**Key Role of Recruitment and Selection Process**

**Recruitment:** The principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in organization.

**Selection:** The principal purpose of selection activities, by comparison, is to identify the most suitable applicants and persuade them to accept a position in the organization.

**Recruitment Guidelines**

### Overview

The sequence of activities pertaining to recruitment and selection of employable candidates from within or outside Company for a job vacancy, in a most timely, focused and cost effective manner.

### Policy on Recruitment & Selection

Company will be committed towards identifying the ideal personnel through a defined and formal recruitment process, targeted towards overall organizational performance excellence and sustainability through the goals of;

* Attracting competent, committed and confident people in a focused approach towards the closest fit between the vacancy profile and the candidate profile with cultural compatibility that facilitate the right selection
* Enable a winning approach in cost and benefit proposition as well as in the long -term employee retention concept
* Enable capturing a wider choice of appropriate candidates and a transparent and competitive approach in the final selection of the ideal candidate

**Procedures**

**Phase 1 - Recruitment Planning**

1. ***Establishing a Vacancy:***

* Estimate the future supply that identifies the future demand - Manpower requirement arises due to business diversification or filling vacant positions due to superannuation, resignation or promotion

– Employees supply

Through;

* + - Promotion / Succession plans
    - Training plans
    - Recruitment Plans
  + Each division with a recruitment of addition staff should develop a business case together with a clear vacancy profile
  + Manpower planning to be read together selection criteria and the recruitment policy
* The decision of the approval committee –
* Identify most effective vacancy awareness process as per the level and type of vacancy profile
  + Coordinate with the relevant divisions by HR in the process of recruitment and selection.

1. ***Design Selection Process***

* Define principal qualifications, competency criteria and inherent requirements of the job -
* Appoint the selection panel or interview panel (ideally 3 member) depending on the level of the vacancy and stages of the interview process (preliminary or final interview etc.).
* Pre-determine and evaluate required competencies under each job category by the selection panel in selecting right candidates for appropriate job position in the company.
* Define the most appropriate assessment method to be applied in terms of the specific job vacancy.
  + The key assessment methods may include:
    - 1. Structured Interview
      2. Work simulation such as role plays
      3. Group discussions/group interviews
      4. Presentations
      5. Psychometric test (developed, administered and interpreted by accredited people)
      6. Practical assessments (e.g. written examination to assess subject knowledge and relevant exposure, language proficiency, general knowledge, IQ and analytical skills, job related skill tests, speed test for steno typist, driving test etc.)
* Design a points or rating system to score candidates against the criteria in the pre-screening process

**Phase 2 – Vacancy Awareness Building**

1. ***Internal Advertising***

* Advertise internally – call applications from potential internal candidates or encourages internal staff to apply for vacant positions in specialized areas based on their qualifications and experience
  + An internal search could be conducted prior to or simultaneously with the external search
  + Post vacancy announcement in acceptable site post Notice Board or such other communication mode (e.g. internal notice/circulate)
  + Permanent staff to meet the eligibility criteria as per the internal notice (extract of the selection criteria of internal promotion)

1. ***External Advertising***

* Advertise externally – if right skill/persons are not available to recruit within the company as per ‘candidate database’ or through internal advertising.
* Prepare draft advertisement in keeping with the key objective of external advertising, the selection criteria and the job role
  + It shall indicate a reference number, contact name and the number, e-mail address, closing date for applications and a request for minimum references. See external advertising check list

***c) Recruitment through a Recruiting Agency***

* Select a recruitment agency based on terms and conditions that include fee, and payment terms.
  + The selected agency shall provide the services of facilitating development of advertisement
  + Prescreening of applicant responses (database matrix that also include information
  + Short listing of applicants in consultation with the company - for assessment and interviews, submission of recommendation facilitating company to make decisions on recruitment.

**Phase 3 – Prescreening of Responses and Short-listing of Candidate Profiles**

* Receive all applications up to the end of the closing date and initial screening
* Prepare a short-listed candidate details summary against the selection criteria
* Score candidates against the criteria in the pre-screening process
* Submit initial pre-screening to the selection panel for confirming the prescreened applications in terms of the selection criteria

**Phase 4 – Interview and Assessment Process**

* Applicants who are eligible as per the selection criteria will have to sit for an aptitude test
  + Any such assessment, shall be carried out by an authorized examination body
* Candidates who obtain the highest marks from the aptitude test, in order of merit will be called for the preliminary interview.
  + The purpose of an interview is to determine the candidate’s competency “fit” to the job.
* Schedule dates and times for interviews in consultation with the selection panel and notify candidates via letter, email or phone
  + Identify suitable environment with no interruptions for conducting interviews
  + The interview shall consist of the following segments:

1. Introductions and overview of the structure of the interview
2. Questions on interviewee’s work experience and qualifications for the position (competency-based questions shall be pre-determined by the selection panel).
3. Overview of the position and company
4. Opportunity for the interviewee to ask questions
5. Summary of interview including the way forward

* Form the initial questions for all candidates for purpose of comparative analysis and supplementary questions as appropriate depending on the answers.
* Record interview responses on pre-determined interview assessment sheet agreed by the panel for assessment

**Phase 5 – Recruitment finalization process**

* Recommend the selected candidates systematically and objectively by the panel members collectively on the basis of evidence
  + Report of interview panel to be submitted for final approval with information of total number of applications received and the number of candidates interviewed and with the following:
    - Name/s of the selected candidate/s
    - Proposed salary step, salary scale/salary grade and allowances
    - Other terms and conditions of the job
* Obtained final approval from appropriate authority followed by reference checks, security clearance and health checks etc.
  + Reference checks shall be obtained particularly from former employers to verify and validate objective evidence and factual information already gathered during the selection process
* Screen the finalized candidate/s prior to hiring as per the agreed terms set out in the corporate governance policy of the company
  + For professional and finance related positions integrity reference checks shall be conducted as required, e.g. credit reference, criminal record check and verification of qualifications and other testimonials
  + Conduct formal security clearance and health checks apart from authenticating the checking of original certificates and credentials.
* Send an offer letter (letter of intent) to the successful candidates
* Issue letter of appointments to the successful candidates upon confirmation of the acceptance
  + The appointment shall be effective once the appointee accepts the appointment.
  + Letter of appointment should include;

1. Job category or level and the designation
2. Basic salary and other allowances agreed at the interview
3. Date of appointment and probation period
4. Status of the post e.g. permanent, fixed –term contract etc.
5. Rate of contribution towards EPF and ETF by the employer and employee
6. Furnishing of security bond or fidelity guarantee (if required)
7. Job Description (JD) or Terms Of Reference (TOR)
8. Conditions relating to retirement, renewal of contract, termination or resignation; and
9. Other general conditions applicable to the employees of the company

* Give a Job Description to the appointee along with the letter of appointment
* Each candidate shall complete the “Personal Profile” form and sign off declaration forms etc.

**Phase 6 – Post Recruitment Process**

* Send regret letters to the unsuccessful applicants upon acceptance of offer letter by the selected candidate.
* Enter details of unsuccessful applications onto the candidate database for future reference
* Prepare post-selection feedback notes for any interviewed applicants who might seek feedback information on the selection panel’s assessment of them
* Evaluation of effectiveness and statistical analysis of the recruitment process

This may include:

1. Cost-effectiveness analysis of recruitment process
2. Effectiveness of recruitment advertising Statistical validation of assessment methods
3. Equal opportunities monitoring.

* Maintain all documentation relating to the selection process by HR
* Induction training, retention and performance of the candidate selected

**The Sequence of Activities Pertaining to Recruitment and Selection**

|  |  |  |
| --- | --- | --- |
| **Phase1:** Recruitment Planning | Establishing a Vacancy | * Estimate the future supply that identifies the future demand * manpower requirement arises due to business diversification or filling vacant positions due to superannuation, resignation or promotion * recruitment of addition staff need to develop a business case together with a clear vacancy profile * Employees supply through; * Promotion / Succession plans * Training plans * Recruitment Plans * Decision of the approval committee * Identify most effective vacancy awareness process   *[Manpower Requisition Form- See Template]* |
| Design Selection Process | * Define principal qualifications, competency criteria and inherent requirements of the job * Appoint the interview panel depending on the stages of the interview process (preliminary and second or final interview). * Pre-determine evaluation criteria including interview rating form * Define appropriate assessment method like structured interview, group interview, psychometric test, aptitude test etc. |
| **Phase 2:** Vacancy Awareness Building | Internal Advertising | * Conduct an internal search to call applications from potential internal candidates * Advertise internally to encourage internal staff to apply for vacant positions in specialized areas * post vacancy announcement in acceptable site (notice board or internal circular) |
| External Advertising | * Advertise externally to attract sufficient and suitable potential employees to apply for vacant positions * prepare draft advertisement in keeping with the selection criteria and the job role   *[External Advertising Check - See Template]* |
| Recruitment through a Recruiting Agency | * Select a recruitment agency based on terms and conditions including fee and payment terms * Assign selected agency is to provide services such as; * development of advertisement * prescreening of applicant responses * short listing of applicants * assessment and interviews, and submission of recommendation facilitating company to make decisions on recruitment. |
| **Phase 3:** Prescreening and Short-listing | * Receive all applications up to the end of the closing date and initial screening – prepare a long list * Prepare a short-listed candidate details summary against the selection criteria * Mark candidates’ score against the criteria in the pre-screening process * Submit initial pre-screening to the selection panel for confirming the prescreened applications in terms of the selection criteria   *[Initial Screening Form: All applications - See Template]*  *[Summary Information Report on Applications Responded – See Template]*  *[Brief Summary of all Eligible Candidates – See Template]*  *[Interview Rating Form – See Template]* | |
| **Phase 4:** Interview and Assessment Process | * Applicants who are eligible as per the selection criteria will have to sit for an aptitude test * Candidates who obtain the highest marks from the aptitude test, in order of merit will be called for the preliminary interview * Schedule dates and times for interviews in consultation with the selection panel and notify candidates via letter, email or phone * Handle the interviewing process by the selection panel on an acceptable manner * form the initial questions for all candidates for purpose of comparative analysis and supplementary questions as appropriate depending on the answers. * Record interview responses on pre-determined interview assessment sheet agreed by the panel for assessment | |
| **Phase 5:** Recruitment Finalization process | * Recommend the selected candidates systematically and objectively by the panel members, collectively on the basis of evidence * Report of interview panel to be submitted for final approval with the following: * Name/s of the selected candidate/s * Proposed salary step, salary scale/salary grade and allowances * Other terms and conditions of the job * Obtain final approval from appropriate authority subject to reference checks, security clearance and health checks etc. * Screen the finalized candidate/s prior to hiring * verification and validation of objective evidence and factual information * Send an offer letter (letter of intent) to the successful candidates and issue letter of appointments upon confirmation of the acceptance * give a Job Description to the appointee along with the letter of appointment * complete the “Personal Profile” form and sign off declaration forms prior to commence induction   *[Report of Interview Panel – See Template]*  *[Reference Check Form – See Template]*  *[Sample Job Description – See Template]* | |
| **Phase 6:**  Post Recruitment Process | * Send regret letters to the unsuccessful applicants upon acceptance of offer letter by the selected candidate. * Enter details of unsuccessful applications onto the candidate database for future reference * Evaluation of effectiveness and statistical analysis of the recruitment process   *[Key Performance Indicators on Recruitment Process – See template]*   * Maintain all documentation relating to the selection process by HR * Induction training, retention and performance of the candidate selected | |

**Illustration – Recruitment and Selection Process Flow Chart**

Manpower Plan/ Annual Budget

Selection Criteria (Key Qualifications)

Evaluation Criteria (Interview Rating)

Appropriate Assessment Method (Eg. Structured Interview)

Establishing Vacancies Recruitment Plan

Design Selection Process

Vacancy Awareness Building

External Search through External Advertising

Internal Search through

Internal Advertising

Recruitment through Recruitment Agency

Prescreening and Short-listing

Applications’ long-list; Short-listed candidate details summary; Initial pre-screening in terms of the selection criteria; and Confirmation of prescreened applications to the interview

Sit for an aptitude test

Conduct preliminary and subsequent interviews

Interviewing process by the selection panel

Record interview responses on an assessment sheet

Interview and Assessment Process

Recruitment Finalization process

Report of interview panel with their recommendations

Final approval from appropriate authority subject to reference checks

Screen the finalized candidate/s prior to hiring

Offer letter (letter of intent) to the successful candidates

Issue letter of appointments upon confirmation of the acceptance

Job Description along with the letter of appointment

Regret letters to the unsuccessful applicants upon acceptance of offer letter by the selected candidate.

Unsuccessful applications onto the candidate database for future reference

Evaluation of effectiveness and statistical analysis of the recruitment process

Post Recruitment Process

Onboarding

**Manpower Requisition Form**

|  |  |
| --- | --- |
| RequestorName | Division |
| Designation | Date |

|  |  |
| --- | --- |
| **Areas to be considered** |  |
| Position/s to be filled and the number |  |
| Date required |  |
| Replacement is due to (Pl tick) | Resignation Termination  Promotion Transfer |
| Vacancy to be filled from (Pl tick) | Within Outside |
| If **an existing position** becomes vacant the following need to be considered:  - Is the position needed in its current form?  - Possibility of improving the scope of the position |  |
| **Qualifications Required** |  |
| Academic qualification |  |
| Professional qualifications |  |
| Experience |  |
| Skills and behaviours |  |
| Roles and Responsibilities |  |
| Reporting line |  |
| **Authorization** |  |
| HR division evaluation comments: |  |
| Date of submission to the Committee by HR: |  |
| Committee approval – comments (approved / not approved)  Signature of committee member: |  |
| Date | |

**External Advertising Check List**

|  |  |  |
| --- | --- | --- |
| **Areas to be considered** | **Details** | **Comments** |
| Decide on the desired size of the advertisement , media and the publisher - Ensure the adherence to the advertisement budget |  |  |
| Send a softcopy of the job advertisement to selected media |  |  |
| Decide on the dates for advertising |  |  |
| Update the company website within 3 days from advertising |  |  |
| The title of the job |  |  |
| Main purpose of the role |  |  |
| A brief description of the duties associated with the job and the Reporting Line |  |  |
| The requirements including formal qualifications and experience |  |  |
| Contact name and the number, e-mail address |  |  |
| Closing date for applications |  |  |
| Request for minimum references |  |  |
| Specific details on terms and conditions of employment if required |  |  |
| Agreed and authorized by  ………………… …..………………………  **HR Manager Relevant HOD** | | |

**Initial Screening Purpose (All applications)**

|  |  |  |
| --- | --- | --- |
| **Candidate’s Name** | **Application method (Post, E-mail, Fax)** | **Application Comments** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**Brief Summary of all Eligible Candidates**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Age** | **Application Method** | **Qualifications** | **Working Experience** | **Contact Details** | **IQ Examination Marks** | **Comments** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

**Summary Information**

|  |  |  |  |
| --- | --- | --- | --- |
| **Vacant Position** |  | | |
| **Number of Applications Received via** | **Late Applications** | **Invalid Applications** | **Valid Applications** |
| Postal |  |  |  |
| Fax |  |  |  |
| E –mail |  |  |  |
| Total |  |  |  |
| Number of Applicants Short Listed through IQ Examinations and / or called for Interview |  | | |
| Number of Applications interviewed |  | | |
| Applicants Found Suitable |  | | |

**Interview Rating Form**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Part I** | |  | | |
| Applicant Name | | Interview Date | | |
| Applied Position | | Job Reference No | | |
| Interviewed by | |  | | |
| **Academic Qualifications** | |  | | |
| Possess additional qualifications related to the job (5) | |  | | |
| Strictly above requirements (4) | |  | | |
| Meets requirements (2) | |  | | |
| Below Requirements (1) | |  | | |
| **Related Work Experience** | |  | | |
| Possess additional experience related to the job (5) | |  | | |
| Strictly above requirements (4) | |  | | |
| Meets requirements (2) | |  | | |
| Below Requirements (1) | |  | | |
| **Literacy** | |  | | |
| **\*** IT | | | | |
| Exceptional (5) | | Fair (2) | | |
| Good (4) | | Below Average (1) | | |
| **\*** English | | | | |
| Exceptional (5) | | Fair (2) | | |
| Good (4) | | Below Average (1) | | |
| **\*** Any Other | | Specify Language | | |
| Exceptional (5) | | Fair (2) | | |
| Good (4) | | Below Average (1) | | |
| **Physical Characteristics** | |  | | |
| **\*Age** | |  | | |
| \***Appearance/ Attire** | |  | | |
| Highly Acceptable | | Acceptable | | |
| Below Average | | Poor | | |
|  | |  | | |
| **\* Bearing/Deformation** | |  | | |
| Nil (5) | | Acceptable (4) | | |
| Below Average (2) | | Cannot fulfill the job (1) | | |
|  | |  | | |
| Any Agreement or Service bond with the previous or existing Employee, or with government or any funding agency | | Yes……..... No……….. | | |
| **Part II (Appraisal of Candidate’s Personal Qualities)** | | | | |
| **Personal Qualities** | **Rating** | | **Points** | **Comments** |
| **Job Knowledge** (Candidate’s knowledge of job being applied for) | (a) Above Average (b) Average (c) Below Average | |  |  |
| **Social Skills** (Test candidate’s ability to interact with others) | (a) Above Average (b) Average (c) Below Average | |  |  |
| **Emotional adjustments** (Test candidate for adaptability and level of maturity) | (a) Above Average (b) Average (c) Below Average | |  |  |
| **Motivation** (Test candidate for initiative, drive and aspiration) | (a) Above Average (b) Average (c) Below Average | |  |  |
| **Leadership** ( Test candidate’s leadership abilities) | (a) Above Average (b) Average (c) Below Average | |  |  |
| **Analytical skills** | (a) Above Average (b) Average (c) Below Average | |  |  |
| **Communication Skills** (Candidate’s ability to talk and express his/her views and ideas) | (a) Above Average (b) Average (c) Below Average | |  |  |

(a) Carries 5 points (b) Carries 3 points (c) Carries 1 point

Total Points for part I …………………

Total points for part II …………………

Total Points for Aptitude Test …………………

Total Points for all three parts …………………

**Overall Assessment**

Exceptional Good

Fair Below Average

Issues to follow up in a background check ………………………….

Issues to follow up in subsequent interview (if any) …………………..

**Interviewer’s note:**

Expected Salary ……………………..

Present Salary and Benefits ……………………

Notice Required ………………..

**Comments** ………………………………………………………………………………………

……………………………………………………………………………………………………

**Decision of the Interview Panel**

Selected

Rejected

Name …………………… Designation ……………..

Signature …………………… Date …………………….

**Reference Check Form**

|  |  |  |  |
| --- | --- | --- | --- |
| Name of the candidate | | |  |
| Reference check conducted By | | |  |
| **Referee Details** | | |  |
| Name of referee | | | Designation |
| Name of the organization | | | Telephone No |
| Address | | | E- mail Address |
| **Candidate Details** | | |  |
| Name | | | Date of Birth |
| Vacancy Applied For | | | National ID card No. |
| **About the Candidate** | | |  |
| Relationship with the candidate | | |  |
| How long have you know the candidate | | |  |
| The position and the duration that the candidate held in your organization | | |  |
| Remuneration details | | |  |
| What were the duties of the candidate | | |  |
| His / her key strengths in terms of work | | |  |
| His/her key areas for improvement | | |  |
| Comments on his/her integrity | | |  |
| In your opinion will he/she be able to competently perform in this new position? | | |  |
| How well does the candidate work with peers and subordinates? | | |  |
| Given the appropriate situation and opportunity, would you re-employ the applicant? | | |  |
| Is he/she a team player, a leader or more of an independent worker? | | |  |
| Languages known | | |  |
| Capabilities to cope with unfamiliar situations | | |  |
| Any other comments | | |  |
| Date……….. | | |  |
| Signature……….. | | |  |
| Overall assessment of the candidate | |  | |
| Reasons for the recommendation | |  | |
|  | |  | |
| Remarks , if any | |  | |
| Selected and confirmed by | |  | |
| Name | Designation | Signature | |
|  |  |  | |
|  |  |  | |
| Date | | | |

**Report of Interview Panel**

|  |  |  |
| --- | --- | --- |
| Position interviewed | | Grade |
| Cost Center | | Job Reference number |
| Advertisement reference no. and date | | Date of interview |
| No. of vacancies | | No. of applicants applied |
| No. of applicants invited for the interview | | No. of applicants attended for the interview |
| Members of the interview panel | | |
| The leader of the interview panel will be responsible for the selection of applicant/s | | |
| Name | | Designation |
|  | |  |
|  | |  |
| Recommendation of the Interview panel - We recommend the following Applicant/s for employment | | |
| Outcome of the reference check | |  |
| Overall assessment of the candidate | |  |
| Reasons for the recommendation | |  |
|  | |  |
| Remarks , if any | |  |
| Selected and confirmed by | |  |
| Name | Designation | Signature |
|  |  |  |
|  |  |  |
| Date | | |

**Sample Job Description Template**

**Job Description**

|  |
| --- |
| **Name of the Job Holder: Review Date:** |
| **Job Title** : |
| **Job Location:** |
| **Reporting to:**  *(immediate supervisor or direct reports)* |
| **Other Regular Relationship**:  *(relationship with other jobs)* |
| **Immediate Subordinates**:  *(who are under the direct supervision)* |
| **Overall Purpose of Job:**  *(what is the reason for the existence of this job*) |
| **Key Tasks and Responsibilities:**  *(what key tasks have to be carried out)* |
| **Key Deliverables:**  *(what end results are expected from this job)* |
| **Limits of Authority:**  *(how much formal authority does the job carry)* |
| **Resources Available to the Job Holder**  *(what resources does the job command)* |
| **Principal Qualifications Required for Job**  *(what formal qualifications and what experience is required to perform the job satisfactory)* |
| **Performance Evaluation:**  *(how planning, monitoring and review is taken place)* |

**Signature ………………………………… Signature………………………………………….**

**Job Holder……………………………….. Immediate Supervisor………………………….**

**Date………………….. Date………………………..**

**Key Performance Indicators on Recruitment Process**

|  |  |
| --- | --- |
| **Description** | **Measures** |
| Agreed Time-scales | Adherence to the time scale agreed |
| Unfilled Vacancies | The % of vacancies unfilled for more than 90 days will be subject to examination on a regular basis. |
| Feedback | Feedback received, during or after the process selection committee or internal/external candidates will be used, wherever possible, to evaluate the effectiveness of the process |
| Statistical analysis of the process on a regular basis | Cost-effectiveness analysis of recruitment process |
| Effectiveness of recruitment advertising |
| Statistical validation of assessment methods |
| Equal opportunities monitoring |
| Retention and performance of the candidate selected. |