

# Human Resources Recruitment Policy Sample Template

## 1.OBJECTIVE

The objective of this policy is to articulate the process, roles and responsibilities of the various stakeholders involved in the recruitment process and help to achieve the organization's objectives through recruitment of competent employees. [Company Name] is an equal opportunity employer and is committed towards creating a healthy working environment. We do not discriminate based on race, color, religion, nationality, gender, differently abled or age.

## 2. DEFINITIONS

â€¢External Applicant is referred to as an individual who is not a current employee in the organization and has applied to an open position or has submitted his/her application in anticipation of an open position at the company.

â€¢Internal Applicant is an existing employee of [Company Name] who has after due approvals applied for an internal job posting.

â€¢Manpower Requisition Form (MRF) refers to a form that is submitted with all mandatory details by the line/reporting manager or head of department to HR, for an open position.

â€¢Candidate Application Form (CAF) refers to the pre-requisite document required for releasing an offer with details of the candidate & salary.

## 3. POLICY GUIDELINES

### 3.1. Manpower Planning

3.1.1. Staffing forecast should be done in order to have a foresight of the manpower status and allocation for concerned department.

3.1.2. Manpower Plan for the year, prepared and submitted to the HR, shall comply with the staffing budget requirements.

3.1.3. HR department will follow up with the Operations Heads for the annual staffing requirements.

3.1.4. Operation Heads for the annual staffing requirement.

3.1.5. The Manpower plan for the next year will be prepared by the Operation Heads in consultation

with the HR during the annual budget meeting, to be held in the month of November/December

3.1.6. HR will initiate the recruitment and deployment of newly hired employees to man the departments as per the manpower plan.

3.1.7. Each department shall have an approved yearly staffing budget.

3.1.8. Any additional requirements for staffing shall be subject to the approval of the management.

3.1.9. Any deviation or mid-year requests for additional manpower will require approval from the management.

### 3.2. Candidate recruitment process summary

The steps of the recruitment process are as follows:

3.2.1. A Manpower Requisition Form (MRF) is completed and authorizations sought for both, budgeted and no budgeted positions.

3.2.2. The Job Description (JO) for the role is created by the recruiter/ HR manager in consultation with the hiring manager. In case of hiring for a similar position, a previously approved job description may be used.

3.2.3. External job posting - The positions may also be advertised through both online and offline methods. The recruitment team ensures that only approved job descriptions are shared in the job postings. Based on business needs, position details may be shared with recruitment vendors empaneled with the organization.

3.2.4. Relative Declaration - The recruitment team takes a declaration from the candidates of the relatives employed in [Company Name].

#### 3.2.5. Candidate Assessment:

• Psychometric assessments may be conducted for all positions (based on business requirement), with the approval of the CEO.

• Interviews for the various positions are conducted as per the panel assessment guidelines. The recruitment team ensures that the Interview Assessment form is filled by all relevant panel members.

3.2.6. Reference and background checks should be conducted internally for all candidates prior to selection. For Directors & above, it should be compulsorily done through third party.

3.2.7. Candidate Compensation: The recruiter collects the current compensation and benefits details and expected compensation details from the candidate and send it along with the interview notes and approved MRF to the Recruitment Manager, who will facilitate the discussion between the hiring managers and Function Head/ HR Head / CFO/ CEO on the compensation to be offered, and inform the candidate accordingly.

3.2.8. Offer Letter: Post selection of the candidate, the recruiter communicates the decided offer verbally to the candidate, followed by a formal offer letter. The recruitment team initiates the offer processing and keeps the head of department informed of this. The recruiter ensures that the candidate reverts with an offer acceptance within seven (7) working days.

3.2.9. Rejected Candidates are respectfully contacted and sent a candidate rejection letter/email. The recruiters store resumes of potential hires for future use.

3.2.10. In case, some additional steps (like medical test etc.) are required to be carried out, as per the local country law, the recruitment team ensures that these are adhered to.

3.2.11. A candidate cannot apply within 6 months, if rejected.

### 3.3.Sourcing applicants

#### 3.3.1. Internal Job Posting (IJP) Guideline

â€¢ All open positions are suitably advertised internally so that existing employees may apply within the scope of the Internal Job Posting (IJP) procedure.

â€¢ All employees are eligible to apply for an IJP based on the following criteria:

3.3.1..1. Applicant has completed minimum one (1) year of continuous service in the organization. In case, one (1) completed appraisal is not available, the documented performance feedback is to be taken from the HR.

3.3.1..2. Applicant is at an equivalent or one sub-band below the position applying for.

3.3.1..3. Applicant has at least obtained rating of '3 or higher' during the last performance appraisal

cycle.

3.3.1..4. Applicant has not had any disciplinary action initiated against him/her in the last performance year. If any disciplinary action has been taken, the recommendation is reviewed by the Committee.

â€¢ Post application to the IJP, the employee is to formally inform the HR and the current reporting manager.

â€¢ The current reporting manager takes the internal transfer as a positive career move, if the employee meets all the above criteria and helps facilitate a smooth transition. The procedure for the IJP is as follows:

3.3.1..1. Shortlisted applicants undergo interview and selection process by the hiring manager/panel. Reference to previous performance records and manager's feedback may be considered for final selection.

3.3.1..2. The unit HR in consultation with the compensations team determine applicable grade/salary, considering internal equity and external parity guidelines. The selected applicant is absorbed for the position once conditions of the offer are agreed upon.

3.3.1..3. A successful selection does not necessarily mean a change in the compensation until necessitated to match internal equity or skill level.

3.3.1..4. The exact joining date are decided in consultation with the HR and current reporting manager.

3.3.1..5. Upon selection, neither reporting manager nor selected candidate can refuse transfer to the new role.

3.3.1..6. The unit HR communicates changes to the payroll team and other concerned functions once the transfer takes place.

### 3.3.2. External Job Posting Guidelines

â€¢ The recruitment team is responsible to advertise vacancies on company website (individual and group).

• Vacancies will also be posted on careers site, job portals, social media, college campuses, newspapers, employee referrals, employment exchanges as per the branding guidelines of [Company Name].

• Candidates may also be sought from empaneled recruitment partners/ agencies/ vendors/ head-hunters, in case suitable candidates could not be procured from any of the above sources.

• In case, a past employee applies for the vacancy, recruiters ensure that the guidelines on Re-hiring are adhered to.

### 3.4. Rehire of ex-employees

A Rehire is a confirmed employee who re-joins any role within one year of leaving the organization in same or different units. This section applies to former employees who exited the organization on a permanent basis. It does not apply to any employee who is on medical, parental or other types of long-term leaves. This section outlines cases under which such an employee is considered for rehire.

#### 3.4.1. Conditions of rehire

• Voluntary resignation

• Company lay-offs

• Expired Contract

• Completed the probation period during employment with the organization

• Performed adequately during employment with the organization and attained a minimum rating of "3 or higher" in the last performance cycle.

#### 3.4.2. Non-eligibility for rehire

Employees who were terminated for a cause, or abandoned their job, or did not come to work on the first day after accepting the job offer (except in medical emergencies) are not eligible for rehiring. If there are 'substantial' reasons why such an employee should be rehired, the senior management first approves the decision. 'Substantial' reasons include but not limited to:

• Court decisions that oblige the organization to rehire an employee

â€¢ Reliable proof that employees' conduct will no longer be problematic. In this case, the organization does not guarantee rehiring but may consider it.

#### 3.4.3. Procedure

When an employee applies for a position or contacts the organization for rehiring, the following procedure is followed:

â€¢ The HR reviews personnel records/ exit reports to decide whether the employee is eligible for rehire.

â€¢ If they are qualified, the recruiter/ hiring manager can discuss and decide whether to conduct the interview process or to waive off and issue a direct offer, after getting necessary approvals from the management.

â€¢ If a re-hire is being considered in the same position but with a higher salary, it requires the approval of the HR Head/ CFO & CEO.

#### 3.5. Candidate Screening

The screening is done by the recruitment team based on the conversation with the candidate(s).

The recruiters may verbally check the candidates for:

3.5.1. Qualifications

3.5.2. Certifications and Licenses (if applicable)

3.5.3. Organizations worked for and experience relevant to the role

3.5.4. Willingness to travel (if applicable)

3.5.5. Existing visas and work permit (if applicable)

3.5.6. Notice period in the current organization (if applicable)

3.5.7. Current compensation including breakup

3.5.8. Expected compensation

Before scheduling the second level of candidate screening, the recruiter ensures that the candidates submit (via email/writing) a Declaration of Relatives working in [Company Name]. The recruiter ensures that the persons mentioned as relatives are not a part of or cannot influence the process of

recruitment. The interview panel for conducting the screening of candidates is formed as per the guidelines.

### 3.6. Declaration of Relatives

3.6.1. To reduce the likelihood of conflict of interest and its impact on the business, no immediate family member / relative should work in the same department. The family member/ relatives are defined as spouse, children, siblings, first cousins, parents and parents-in law.

3.6.2. The recruitment team ensures that a declaration is taken from the candidate before the first round of assessment whereby the candidate provides the details of any relations in the organization. In case an employee or his/ her relative tries to influence the recruitment process beyond referrals, he/ she may be liable for disciplinary action.

### 3.7. Interview Panel Guidelines

3.7.1. To promote a culture of merit in the organization, the candidate is adequately interviewed by the appropriate level of panel members. Based on the position being hired for, the panel can be constituted. It is the duty of the panel member to excuse themselves from the recruitment process in case the candidate is a relative (spouse, children, siblings. first cousins, parents and parents-in law) and even if the candidate is under consideration for a different department than that of the panel member.

3.7.2. For each role which the candidate is considered for, the interviews are limited to three (3) rounds per candidate. In case of critical or exceptional cases, maximum four (4) rounds may be conducted.

3.7.3. Under no circumstances is a relative allowed to conduct an interview.

3.7.4. The HR team ensures that they are a part of the interview process as applicable.

### 3.8. Candidate selection guidelines

3.8.1. Validation of details mentioned in the CV (like qualification, license, work experience,

compensation, visa etc.) or in the data collected by the recruiter.

3.8.2. Assessment of technical competencies needed to perform the role. Assessment of culture fit, behavior and attitude of the candidate.

3.8.3. Psychometric assessments may be conducted for all positions (based on business requirement) with the approval of the CEO. Candidates may be assessed on parameters like Managerial Potential. Leadership style, Decision making style etc.

### 3.9. Offer of Employment

3.9.1. Post selection of the candidate, the recruiter would then communicate the decided offer verbally to the candidate, followed by a formal offer letter. Post required approvals the recruitment team shall initiate the offer processing, and keep the head of department informed.

3.9.2. The recruiter ensures that the candidate reverts with an offer acceptance within seven (7) working days, and the employment contracts are approved.

3.9.3. Air tickets are provided to all employees, in case of overseas joining, as per the employment contract.

3.9.4. Once the candidate accepts the offer, documents are submitted to the respective Government Health Authority for the assessment and approval for medical staff.

3.9.5. Upon receiving approval from the Health Authority and successfully clearing the Health Authority Assessment, the candidate is given final confirmation for joining and the licensing procedure will commence. We will consider only respective Government Health Authority passed candidates for appointment.

### 3.10. Confidential background verification and reference check

A background verification is conducted before making an offer of employment, for all candidates. This verification is done by an external partner for Directors & above positions and by an internal team for others, facilitated by Corporate HR. The background verification includes a check of the following components:

#### 3.10.1. Previous two employments



### 3.10.2. Highest education qualification

### 3.10.3. Licenses and Certifications

### 3.10.4. Permanent Address check

### 3.10.5. Details of criminal convictions (as required)

### 3.10.6. Reference checks

### 3.10.7. Credit check for finance / treasury roles (as required)

### 3.10.8. Internet Check

The background verification information is collated and reviewed by the Corporate HR team. If the verification report uncovers information that is potentially disqualifying, the candidate is informed and given the opportunity to respond. At all times, the results of the background verification are kept confidential. Reference Checks are also conducted internally as per certain accreditation requirements.

### 3.11. Medical Check-Up

A medical check-up is also conducted before an employee joins the organization. This is done either by the organization or by the employee as per the details mentioned below:

â€¢ Hiring from within country: will be done by the organization.

â€¢ Hiring from outside of the country: Employee will get it done and send the report to the HR.

### 3.12. VISA

Expenses related to Visa are sponsored or assistance is provided by the Organization. The cost for various documents may be borne by either the employee, the organization or shared by both. The details regarding this are tabulated below.

â€¢ Human Resources (HR), in coordination with the Government Relations (GR), is responsible to ensure compliance with the local labor laws and visa process.

â€¢ It is the responsibility of the employee to ensure that a valid visa has been issued in all cases of overseas employment and business travel, with the support of HR department.

â€¢ Upon receiving the required visa, the original or copy as required will be sent to the

candidate/employee by the HR and will wait for the travel dates.

â€¢ Once the approved date of travel is confirmed by the employee, HR will make the travel and accommodation arrangements as per eligibility.

### 3.13. Recruitment Service Level Agreements (SLAs)

The SLAs are prepared and agreed with the Business Head/ Operations Head for all roles

### 3.14. Online and offline recruitment partner empanelment guidelines

3.14.1. [Company Name] may sign standard contract with a wide range of consultants and all assignments with these consultants are governed by the contract signed with them. Depending on business needs, units/verticals may sign contracts with other consultants.

3.14.2. All contracts with external parties follow the standard procurement policies set out by the organization. Additionally, the following guidelines are considered while identifying and signing contracts with new consultants.

### 3.14.3. Pre-requisites before identifying a consultant

â€¢ The capabilities of the firm are understood and the consultant(s)/ employee(s) who will work on the assignment are identified.

â€¢ The SLAs under which the position(s) are to be filled are detailed.

â€¢ For most positions, it is advisable to go for multiple backups of candidates and use a Contingency Recruitment contract (fee paid when candidate is hired). However, for senior or specialized positions, where the pool is small, the recruiter may consider a Retained Search (fee paid to search for the appropriate candidate) subject to the approval of the HR Head & CFO.

### 3.14.4. Working with the consultant

In order to ensure that the contract is beneficial to the organization the following may be practiced:

â€¢ An approved and detailed job description is shared with the consultant along with an in-depth briefing of the assignment for which the hiring needs to be done to ensure clarity of deliverables/objectives.

â€¢ Prompt feedback is shared on the quality of CVs provided. A better understanding of needs may

be given before rejecting a shortlist of candidates.

â€¢ If recruiters receive a CV that they have already seen, the Consultant is informed immediately.

â€¢ There may be cases where a role has been discussed with a candidate, however on meeting him/her the interviewers might find him/ her suitable for another role. The Recruiter ensures that the consultant prepares the candidates for such possibilities.

#### 3.14.5. Disqualification of consultant(s)

In case, a significant breach of contract terms on the side of the consultants/ firm is noted, the recruitment/HR team informs the HR Head, who would decide on a group wide disqualification of the consultants/ firm preventing any unit/vertical from employing the services of the said consultants/firm.

### 4.DISCLAIMER

4.1. The policy and procedures explained in this document may change at any time, at the sole discretion of the Management of [Company Name], without prior notice. No statement or promise by a supervisor, manager or department head may be interpreted as a change in policy nor will it constitute an agreement with an employee.

4.2. This policy document should be read in conjunction with Local Labor laws which for the avoidance of doubt will take precedence over this policy document.

4.3. This policy document shall be effective from the date of issuance and supersede all previous procedures and understandings pertaining to the subject.

### 5.APPENDICES

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