

The case for Recruitment and Selection

XYZ Company is a retail company of around 80 staff members. It has been in operation for over 20 years in the business. Here is a snapshot of the Recruitment and Selection policy and procedures of the company.

1. Every year, the Company defines its **annual operating plan and budget** that includes staffing plan. The annual staffing plan specifies the organization structure and staff establishment. Such staffing plan has to be **approved by the Board of Directors** before it comes into effect.
2. Whenever there is a **recruitment need** arises, the **hiring department will have to obtain** a formal **approval from the Chief Executive** before any recruitment can be kicked start. HR and Administration Department is in charge of the recruitment.
3. The HR & Administration Department will discuss with the hiring department to define clearly the **Job Description and requirements** of the opening. **A job advertisement** will be prepared and be used as the basis for selecting the right candidate.
4. The Company advocates an **open and fair recruitment policy**. **All openings must be posted internally and externally**. All job advertisements must specify clearly the position, key responsibilities, requirements, application method, application deadline and how the company treats the applicants' personal data and for how long. The HR & Administration Department must ensure that the content of the **job advertisement is in compliance with current related laws and regulations**.
5. Recruitment procedures include screening of applications, interviews and test (if applicable) and offer confirmation.
Screening of applications should be conducted by the HR & Administration Department. Screening is based on the job description and requirements as agreed with the hiring department. Applications not selected or failed during the selection process should be kept for a maximum of two years and for recruitment purpose only. After that, the application should be destroyed.
6. Shortlisted applications will then be invited for first interview conducted by HR & Administration Department. Written or practical test is arranged with the interview. **Interviewer should be trained** and s/he should have the relevant business or functional knowledge about the job. Interviewer should document observation, remarks and result on **an interview assessment form**. The form will then be filed together with the application. Test result should be documented and filed with the application.
7. **Candidates who have successfully passed** the first interview and test (if applicable) will then be **arranged for hiring department interview**. The hiring department interviewer should be the direct manager of this hire. Subject to seniority of the position, the manager of the direct manager will be the interviewer as well. All observations, remarks and result should be documented on an interview assessment form by the interviewer(s).

Throughout the process of recruitment, HR & Administration Department is the one to contact the applicants and to keep applicants' information. **hiring department must not contact the applicants directly or keep their information.** HR & Administration Department is the custodian of all applications. Applications and all related documents should be treated in strictest confidence.

8. The Company adopts **multiple channels for sourcing the right candidates.** Channels include direct applications from job advertisement both internal and external; referrals by employees; referrals by appointed search firms and referrals by friends or other organizations.

Source of the candidate should be defined at the time the application received. For referrals, the name and capacity of the referrer must be identified. The HR & Administration Department and Board of Directors of the Company must not act as referrer of any candidate.

HR & Administration Department will screen applications according to the standard procedure irrespective of the source of applications.

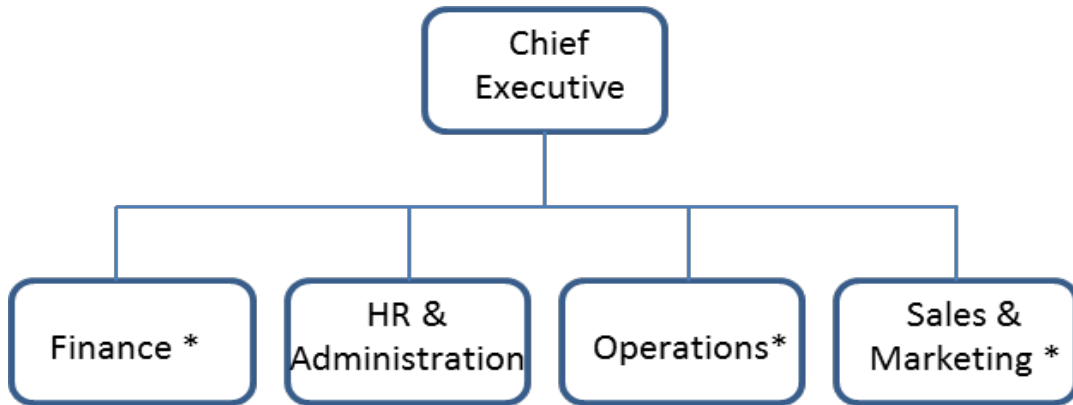
9. **Selection tools** aim at assessing the applicants in the most effective manner. Selection tools may include interview (one on one; panel; group), practical test, personality test, role-play, etc.

Usage of what kind of selection tools for the position to be filled should be discussed and agreed with the hiring department. Once defined, all applicants for the position should go through the same selection tools, irrespective of their source. HR & Administration Department should ensure the consistency of the administration of the selection tools. In case, commercially available selection tools are being used. HR & Administration Department should ensure that they adhere to the requirements as set out by the owner of these tools and they should be certified administrators, if required. **Copyright issue must be respected.**

10. When the final candidate has been selected and confirmed, HR & Administration Department should then prepare the offer package in accordance to established company remuneration policy and structure and submit to hiring department for approval.

The supervisor of the direct manager is responsible for approving the offer. Depending on the seniority of the position, approval of offer must be in accordance to the established approval matrix. **Approval must be documented.** HR & Administration Department prepares employment contract and arranges signing of contract with the candidate. Only authorized person of the Company can sign the employment contract. **The content of the employment contract must have been reviewed and approved by Legal department and Board of Directors.**

The Organisation Chart of Company XYZ



* Hiring department(s) in the case

Flow Chart of the Recruitment & Selection Process

