the form of a budget card (budget line).

3.2.2. The budget includes: gross remuneration, taxes and mandatory contributions (Single Social Contribution (ESV), Personal Income Tax (PIT), and military levy — for employment contracts and CLCs), expenditure on equipment, training, benefits, and service fees (for FOP contractors).

3.2.3. For positions financed from donor funds, the level of remuneration shall comply with the limits and the principles of reasonableness, necessity, and allocability in accordance with EU Financial Regulation 2024/2509 and/or 2 CFR 200.

3.3. Job Analysis

3.3.1. Before announcing a vacancy, the hiring manager, together with the HR Officer, conducts a Job Analysis, within which the following are determined:

- purpose of the position and its place in the organizational structure;
- key result areas (KRAs);
- mandatory and desirable competencies (hard skills, soft skills);
- level of experience and education;
- language(s) of communication;
- Key Performance Indicators (KPIs) for the first year;
- grade in accordance with the Organization's grade scale.

3.3.2. The results of the Job Analysis are formalized as a Job Description (Annex A).

4. TYPES OF PERSONNEL ENGAGEMENT IN THE ORGANIZATION

4.1. The Organization uses the following forms of engagement of human resources:

4.2. Employment Contract (KZpP)

4.2.1. Concluded with a person who will perform a labour function under the internal schedule, under the organizational control of the Organization, on a permanent or fixed-term basis. Governed by the Labour Code of Ukraine (KZpP).

4.2.2. A written employment contract is mandatory (Article 24 of the KZpP), an order on hiring is issued, and a notification to the State Tax Service (DPS) on the hiring of an employee is submitted prior to actual admission to work.

4.2.3. The employee is guaranteed all KZpP entitlements: standard working hours, basic annual leave of 24 calendar days, payment of sick leave, and occupational health and safety.

4.3. Civil-Law Contract (CLC)

4.3.1. Concluded with a natural person (not a private entrepreneur) for the performance of specific work or provision of a service with a defined result and scope. Governed by the Civil Code of Ukraine (Chapters 61, 63). A CLC shall not contain elements of labour relations (no subordination to a work schedule, working hours, or labour discipline).

4.3.2. Payment is made on the basis of an acceptance act of works/services. The Organization withholds PIT, the military levy, and accrues ESV as a tax agent.

4.3.3. Substitution of labour relations by a CLC is strictly prohibited. The HR Officer and a lawyer check each draft CLC for indicators of labour relations in order to avoid the risks of additional charges and fines.

4.4. Contractor — Private Entrepreneur (FOP)

4.4.1. A commercial services/works contract is concluded with a private entrepreneur (FOP) who carries out independent economic activity, has their own simplified tax regime (typically, Group 3 of the single tax), and provides services to several clients.

4.4.2. The FOP contractor is not subject to the Organization's working hours regime, does not receive leave or social benefits from the Organization, and pays taxes independently.

4.4.3. Prior to entering into the contract, the Organization verifies: the fact of state registration of the FOP, economic activity classification codes (KVED), the tax regime, and the absence of tax arrears (via open registers).

4.5. Volunteer

4.5.1. The engagement of volunteers is governed by the Law of Ukraine No. 3236-VI "On Volunteer Activity". A contract on the conduct of volunteer activity is concluded or an order on the engagement of a volunteer is issued upon their written consent.

4.5.2. Volunteering is voluntary and unpaid. The Organization may reimburse the volunteer for actual expenses (transport, accommodation, meals, personal protective equipment, stationery) within the limits permitted by Article 11 of Law No. 3236-VI.

4.5.3. The Organization ensures the safety of volunteers, conducts briefings, and signs with them the Code of Ethics, Safeguarding/PSEAH undertakings, and an NDA.

4.6. Trainee/Intern

4.6.1. An internship is conducted on the basis of an internship contract — tripartite (Organization — educational institution — student) or bilateral (Organization — intern). The intern may receive a stipend/payment from a grant if this is provided for by the donor.

4.6.2. Duration of internship: from 1 to 6 months. The intern is assigned to a mentor, who evaluates progress monthly. Based on the results of the internship, a written reference is issued; successful interns may be offered open vacancies without a competitive process (but with standard COI and reference checks).

4.7. Comparative Table of Engagement Types

Criterion	Employment contract	CLC	FOP	Volunteer	Intern
Legal basis	KZpP	CCU Ch. 61, 63	ECU, CCU	Law 3236-VI	CCU, Law on Education
Payment	Wages/salary	Remuneration per act	Services per invoice	Unpaid	Stipend / grant
Taxation	PIT 18% + ML 1.5% + ESV 22%	PIT 18% + ML 1.5% + ESV 22%	Single tax (paid by FOP)	—	Per contract terms
Social guarantees	Full (leave, sick leave)	None	None from the client	Accident insurance	Per contract
Working hours	Organization's regime	Determined by the result	Independently	Flexible	Per programme
Typical application	Staff, managerial roles	One-off project tasks	Experts, IT, consultants	Events, campaigns	Young specialists

5. CREATING A VACANCY (JOB DESCRIPTION)

5.1. For each vacancy, the hiring manager together with the HR Officer prepares a Job Description (JD) using the template set out in Annex A.

5.2. The JD shall mandatorily contain the following sections:

- job title and structural unit/project;
- grade in accordance with the internal grade scale (e.g., G1 — Assistant / Junior; G2 — Specialist; G3 — Senior Specialist / Coordinator; G4 — Manager; G5 — Senior Manager / Head; G6 — Director);
- salary band from the minimum to the maximum threshold — mandatorily indicated in the posting for transparency;
- type of engagement and duration (permanent/fixed-term staff, CLC, FOP, part-time %);
- location (Kyiv, Kraków, remote, hybrid);
- purpose of the position;
- principal responsibilities;
- KPIs for the first year (3–5 measurable indicators);
- mandatory requirements (must have);
- desirable requirements (nice to have);
- languages;
- working conditions, benefits, and training;
- reporting line (reports to) and team composition.

5.3. The JD shall not contain discriminatory criteria, in particular on the grounds of sex, age, family status, religion, state of health, sexual orientation, ethnic origin, political views, membership of trade unions, place of residence, etc. Wordings such as "women up to 35 years old", "men only", "childless required", and the like — are PROHIBITED.

5.4. Positive action (not discrimination): for vacancies intended for roles with vulnerable groups (e.g., a consultant for women refugees), criteria provided for by Article 6 of the Law of Ukraine "On the Principles of Prevention and Counteraction of Discrimination" and by the Law of Ukraine "On Ensuring Equal Rights and Opportunities of Women and Men" are permissible.

5.5. The JD is approved by the Executive Director (or a person to whom such powers are delegated) prior to publication.

6. ADVERTISING THE VACANCY

6.1. Publication Channels

6.1.1. Vacancies shall be published on at least two channels simultaneously in order to ensure broad reach and a pipeline of diverse candidates:

- the official website of the Organization <https://rukh.global> (Careers / Vacancies section);
- Ukrainian job boards: work.ua, rabota.ua, robota.ua, LinkedIn Ukraine;
- LinkedIn (personal profiles of co-founders and the Executive Director, Organization's page);
- specialized platforms for the NGO sector: gurt.org.ua, prostir.ua, jobs.unjobs.org, reliefweb.int;
- professional diaspora networks: Ukrainian Academic International Network, Euromaidan Press Jobs, Ukrainian hubs in Kraków/Warsaw/Berlin;
- thematic Telegram and Facebook groups (advocacy, cultural projects, media).

6.2. Minimum Posting Period

6.2.1. The standard posting period is at least 10 calendar days for positions at grades G1–G3 and at least 14 calendar days for positions at grades G4–G6. For grant-funded positions, the period may be shortened to 7 days where justified by the project schedule, which shall be documented in a memorandum by the hiring manager.

6.3. Prohibition of Discriminatory Criteria

6.3.1. It is categorically prohibited to use in the text of the posting any criteria unrelated directly to the professional requirements of the position. Wordings such as "male team", "young collective", "no health restrictions" — are unacceptable.

6.3.2. The text of the posting shall mandatorily end with the following statement: "NGO 'RUKH Global' is an equal opportunity employer. We welcome applications from all qualified candidates regardless of sex, age, ethnic origin, religion, state of health, and other personal characteristics. We particularly encourage applications from representatives of vulnerable groups: IDPs, refugees, veterans, and persons with disabilities."

7. SCREENING AND REFERENCE CHECKS

7.1. CV Screening

7.1.1. The HR Officer conducts the initial screening of received CVs against the criteria of the mandatory requirements of the JD. Informal screening (based on "intuition", "a smile in the photograph", or "the name") — is PROHIBITED.

7.1.2. Screening is structured: the HR Officer completes a scoring sheet with responses of "meets / partially meets / does not meet" against each must-have criterion. The results are retained for audit purposes.

7.1.3. Candidates who meet all must-have criteria are placed on the longlist (minimum 3–5 persons; if fewer — the vacancy is re-advertised).

7.2. Reference Checks

7.2.1. For final candidates for positions at grade G3 and above, the HR Officer conducts checks of at least 2 references (referees). The check is conducted by phone or video call using the completed Reference Check Form (Annex C).

7.2.2. For G1–G2, references are mandatory; if this is the candidate's first permanent job, checks with a lecturer, internship supervisor, or similar, are permissible.

7.2.3. Reference results are documented (a short summary of the conversation, date, full name of the referee, their position, and contact details) and stored in the candidate's file.

7.3. Police Clearance for Roles with Vulnerable Groups (PSEAH)

7.3.1. For positions involving direct work with children, adolescents, persons with disabilities, victims of violence, persons affected by the war, and other vulnerable groups, the candidate is additionally required to provide:

- a criminal record certificate (issued by the Ministry of Internal Affairs of Ukraine, with information from the Unified State Register of Persons Who Have Committed Corruption Offences);
- a certificate from the Unified Register of Persons Convicted of Crimes against Sexual Freedom and Sexual Integrity;
- a written PSEAH declaration (template — annex to the Safeguarding Policy).

7.3.2. The inability to obtain a certificate for objective reasons (being an IDP, residence abroad, destroyed MIA infrastructure in occupied territories) does not constitute automatic grounds for refusal — in such case, enhanced reference checks and a declarative confirmation by the candidate shall be conducted.

7.3.3. Certificates are retained only for the period necessary for recruitment purposes and are destroyed in accordance with the rules for processing personal data (Section 16).

8. INTERVIEW

8.1. General Requirements

8.1.1. A structured interview methodology is applied to all vacancies — all candidates in the same round receive an identical set of questions following an identical template, which allows responses to be compared objectively.

8.1.2. The interview panel shall consist of at least TWO interviewers (the hiring manager + the HR Officer). For positions at grades G4–G6, the panel shall consist of three persons (+ the Executive Director or a representative of the Management Board).

8.1.3. The candidate is informed in advance of the format of the interview, its duration, and the composition of the panel.

8.2. STAR Methodology

8.2.1. Behavioural questions are formulated using the STAR methodology:

- Situation — description of the situation or context;
- Task — what task the candidate faced;
- Action — what specific actions they took;
- Result — what result was achieved and what was learned.

8.2.2. At least 50% of the questions shall be STAR-oriented. Another share shall relate to motivation, values, fit with the mission, and ethical dilemmas (situational cases).

8.3. Bias Mitigation

8.3.1. Each interviewer undergoes a short annual unconscious bias training (delivered by the HR Officer).

8.3.2. Questions that may be discriminatory are prohibited:

- about family status, existence or plans for children;
- about pregnancy or reproductive health;
- about religious beliefs, except where these are related to the performance of duties (e.g., work in a faith-based environment);
- about the state of health, except where the position imposes medical requirements under the law;
- about sexual orientation and gender identity;
- about membership of political parties or trade unions.

8.3.3. After each interview, each member of the panel independently completes the Interview Scoring Matrix (Annex B) BEFORE joint discussion — in order to avoid group-pressure effects.

9. TEST ASSIGNMENTS

9.1. A test assignment is used to assess the candidate's practical skills and shall be relevant to the actual tasks of the position.

9.2. Rules for assigning test assignments:

- the test assignment is aligned with the JD and tests the key competencies of the position;
- all candidates for the same vacancy receive THE SAME test assignment;
- duration of performance — no more than 4 hours for unpaid test assignments;
- if the expected duration of the test assignment exceeds 4 hours — the test assignment IS PAID at the market hourly rate corresponding to the grade of the position, regardless of whether the candidate is hired;
- the test assignment may not be a disguised form of unpaid work for the Organization's real projects;
- intellectual property in the works created within the test assignment remains with the candidate (except where the candidate is hired and the rights are transferred under a separate agreement).

9.3. The HR Officer maintains records of payments for paid test assignments in a monthly report.

10. EVALUATION OF CANDIDATES

10.1. Scoring Matrix

10.1.1. All members of the interview panel complete the Interview Scoring Matrix (Annex B) according to the following criteria:

- professional competencies (hard skills) — 0–5 points;
- experience in the relevant sector (NGO, cultural, digital, international cooperation) — 0–5;
- language competencies — 0–5;
- soft skills (communication, teamwork, critical thinking) — 0–5;
- motivation and fit with the mission — 0–5;
- integrity and ethical values — 0–5.

10.1.2. Where a test assignment is in place, the criterion "test assignment quality" (0–10 points) is added.

10.1.3. The HR Officer consolidates the individual assessments into a consolidated matrix, which is kept in the vacancy file.

10.2. Selection Decision

10.2.1. The decision is made collegially by the panel on the basis of the consolidated Scoring Matrix. In the event of disagreement between members of the panel, the final decision is taken by the hiring manager, having regard to the recommendation of the HR Officer.

10.2.2. For positions at grades G5–G6, the final decision is taken by the Executive Director, and for the position of Executive Director — by the Management Board of the Organization.

10.2.3. All candidates who have been interviewed receive feedback (hiring feedback) — at a minimum in the form of a standard communication about the outcome. For finalists — a detailed feedback call is provided upon request.

11. CONFLICT OF INTEREST CHECK (COI)

11.1. Before signing the offer letter, the final candidate completes a Conflict of Interest Declaration for Recruitment Purposes (Annex D), in which the candidate discloses:

- the existence of close relatives (spouse, parents, children, siblings, grandparents, grandchildren, as well as persons with whom the candidate cohabits) among the employees, members, volunteers, donors, or contractors of the Organization;
- the existence of other commercial, financial, or personal connections which may affect the objective performance of official duties;
- participation in political organizations which may give rise to reputational risks;
- any other circumstances which may be perceived as a potential conflict of interest.

11.2. Employment of close relatives is permitted only where they will not be in direct subordination to one another, will not participate in financial decision-making concerning one another, and will not jointly participate in selection committees (Article 27 of Law No. 1700-VII and the corresponding provisions of the internal COI Policy).

11.3. The declaration is reviewed by the Executive Director (and, where the COI concerns the Executive Director, by the Chairman of the Management Board) within 3 working days. Decision options: approval without restrictions / approval with mitigation measures / refusal.

11.4. In the event of identification of an undisclosed COI during employment, measures in accordance with the Conflict of Interest Prevention Policy are applied, up to and including termination of the employment contract / CLC.

12. JOB OFFER AND ITS ACCEPTANCE

12.1. Following a positive decision of the panel and clearance of COI and reference checks, the HR Officer prepares an Offer Letter using the template (Annex E, Ukrainian + English versions).

12.2. The Offer Letter contains:

- job title and structural unit/project;
- type of contract, start date, and duration;
- location (office / hybrid / remote);
- gross remuneration and its structure (base rate, bonus, benefits);
- probation period (if any);
- the list of documents to be submitted for formalization;
- references to the policies which the candidate will sign on onboarding (Code of Conduct, PSEAH, Data Protection, Conflict of Interest);
- the period within which the candidate shall confirm acceptance of the offer (as a rule, 5 working days);
- the contact person on the side of the Organization.

12.3. Following confirmation of the offer by the candidate, other candidates receive an official communication on the closure of the competition. The vacancy is removed from job boards within 2 working days.

12.4. If the candidate declines the offer, the hiring manager and the HR Officer consider the next candidate from the shortlist or re-advertise the vacancy.

13. FORMALIZATION

13.1. Documents for Formalization

13.1.1. For formalization of an employment contract, the candidate submits:

- an application for employment;
- a copy of the passport (ID card) and Individual Taxpayer Identification Number (RNOKPP);
- a copy of the employment record book or a notification form from the Register of Insured Persons of the Pension Fund of Ukraine (PFU);
- copies of documents on education and qualifications;
- a military registration document (for persons liable for military service);
- a medical certificate — where required by law for the position concerned;
- criminal record certificates — for positions where required (see clause 7.3);
- a completed Conflict of Interest Declaration;
- consent to the processing of personal data.

13.1.2. For a CLC — passport, RNOKPP, bank details, COI declaration.

13.1.3. For a FOP — an extract from the Unified State Register (EDR), copies of the single-tax payer certificate, bank details, certificates of absence of tax arrears, and a COI declaration.

13.2. Order on Hiring

13.2.1. The HR Officer prepares an order on hiring (in the form P-1). The order is signed by the Executive Director. The date of the order may not be later than the date of actual admission to work.

13.2.2. Prior to actual admission to work, a notification to the State Tax Service on hiring the employee is submitted (within the period stipulated by current legislation).

13.2.3. The employee is familiarized with the order against signature within 3 working days.

13.3. Induction Checklist

13.3.1. The HR Officer prepares an Induction Checklist (Annex F), which accompanies the new employee throughout the first month. The head of the unit / hiring manager is responsible for its practical implementation.

14. ONBOARDING

14.1. First Day

- meeting with the hiring manager and the HR Officer;
- signing of the employment contract / CLC / other contract;
- briefings on labour protection, fire safety, and cyber hygiene;
- familiarization against signature with the Charter, Code of Ethics, Anti-Corruption Policy, Safeguarding and PSEAH Policy, Personal Data Protection Policy, and COI Policy;
- issuance of organizational equipment, setting up of access rights (email, Google Workspace, Slack, Monday.com, and other necessary tools);
- office tour / virtual tour; introduction to the team.

14.2. First Week

- detailed familiarization with the mission, values, strategy, and the current plan of the Organization;
- review of the current portfolio of projects and donors;
- 1:1 introductions with key colleagues from other teams;
- first immersion in current tasks; agreement of short-term goals with the hiring manager;
- basic training: digital security, GDPR, branding.

14.3. First Month

- setting and agreement with the hiring manager of KPIs for the first quarter;
- weekly 1:1 check-ins;
- first formal feedback after 30 days;
- completion of all mandatory training: anti-corruption, PSEAH, Safeguarding, COI;
- reflection: what was newly learned, what requires further training.

14.4. Documents Mandatory for Signature

The new employee shall sign, within the first week, the following:

- the Organization's Code of Conduct;
- PSEAH Commitment Letter;
- Data Protection Undertaking (NDA + GDPR awareness);
- Conflict of Interest Declaration;
- Anti-Corruption Acknowledgement;
- Health & Safety induction statement.

15. PROBATION PERIOD

15.1. A probation period is established in the employment contract for the purpose of verifying the employee's suitability for the assigned work. Duration — up to 3 months (for ordinary positions), up to 6 months — with the agreement of the elected trade union body for certain categories (Article 27 of the KZpP).

15.2. For a CLC, a probation period is not provided for; however, an intermediate control point (milestone) may be established in the contract with the right to terminate in the event of non-achievement.

15.3. Criteria for evaluation during the probation period:

- achievement of Q1 KPIs (achievement of objectives $\geq 70\%$);
- alignment with the Organization's values and ethics;
- punctuality, communication, teamwork;
- adherence to policies and procedures;
- feedback from colleagues and partners (360-degree, where applicable).

15.4. The evaluation is carried out 2 weeks before the end of the probation period in the form of a formal meeting with the hiring manager and the HR Officer. The results are documented in a protocol, which is signed by both parties.

15.5. In case of non-conformity, the employment contract may be terminated in accordance with Article 28 of the KZpP — with mandatory written notice 3 days prior to termination and documented justification of the non-conformity.

16. PERSONAL DATA OF CANDIDATES

16.1. Processing of candidates' personal data is carried out in accordance with Law of Ukraine No. 2297-VI "On Personal Data Protection" and GDPR (Regulation (EU) 2016/679) — where the candidate is a resident/citizen of the EU or the recruitment process takes place in the EU.

16.2. Legal basis for processing:

- the consent of the candidate (submission of a CV = consent to processing for recruitment purposes; separate written consent for reference checks and special categories of data);
- necessity of contract conclusion (Article 6(1)(b) of the GDPR);
- legitimate interest of the Organization in maintaining a talent pool — subject to a balance of the candidate's rights (Article 6(1)(f) of the GDPR).

16.3. Retention periods:

- CVs and materials of non-selected candidates — 6 months from the date of completion of the competition (to allow for repeat communication, appeal against the decision, and internal audit);
- CVs of talents added to the Talent Pool with separate consent of the candidate — up to 24 months with the possibility of extension upon new consent;
- documents of hired employees are transferred to personnel records and are retained in accordance with the periods established by the KZpP and the file nomenclature;
- criminal record certificates and medical data — are destroyed immediately after use for recruitment purposes (or, for a hired employee, are transferred to the personal file).

16.4. The candidate has the rights of access, rectification, erasure, restriction of processing, objection, and data portability. Requests are to be sent to dpo@rukhh.global or hello@rukhh.global; the Organization responds within 30 calendar days.

16.5. Access to candidates' data is available only to the HR Officer, members of the interview panel, and the Executive Director. Files are stored in a secure repository with restricted access (Google Workspace/SharePoint with encryption and controlled access rights).

17. DIVERSITY AND INCLUSION

17.1. The Organization consciously builds a diverse team as a strategic value: diversity strengthens the quality of decisions, creativity, and effectiveness in work with the communities that the Organization serves.

17.2. Target-group pipeline:

- representatives of the Ukrainian diaspora in Europe (Poland, Germany, Czech Republic, United Kingdom, Baltic States) — for roles requiring cross-cultural expertise;
- refugees and persons under temporary protection in the EU — through targeted integration programmes;
- internally displaced persons (IDPs) in Ukraine — taking into account the specifics of the labour market in frontline and adjacent territories;
- veterans of the Russian-Ukrainian war — with adapted working conditions and psychosocial support where necessary;
- persons with disabilities — with reasonable accommodation.

17.3. Specific actions:

- quarterly monitoring of the gender and age distribution of candidates and hires;
- posters/announcements are published in thematic diaspora hubs, refugee support centres, and IDP hubs;
- where conditions are equal, preference is given to candidates from underrepresented groups;
- setting of annual D&I targets (e.g., $\geq 40\%$ women in managerial positions, $\geq 20\%$ of candidates from the IDP/veterans/diaspora pipeline).

18. RESPONSIBILITY

18.1. The Executive Director bears overall responsibility for compliance with this Instruction, for the approval of JDs, offer letters, and orders on hiring.

18.2. The HR Officer is responsible for:

- operational execution of the recruitment procedure;
- completeness of documentation and its retention;
- reference checks and COI checks;
- timely transfer of personal data to personnel records/destruction.

18.3. The hiring manager is responsible for the quality of the JD, participation in interviews, onboarding, and the first month of work of the new employee.

18.4. Members of the interview panel are responsible for objective, non-discriminatory assessment and for confidentiality.

18.5. Breach of this Instruction constitutes grounds for disciplinary measures in accordance with the KZpP, up to and including termination of the employment contract, and may also entail civil-law and/or administrative liability where the breach concerns personal data, anti-corruption legislation, or non-discrimination.

19. FINAL PROVISIONS

19.1. This Instruction enters into force on the day of its approval by the decision of the Management Board of NGO "RUKH Global" and is mandatory for all officials and employees of the Organization.

19.2. A review of the Instruction is carried out at least once per year or upon material changes in legislation, donor requirements, or the structure of the Organization. The Executive Director is responsible for initiating the review.

19.3. Amendments to the Instruction are approved in the procedure established for its initial approval.

19.4. From the moment of entry into force of this Instruction, all previously adopted local recruitment procedures which contradict it shall cease to have effect.

19.5. Matters not regulated by this Instruction shall be resolved in accordance with the current legislation of Ukraine, the Charter of the Organization, and internal policies.

ANNEX A. JOB DESCRIPTION TEMPLATE

Field	Content / Instruction
Job title	Official title under which the contract will be executed
Structural unit / project	Admin core / project / programme
Grade	G1–G6 according to the internal grade scale
Salary band	Minimum — maximum threshold (gross), currency
Type of engagement	Staff / CLC / FOP / volunteer / intern; duration; part-time %
Location	Office / hybrid / remote; city(-ies)
Reports to	Position of the direct line manager
Purpose of the position	1–2 sentences: why the position exists
Principal responsibilities	5–10 key blocks of tasks
KPI	3–5 measurable indicators for the first year
Must-have requirements	Education, experience, competencies, languages
Nice-to-have	Additional desirable advantages
Languages	Ukrainian (native); others — indicating the CEFR level
Benefits	Insurance, training, flexible schedule, leave +
Opening / closing date	Calendar dates

ANNEX B. INTERVIEW SCORING MATRIX

Criterion	Weight	Score (0–5)	Comment / justification
Professional competencies (hard skills)	25%		
Relevant experience in the sector	20%		
Language competencies	10%		
Soft skills (communication, teamwork)	15%		
Motivation and fit with the mission	15%		
Integrity / ethics	15%		
Overall weighted score	100%		

Recommendation: ≥ 4.0 — recommended; 3.0–3.9 — conditional; < 3.0 — not recommended.

Interviewer: Full name _____ Date: _____ Signature: _____

ANNEX C. REFERENCE CHECK FORM

Candidate: Full name _____ Position applied for: _____

Referee: Full name _____ Position: _____

Organization: _____ Cooperation period: from ___/___ to ___/___

Contact (phone/email): _____ Date of interview: _____

- Which position did the candidate hold with you? What were their key functions?
- Please rate the candidate's professional competencies from 1 to 5.
- How would you assess their teamwork and communication?
- Were there situations in which the candidate demonstrated exceptional results?
- Were there material problems in their work? If so, which?
- Are you connected to the candidate by family or other personal ties?
- Would you re-employ the candidate? Why or why not?

- Any other comments you consider important.

Interview conducted by: Full name _____ Signature: _____ Date: _____

ANNEX D. CONFLICT OF INTEREST DECLARATION FOR RECRUITMENT PURPOSES

I, _____ (full name), RNOKPP _____, am applying for the position of _____ at NGO "RUKH Global".

By this declaration I confirm:

- I am familiar with the requirements of Articles 28–37 of the Law of Ukraine No. 1700-VII "On Prevention of Corruption" and with the internal Conflict of Interest Prevention Policy of NGO "RUKH Global".
- I do not have / I have (underline as appropriate) close relatives (spouse, children, parents, siblings, grandparents, grandchildren, as well as persons with whom I cohabit) who work for, are members, volunteers, contractors, or donors of the Organization. If I have — I disclose below.
- I do not have / I have financial, commercial, corporate, political, or other personal connections which may be perceived as a conflict of interest. If I have — I disclose below.
- I do not have any active contracts or judicial disputes with the Organization, its partners, donors, or contractors.
- In the event of a potential COI arising in the future, I undertake to notify the HR Officer and the Executive Director immediately.

Disclosure (if applicable): _____

I confirm the accuracy of the information provided. I bear responsibility for its accuracy under the current legislation of Ukraine.

Full name: _____ Signature: _____ Date: _____

Decision of the Executive Director / Chairman of the Management Board:

- ☐ Approved without restrictions
- ☐ Approved with mitigation measures (specify): _____
- ☐ Not approved (reason): _____

Full name: _____ Position: _____ Signature: _____ Date: _____

ANNEX E. OFFER LETTER TEMPLATE (UA + EN)

E.1. Ukrainian version

Місто _____, дата _____

Шановний(-а) _____,

Від імені Громадської організації «РУКХ Глобал» маю приємність запропонувати Вам посаду _____ у структурному підрозділі/проекті _____.

Основні умови пропозиції:

- Тип договору: _____
- Дата початку: _____
- Тривалість: _____
- Локація: _____
- Зарплата (брутто): _____ грн/місяць
- Випробувальний термін: _____
- Робочий графік: _____
- Відпустка: _____
- Benefits: _____

Ця пропозиція дійсна до _____. Для її прийняття просимо надіслати підписану копію на hello@rukhh.global.

На першому дні Вам буде запропоновано підписати Кодекс етики, Політику PSEAH, Політику захисту персональних даних, Політику з запобігання конфлікту інтересів.

З повагою,

Виконавчий директор ГО «РУКХ Глобал» М. Махота

E.2. English version

City _____, date _____

Dear _____,

On behalf of NGO "RUKH Global", I am pleased to offer you the position of _____ in the _____ unit/project.

Key terms:

- Contract type: _____
- Start date: _____
- Duration: _____
- Location: _____
- Gross remuneration: _____ UAH/month
- Probation period: _____
- Work schedule: _____
- Annual leave: _____
- Benefits: _____

This offer is valid until _____. To accept, please return a signed copy to hello@rukhh.global.

On your first day you will sign the Code of Conduct, PSEAH Commitment, Data Protection Undertaking and Conflict of Interest Declaration.

Sincerely,

Executive Director, NGO "RUKH Global" M. Makhota

ANNEX F. ONBOARDING CHECKLIST

Period	Activity	Responsible	Status []
Before Day 1	Prepare workstation, equipment, email, access rights	HR + IT	
Day 1	Signing of contract, briefings, introduction to the team	HR	
Day 1	Familiarization with the Charter, Code of Ethics, key policies	HR	
Week 1	1:1 meetings with key colleagues	Hiring manager	
Week 1	Training "Digital Security and GDPR"	HR/IT	
Week 1	Signing of Code of Conduct, PSEAH, DP, COI	HR	
Week 2	Immersion in projects, peer-to-peer shadowing	Hiring manager	
Week 3	Training "Anti-Corruption + PSEAH + Safeguarding"	HR	
Week 4	Setting of Q1 KPIs, approval with hiring manager	Hiring manager + HR	
Day 30	Formal feedback meeting, reflection	Hiring manager + HR	
Month 3	Evaluation of probation period, decision on continuation	Hiring manager + HR + ED	

Employee: _____ Signature: _____ Date: _____

Hiring manager: _____ Signature: _____ Date: _____

HR Officer: _____ Signature: _____ Date: _____