

Polyplastics Asia Pacific Sdn. Bhd.		Reference No.	HRD/SOPP - 001
		Revision No.	1.0
Document	Standard Operating Policies & Procedures	Effective Date	1 Nov. 2015
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1.0 OBJECTIVE

The objective of this procedure is to regulate recruitment process policies and procedures, which shall be consistently implemented in the Company. It is a ready source of reference for the Management and employees concerning the Recruitment Policies of PAP.

2.0 SCOPE

This procedure shall be applicable in the employment process of all levels of employee either in Exempt or Non-Exempt categories. All other existing guidelines (if any) shall cease to be applicable immediately effective **1 November 2015**.

3.0 DEFINITION / ABBREVIATION

3.1 Definition

3.1.1 "*Recruitment*" is a process that provides the Company with the best person for the vacant or newly created position within the organization.

3.1.2 Successful implementation of recruitment policies requires the performance of;

- a.) Effective Manpower Planning & Budget;
- b.) Identification of key-personnel who could be trained, promoted, deployed for positions under planned expansion & manpower requirements; and
- c.) Timely recruitment to fill the vacant or newly created positions where the suitable candidates could not be sources or trained internally.

3.2 Abbreviation

- 3.2.1 PAP : Polyplastics Asia Pacific Sdn. Bhd.
- 3.2.2 HRA : Human Resources Administration Department
- 3.2.3 HOD : Head of Department
- 3.2.4 BOD : Board of Directors
- 3.2.5 MD : Managing Director
- 3.2.6 AMD : Assistant Managing Director/Plant General Manager
- 3.2.7 PGM : Plant General Manager
- 3.2.8 DM/ADM : Department Manager/Assist. Department Manager
- 3.2.9 SM/ASM : Section Manager / Assistant Section Manager

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4.0 REFERENCE

- 4.1 PAP Executive Handbook;
- 4.2 PAP Collective Agreement; and
- 4.3 PPC Global HR Policy on Recruitment.

5.0 POLICY & PROCEDURES

5.1 Policy

5.1.1 Approval of New Position;

- a.) The Company may institute organizational changes as and when necessary in meeting the objectives of the Company;
- b.) All changes to PAP's Organization Structure and creation of new positions shall be approved by the Board of Directors upon the recommendation from the MD;
- c.) Every new position must be properly evaluated and assigned a salary grade and scale by the HRA before any appointment can be made to that position.

5.1.2 Recruitment;

- a.) General;
 - i. The recruitment of staff shall be in accordance with the Company's approved Manpower Plan & Budget for the year. Exceptions shall require the approval of the relevant authority i.e. MD and/or BOD;
 - ii. The Company shall provide equal opportunity employment in implementing its recruitment programs. Positions will be filled with the most suitable candidates on the basis of qualifications, relevant experience, performance potentials and any other attributes required for the job;
 - iii. The Company recognizes existing staff as one of its best sources for recruitment. The Company will give due consideration for present employees to fill vacant positions before proceeding to an external recruitment exercise i.e. internal recruitment and/or Job Rotations Engagement Program;

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- iv. To ensure the Company recruits the best person for the job, all job openings shall be appropriately advertised or information on them be widely circulated;
- v. All designated appointments in the Company shall be within the compass of the PAP's Job Grading System & Salary Scale;
- vi. The Job Grading & Salary Scales are for the purposes of determining the remuneration and benefits of each employee. The equivalent professional and specialised designations are to be decided by the BOD, such as EC, MD, AMD, PGM, Advisor etc. and accordingly as the case may be.

b) Salary Range;

The salary shall be determined in accordance with The Job Grading & Salary Scale established from time to time for each grade of appointment.

c) Pre-Employment;

A candidate shall satisfy the following pre-employment requirements before being appointed by the Company;

- i. Meets the minimum requirements stated in the HRA approved job specification for the position;
- ii. Shows true and relevant certified documentary evidence of personal particulars, academic and/or professional qualifications;
- iii. Provides character and/or business references where applicable. The applicant must provide declaration of all criminal or bankruptcy proceedings/indictments against him;
- iv. Achieves satisfactory results in any test given for the particular position (if applicable) i.e. HSL Aptitude Test etc.;
- v. Has been interviewed by the authorized interviewer or panel of interviewers;
- vi. Has successfully passed medical examination conducted by the Company's doctor certifying the applicant fit for employment for the specified position; and
- vii. The Company reserves the right to reject the application or terminate the employment of the appointed candidate should the information given are found to be untrue.

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5.1.3 Interview;

- a.) All suitable candidates identified after the preliminary selection process shall attend the interview process which is divided into two (2) interview sessions i.e. first (1st) and second (2nd) interview;
- b.) The first (1st) interview session will be conducted by the interview panel consists of as per stipulated below in table 5.1.3(g) and the second (2nd) interview will only be conducted after favorable recommendations from the first interview panel;
- c.) The second (2nd) interview panel consist as per stipulated below in table 5.1.3(g) and will be the final selection process. The appointment will be decided by the appointment authority based from the second interview recommendations;
- d.) Interview Assessment Report and Questionnaires;
 - i. All interviews shall be conducted using the appropriate PAP Interview Evaluation Report Forms which is based on the job competencies;
 - ii. To ensure standardization in the interview assessment, the interviewer may use the preset behavioral competency based interview questionnaires specially designed to elicit general and specific information on the candidate's competencies in the important areas of performance during the interview; and
 - iii. However, the interviewer may also ask other questions especially on the technical competencies during the interview.
- e.) Interview Assessment Scoring;
 - i. Interviewers shall complete the Interview Evaluation Report Form during or after the interview process and the candidates must obtain the following scoring to be considered successful;
 - ii. All candidates must achieve Average score of 75% and above during the interview;
 - iii. Scoring of all areas in the Interview Evaluation Report Form must be rated at least 3 and above except for areas which is not applicable or not directly affected.

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f.) Interview Guidelines;

- i. To assist the interviewer on the appropriate process of conducting interview especially for those who are not from HRA, interview guidelines has been prepared for their reference;
- ii. This interview guidelines is to ensure standardization in conducting the interview and creating a positive image of the Company to the public. The interview guidelines will assist the interviewer on the following processes;
 - Preparing for the interview;
 - Opening the interview;
 - Conduct during the interview;
 - Closing the interview;
 - Required process to be taken after the interview.

g.) Interview Panel;

Global Grade	Category Grade(s)	Recruitment Interview and/or Selection Process		
		1 st Interview : PAP-HR	2 nd Interview and/or Final Interview Process	
			Aptitude-Test	Final Interview : PPC-HR
P1	M2 – M1	MD, AMD, PGM, DM-HR	Compulsory ➤ <i>Co-ordinated by PPC-HR</i> ➤ <i>PAP-HR to update via Recruitment DB</i>	Executive Officer In-Charge, PPC-HR, MD, AMD/PGM (upon request), DM-HR (<i>Facilitator</i>)
P2	M6 – M3	AMD and/or PGM, DM-HR, DM of Related Areas		
P3	E, O, S	SM-HR and/or SE-HR DM and/or SM Respective Department		AMD (Corp. Support), AMD-PGM (Operations), DM-HR and/or SM-HR DM/SM Respective Dept.
	N5 – N0	SM-HR and/or SE-HR DM and/or SM Respective Department SE from Respective Department		DM-HR and/or SM-HR DM/SM Respective Dept.

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h.) Appointment;

The approval authority to select and appoint a candidate based on the recommendations of the interview panel shall be as follows;

Global Grade	Category Grade(s)	Approving Authority / Ringisyo Approval	
		Approving Authority	Ringisyo
P1	M2 – M1	BOD	Compulsory
P2	M6 – M3	MD	Compulsory
P3	E, O, S	MD, AMD, PGM	
	N5 – N0	AMD, PGM	
	C (Contract)	MD, AMD, PGM	Compulsory
	T (Temporary)	AMD, PGM	

5.1.4 Types of Employment Terms

- Permanent Tenure, based on the company staff terms and conditions of service (executive or non-executive);
- Contract of Service, based on the terms of the contract agreement as agreed to between the Company and the contract employee and/or appointed Contractor(s);
- Temporary or part-time service based on specially set terms, normally for short term job assignments;

Where an employee is employed under a contract, the terms and conditions of his contract shall apply where they differ from the policies contained in this manual.

5.1.5 Hiring

a.) Hiring of Relatives

The Company does not encourage the hiring of relatives of existing employees. "Relatives" shall cover parents, children, spouses, brothers, sisters and in-laws. However, the Company may consider recruiting relatives of employees provided they are not in the same department subject to approval by the MD.

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b.) Hiring of Former Employees

- i. The Company shall not re-employ any employee who has been discharged with cause;
- ii. Employees, who have voluntarily resigned according to the Company's policies and procedures, may at the discretion of MD be considered for re-employment. A re-employed staff shall waive all rights accruing from his/her previous service with the Company.

c.) Hiring of Contract Employees

- i. Contract Employee, shall mean an employee who are employed on contractual basis for a minimum of six (6) months to a maximum of three (3) years;
- ii. Appointment on contractual basis shall be deemed necessary due to the following reasons;
 - The specialized skills and experienced needed
 - The job is of a project nature
 - The age of employee has exceeded or reaching retirement age
 - Coverage of employee on Prolonged Illness Leave
 - Part of PAP's Remuneration Package
- iii. For this group of employees, their contract shall be deemed terminated at the end of a specified period unless it is extended with mutual agreement between the Company and the employee concerned. A letter shall be issued to the employee with regards to the extension;
- iv. The approval authority to select and appoint a contract employee shall be based on the Recruitment Interview Policy & Appointment (5.1.3 (g) (h)).

d.) Hiring of Temporary Employees

- i. Temporary employee shall mean an employee who is employed on contractual for a short term for less than six (6) months;
- ii. Their appointment on temporary basis shall be deemed necessary due to the following reasons;
 - The job is required for short-term projects (data entry etc.);

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- The job does not require special skill or necessary qualifications and experience;
 - To cover an employee who is on Maternity Leave and/or Long Medical Leave.
- iii. The employment can be from school leavers / university graduates.;
- iv. For this group of employees, their contract shall be deemed terminated at the end of a specified period unless it is extended with mutual agreement between the Company and the employee concerned. A letter shall be issued to the employee with regards to the extension;
- v. The approval authority to select and appoint a temporary employee shall be based on the Recruitment Interview Policy & Appointment (5.1.3 (g) (h)).

5.1.6 Appointment Letter

- a.) All new employees to be employed by the Company shall be issued an appointment letter signed by the authorized officer. The appointment letter shall clearly specify the position, the salary grade and the salary offered;
- b.) Other than the pre-employment requirements stated under 5.1.2(c), appointment of an employee shall only become effective when the employee signs the appointment letter and reports for duty on the agreed date.

5.1.7 Medical Check up

- a.) As stated under 5.1.2(c)(vi) , candidate to be recruited shall go through medical check-up at Company's appointed clinic;
- b.) The candidate will only be confirmed recruited by the Company only upon successful result of medical check-up;
- c.) In the event the candidate's medical check-up is not successful, the appointment letter presented to the candidate earlier shall be null and void, otherwise after been given due consideration, at the discretion of MD, the Company may recruit the said candidate.

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5.1.8 Induction Program and Administrative Formalities

- a.) It is the responsibility of the HRD, with the assistance of the receiving department, to provide new employees with the following:
 - i. Induction Program to familiarize employees about the Company;
 - ii. Job Description of his position and the functional relationship of his department with the rest of the Company; and
 - iii. Employee Terms and Conditions of Service.
- b.) During the day of joining, HRD shall provide new employee with the following documents and/or items;
 - Code of Conduct
 - Confidentiality Policy
 - Employee Data Form
 - Terms & Conditions of Service Handbook
 - List of Panel Clinics and Hospitals
 - A Copy of GHS Policy
 - Staff Access Card
- c.) HRD shall also ensure that the employee's documents and relevant information are properly filed and identification items issued to the new employee. The following documents shall be requested from new employee for filing purposes;
 - Employee's Resume
 - A copy of employee's certificates (Original Sighted)
 - Medical report (will be provided by the appointed clinic directly to PAP)

5.2. Procedures

5.2.1 Sourcing

Once approval is obtained, HRA will proceed to source for suitable candidates to match the job specifications. Sourcing is primarily by;

- a.) Internal Sourcing
- b.) External Sourcing
- c.) Advertisement (Newspaper and/or On-line Ads.)

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d.) Executive Search

5.2.2 Shortlisting

- a.) HRA will shortlist the candidates from the applications received. They will be shortlisted in accordance with the job specifications provided by the requesting Department;
- b.) The short-listed applications are then sent to the respective Department for review and comments. The HOD/DM concerned will select the candidates for interviews;
- c.) HRA will then arrange for the candidates' interview.

5.2.3 Interviewing

- a.) Once candidates have been shortlisted, HRA will form the interview panel;
- b.) HRA will then arrange with the panel members in advance mutually convenient date and time for the interviews to be conducted;
- c.) Once the date and time have been determined, HRA will inform the candidates either in writing and/or by telephone of the interview date, time, place and the position to be interviewed;
- d.) The interview schedule will then be sent to the respective interview panel members together with the resume at least one (1) day before the interview;
- e.) When the candidate arrives, HRA will administer the test(s) (if any) where necessary;
- f.) All panel members must complete the Interview Evaluation Report Form for each candidate interviewed with appropriate comments and recommendations.

5.2.4 Selection and Appointment

- a.) HRA will discuss with respective HOD / DM on the selection of the successful candidate to be recommended for 2nd interview;
- b.) HRA will then arrange for 2nd interview with the interview panel as stated 5.1.3(g);

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- c.) The 2nd interview panel will then decide whether the candidate is suitable to be recruited;
- d.) Again all panel members must complete the Interview Evaluation Report Form for each candidate interviewed with appropriate comments and recommendations;
- e.) HRA will then obtain the approval to hire from MD or any other approving authorities as stated in 5.1.3 (h);
- f.) Once the recommended appointment has been approved, HRA will prepare two (2) copies of the Letter of Appointment to be signed by the respective approving authority. Approved letter of appointment will be handed to the successful candidate together with pre-employment medical checkup letter to be given to the candidate to go for medical check-up; and
- g.) Once the HRA receives the Letter of Acceptance from the candidate, HRA will open the employee's personal file and inform the requesting department on the candidate's date of reporting for work.

5.2.5 Unsuccessful Candidates

- a.) HRA will send a reply letter (via e-mail at least) to the unsuccessful candidate who attended the interview;
- b.) A copy of the reply letter and the individual's application form and assessment are to be filed for future reference, if necessary.

5.2.6 Reporting of New Staff

- a.) All new employees are to report to HRD at the advised location;
- b.) HRD will assign the new employee a staff number and register his details in the Employee Database;
- c.) All new employees must complete and submit the following documents to HRD when reporting for duty;
 - Employee Data Form
 - One (1) Photographs of himself
 - Particular of his Personal Bank Account
 - Photocopy of employee's NRIC
 - Acceptance of Terms & Condition of Service
 - A copy of Certificate(s)
 - Acceptance of Confidentiality Policy (if any)
 - Acceptance of Code of Conduct

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- d.) HRD shall ensure that the following items are issued to all new employees;
- Employee's Access Card and ID-Card
 - Other necessary items relevant for the position i.e. Uniforms, PPE, Keys etc.

5.2.7 Briefing

- a.) All new employees shall be briefed by HRA personnel on the first day of work;
- b.) After the briefing, the HRA personnel will introduce the new employee to all employees and to the immediate superior or HOD;
- c.) The immediate supervisor or HOD of the new employee shall brief him on his scope of responsibilities and job function.

6.0 ATTACHMENT

6.1 Attachment A – Flowchart on SOPP Recruitment & Related Procedures

6.2 Attachment B – Interview Evaluation Report Form