pAI

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9. Purpose

This policy establishes a fair, transparent, and efficient framework for the recruitment and selection of talent at pAI. Its purpose is to attract, assess, and hire the most qualified candidates who align with the company's values, contribute to its strategic goals, and comply with all legal and ethical standards for employment.

1. Scope

This policy applies to all recruitment and selection activities for all positions within pAI, whether permanent, temporary, full-time, part-time, or contract roles, and for both internal and external candidates. It encompasses all stages from workforce planning to job offer and onboarding.

1. Definitions

| **Term** | **Definition** |
| --- | --- |
| **Applicant** | An individual who applies for an advertised or known position at pAI. |
| **Background Check** | A verification process used to confirm information provided by an applicant, including criminal history, employment history, and educational qualifications. |
| **Candidate Pool** | The group of individuals who have applied for a specific position and meet the initial minimum qualifications. |
| **Hiring Manager** | The manager of the department or team with the vacancy, responsible for defining the role and making the final selection decision in consultation with HR. |
| **Job Description (JD)** | A formal document outlining the responsibilities, duties, required skills, qualifications, reporting structure, and working conditions of a specific job role. |
| **Offer of Employment** | A formal written or verbal proposal extended by pAI to a selected candidate, detailing the terms and conditions of employment. |
| **Onboarding** | The process by which new employees are integrated into the company, including orientation, training, and assimilation into the work culture. |
| **Recruitment** | The process of identifying, attracting, screening, interviewing, selecting, hiring, and onboarding employees. |
| **Selection Criteria** | The specific knowledge, skills, abilities, and other characteristics (KSAOs) required for a job, used to evaluate candidates. |
| **Shortlisting** | The process of narrowing down the candidate pool to a smaller, more manageable group for detailed assessment (e.g., interviews). |
| **Workforce Planning** | The process of analyzing and forecasting an organization's talent needs to ensure the right number of people with the right skills are available when needed. |

1. Policy Statement

4.1 pAI is committed to a merit-based recruitment and selection process that is fair, objective, consistent, and transparent, ensuring that the most qualified candidate is selected for each position.

4.2 All recruitment and selection activities shall comply with pAI’s Equal Employment Opportunity & Non-Discrimination Policy (See Policy HR-04) and all applicable local labor laws and regulations. No discrimination shall occur based on protected characteristics.

4.3 Vacant positions shall be filled by candidates who possess the required skills, experience, qualifications, and cultural fit for the role and the company.

4.4 pAI endeavors to promote from within where appropriate, providing opportunities for internal career progression.

4.5 Confidentiality shall be maintained throughout the recruitment and selection process for all applicant and candidate information.

1. Procedures / Guidelines

5.1 Workforce Planning and Job Requisition

5.1.1 Workforce Planning: Departments shall engage in regular workforce planning in collaboration with HR to identify current and future staffing needs, skills gaps, and talent requirements.

5.1.2 Job Requisition: When a vacancy arises or a new position is created, the Hiring Manager shall complete a Job Requisition Form, detailing the need, budget implications, and desired start date.

5.1.3 Approval: All job requisitions must be approved by the relevant department head and finance, as per pAI’s internal authorization matrix, before any recruitment activity commences.

5.2 Job Description (JD) Development

5.2.1 The Hiring Manager, in collaboration with HR, shall develop or review an accurate and up-to-date Job Description for the vacant role.

5.2.2 The JD shall clearly define:

\* Job title, department, and reporting lines.

\* Key responsibilities and duties.

\* Required skills, experience, and educational qualifications.

\* Any specific technical competencies or certifications.

\* Desired personal attributes.

\* Working conditions (e.g., travel, physical demands).

5.2.3 All JDs shall be free from discriminatory language and focus on job-related requirements.

5.3 Sourcing Candidates

5.3.1 HR and the Hiring Manager will determine the most effective sourcing channels based on the nature of the role and target candidate pool.

5.3.2 Internal Sourcing: Internal candidates may be considered through internal job postings, talent databases, or referrals.

5.3.3 External Sourcing: External channels may include:

\* Company career website.

\* Professional networking sites (e.g., LinkedIn).

\* Job boards (general and specialized).

\* Recruitment agencies (when approved).

\* Employee referral programs.

\* University career fairs.

5.4 Application and Screening Process

5.4.1 Application Submission: Candidates shall submit applications through designated channels (e.g., online application system, email to HR) as specified in the job advertisement.

5.4.2 Initial Screening: HR will conduct an initial screening of all applications to ensure candidates meet the minimum qualifications outlined in the Job Description. This may involve reviewing resumes, cover letters, and conducting brief preliminary calls.

5.4.3 Shortlisting: Based on the screening, HR and the Hiring Manager will create a shortlist of the most qualified candidates for further assessment.

5.5 Assessment and Interviewing

5.5.1 Interview Panel: An interview panel, typically comprising the Hiring Manager, an HR representative, and potentially other relevant team members, will conduct interviews. All panel members shall receive training on fair interviewing practices.

5.5.2 Interview Structure: Interviews shall be structured and consistent, utilizing behavioral or situational questions derived from the job description and selection criteria.

5.5.3 Assessment Methods: In addition to interviews, other assessment methods may be used to evaluate candidates, such as:

\* Skills tests (e.g., coding, writing, analytical).

\* Case studies or presentations.

\* Psychometric assessments (only when professionally administered and interpreted).

Table 1 – Interview Stages and Focus Areas

| **Interview Stage** | **Primary Interviewer(s)** | **Key Focus Areas** |
| --- | --- | --- |
| **1. Phone Screen** | HR Representative | Basic qualifications, salary expectations, cultural fit, overall interest. |
| **2. Hiring Manager** | Hiring Manager | Technical skills, experience, role responsibilities, team fit, motivation. |
| **3. Panel Interview** | Cross-functional Team | Collaboration skills, problem-solving, strategic thinking, broader departmental fit. |
| **4. Executive/Final** | Senior Leadership | Strategic alignment, leadership potential, long-term career aspirations. |

5.6 Reference and Background Checks

5.6.1 Reference Checks: Professional references will be conducted for shortlisted candidates after obtaining their consent.

5.6.2 Background Checks: For selected candidates, pAI will conduct background checks consistent with applicable laws and the nature of the position (e.g., criminal record checks, employment verification, education verification). An offer of employment may be contingent upon satisfactory results of these checks.

5.7 Offer Management

5.7.1 Offer Recommendation: The Hiring Manager, in consultation with HR, will select the most suitable candidate and recommend an offer of employment.

5.7.2 Offer Terms: HR will prepare the official Offer of Employment, outlining salary, benefits, start date, and other terms and conditions. All offers must comply with pAI’s compensation guidelines.

5.7.3 Negotiation and Acceptance: HR will manage the offer extension and any subsequent negotiations. Once accepted, the candidate will receive an official employment contract.

5.8 Onboarding

5.8.1 Upon acceptance of the offer, HR will initiate the onboarding process to ensure a smooth transition for the new employee (see pAI’s Onboarding Guidelines for detailed procedures).

5.8.2 This includes completion of necessary paperwork, orientation, IT setup, and introduction to the team and company culture.

1. Responsibilities

| **Role** | **Obligation** |
| --- | --- |
| **Human Resources** | Manage the overall recruitment and selection process. Ensure compliance with this policy and all applicable laws. Advise Hiring Managers. Conduct initial screenings, coordinate interviews, manage offers, and oversee onboarding. |
| **Hiring Manager** | Define job requirements and selection criteria. Conduct interviews and assessments. Make informed and unbiased hiring decisions in collaboration with HR. Facilitate the new employee's integration into the team. |
| **Interview Panel Members** | Participate in interviews and assessments objectively. Evaluate candidates against defined selection criteria. Provide constructive feedback to the Hiring Manager. Maintain confidentiality. |
| **Senior Leadership** | Approve new positions and strategic recruitment initiatives. Ensure resource allocation for effective talent acquisition. |
| **All Employees** | Refer qualified candidates through the employee referral program. Maintain confidentiality regarding candidate information. |

1. Compliance & Consequences

7.1 All individuals involved in the recruitment and selection process must adhere strictly to this policy and pAI’s Equal Employment Opportunity & Non-Discrimination Policy (HR-04).

7.2 Any deviation from this policy without prior HR approval may result in disciplinary action.

7.3 Non-compliance that leads to discriminatory practices or legal violations will result in severe disciplinary action, up to and including termination of employment, and may expose pAI to legal liabilities.

7.4 Candidates who provide false or misleading information during the application or selection process may have their offer of employment withdrawn or their employment terminated.

1. Review & Revision History

| **Version** | **Date** | **Description** | **Author** |
| --- | --- | --- | --- |
| 1.0 | 2025-07-01 | Initial release | HR Director |