

GHCD

DOC NO: 2.1 ISSUE: 2

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TITLE Pre- Arrival - Recruitment

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#### 1.0 Purpose

To assure a controlled and consistent approach to recruitment activities, with the aim to select the right candidate for the job. The process shall ensure the availability of qualified and competent personnel to perform assigned tasks and achieve output of expected standards, to support and contribute positively towards the objective of the Company.

#### 2.0 Scope

This procedure applies to all recruitment activities in MTD Group except for recruitment of foreign labours.

#### 3.0 Abbreviation

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GEC	Group Executive Chairman
CEO	Chief Executive Officer
C00	Chief Operating Officer
ED	Executive Director
HOD	Head of Company /Division / Department
GHCD	Group Human Capital Division
GCCD	Group Corporate Communications Department
GFTD	Group Finance and Treasury Division
TSU	Talent Sourcing Unit
НМ	Hiring Manager
SRF	Staff Requisition Form
JD	Job Description
AFEF	Application for Employment Form
IAF	Interviewer's Appraisal Form
RP	Recruitment Proposal
KIV	Keep in view
DAG	Delegation Authority Guide
	CEO COO ED HOD GHCD GSTD TSU HM SRF JD AFEF AF

#### 4.0 Guidelines

- 4.1 All recruitment activities will be handled and controlled by the GHCD.
- 4.2 No vacancy shall be filled without the involvement of the GHCD.
- 4.3 The Company will at all times follow the guidelines for employment laid down by the government.

#### 5.0 "Time To Fill" For The Vacant Position

GHCD, at its best ability, will initiate the talent sourcing and fill the vacant position according to the "Time to Fill" as below:



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Job Level	Time To Fill	Remarks
Assistant Manager and above	110 days	The said period is calculated from the date the SRF is approved to the acceptance of
Executive	90 days	offer by the selected candidate.
Non- Executive	70 days	

- 5.1 "Time to Fill" is calculated from the date the **SRF** is approved to the acceptance of offer:
- 5.2 The time to fill indicated shall be in respect of one (1) head count for the vacancy

#### 6.0 Procedures

Details of the procedures are as follow:

No	Process	Reference
1	Staff Requisition Process - Approval	7.0
2	Talent Sourcing Process – Internal	8.0
3	Talent Sourcing Process – External	9.0

#### 7.0 Staff Requisition Process – Approval

- 7.1 HM must fill in the **SRF**, (as per **Appendix I**) and to submit to HOD with the following:-
  - 7.1.1 Organization Chart
  - 7.1.2 JD
- 7.2 Further justification is to be attached with the request made for the following category;
  - 7.2.1 Additional staff (Request for manpower which is not budgeted and not allocated in the current Financial Year)
  - 7.2.2 Budgeted (Indicated in the approved Organization Chart for the current and previous financial year, but position has never been recruited before)
  - 7.2.3 New Position (Request for manpower which has never been allocated in the previous Financial Year but has been allocated and approved for the New Financial Year).
- 7.3 The HOD is to recommend and sign the SRF prior to submission to TSU of GHCD. Vacancies may arise due to the following:
  - 7.3.1 Staff resignation



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- 7.3.2 Termination
- 7.3.3 Transfer
- 7.3.4 Promotion
- 7.3.5 Retirement
- 7.3.6 Additional manpower requirements

Exclusion on filling in the **SRF** is applicable to certain positions only. TSU will advise on the said positions.

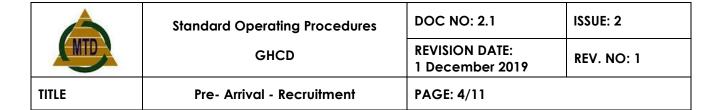
- 7.4 TSU will review the **SRF** for completeness of information and will forward to Head, GHCD.
- 7.5 Head, GHCD is to have the final review and to sign the **SRF**.
- 7.6 The completed form shall be submitted to the CEO/COO/ED for approval together with:
  - 7.6.1 **JD** of the position to be filled
  - 7.6.2 Current/ latest organization chart that indicates the vacant position
  - 7.6.3 Justification for the request as per clause 7.2
- 7.7 Incomplete **SRF** will be returned to HM and the HM will be responsible to re-submit the duly completed form to GHCD. GHCD will later obtain the approval from CEO/COO/ED

#### 8.0 Talent Sourcing Process – Internal Candidate

(Please refer to Flowchart A)

#### 8.1 Internal Candidate

- 8.1.1 Potential candidates may be sourced internally among the talented staff within the Group.
- 8.1.2 TSU will send out notification on the vacant position/s in the Company Webpage and will also send out e-mails on the vacant position/s to all staff.
  - (a) HOD shall submit a proposal to the Head, GHCD if he/she had identified an internal candidate to fill a higher position which will involves the revision of job grade or adjustment of salary.



(b)	Candidate who is currently working with another Company/Division/
	Department within the Group (with the exception of affiliate and
	associate companies) and wish to fill the vacant position, may apply
	by completing the <b>Transfer Form (Appendix 3)</b> and to obtain approval
	from his/her HOD. The completed form together with an updated
	resume shall then be submitted to GHCD.

- (c) TSU shall review the *Transfer Form* and communicate with the HOD of the hiring Company/Division/Department. The respective HOD shall advise GHCD on whether to interview the candidate or to decline the application.
- 8.1.3 The procedure and process for upgrading, promotion or salary adjustment (whichever is applicable) shall be complied with.
- 8.1.4 TSU will review the requirement of the vacant position. The staff that fulfilled the requirement set forth for the respective position will be approached by the TSU to check on their interest in the vacant position.
- 8.1.5 Upon confirmation of their suitability and interest in the vacant position, TSU will nominate the staff to the HM for their selection. If selected by the HM, the staff will be called for an interview.
- 8.1.6 Internal candidates will be given priority to fill the vacant position if the criteria and requirements of the vacant position are met.

#### 8.2 Interview

- 8.2.1 TSU will arrange for interview/s upon receiving the candidates' resumes and the interview date/s from the HM.
- 8.2.2 The identified internal candidates will be invited to attend the interview session at least three (3) days prior to the date of interview. However, depending on the urgency, the candidates may be invited to attend the interview one (1) day prior to the interview date.
- 8.2.3 The candidates are invited to the interview(s) via phone calls. Their current superior will be informed accordingly on such arrangement. The identified internal candidates are required to bring along their latest resume to the interview.
- 8.2.4 Structure of Interview Panel

Members of the Interview Panel will be appropriately appointed as follows:



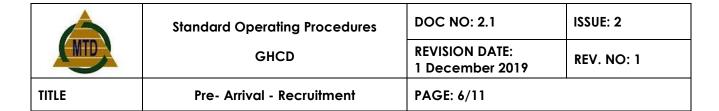
Proposed Position	Interview Panel
Тор	1) GEC/Director
Management	2) CEO/COO/ ED
TM1 - TM2	3) Head, GHCD
Senior Management SM1 - SM4	1) CEO/ COO
	2) ED
	3) Head/Deputy Head, GHCD or GHCD representative
Managament	1) HOD, Hiring Company/ Division/ Department
Management MM1 - MM5	Head/ Deputy Head GHCD or GHCD representative
Executive	1) HM, Company/Division/ Department
EX1 - EX5	2) Assistant Manager, GHCD or GHCD representative
Non-Executive	Executive and above of hiring Company/     Division/Department or immediate superior
NT1 – NT6	2) Executive and above, GHCD

- 8.2.5 Where necessary, the candidates shall be required to sit for a test or an assessment to be evaluated by the HM.
- 8.2.6 Based from the interview, HM will select and accept or reject the candidate.

#### 8.3 Selection Decision and Offer

- 8.3.1 Filling in a vacancy by an internal candidate could be via internal transfer (for lateral transfer), promotion or re-appointment;
  - (a) Lateral Transfer

    If the identified candidate is at the same job grade and same salary with the vacancy to be filled, whilst the transfer will not involve any change of salary, a proposal for change of position shall be submitted by the HOD to the Head of GHCD.
  - (b) Re-Appointment
    - i. TSU will prepare the **RP** for the identified and selected internal staff who had been called for an interview.
    - ii. For positions that are listed under the Blanket Approval, TSU will proceed to prepare the Letter of Offer upon the acceptance by the HM and agreement to release by the candidate's current superior.
    - iii. The appointment of the identified and selected staff shall be subjected to the approval of the **RP** by the Management.



(c) Promotion

Promotion shall be for a position higher than the potential staff's existing category and grade. Employee Relation Unit of GHCD will prepare the promotion proposal to the Management for approval. Promotion of the internal staff to the higher position shall be subjected to the Management's approval.

#### 8.4 Notification Of Appointment To The Internal Candidate

- 8.4.1 Internal candidate who is selected to fill in the vacant position, shall be issued with a letter by Employee Relation Unit of GHCD or Compliance Unit of GHCD, notifying him/her of the following;
  - (a) New Company/Division/Department
  - (b) New position
  - (c) New Reporting line
  - (d) Other new terms and condition of service including new job grade and salary if applicable

Employee Relation Unit of GHCD will handle matters with regard to promotion whilst the Compliance Unit of GHCD will handle the matters and correspondence related to lateral transfer.

8.4.2 The letter shall be copied to the HM, the HOD of the hiring Company/Division/Department and to the current HOD of the respective internal candidate.

#### 8.5 Acceptance of Offer

8.5.1 The selected candidate will receive a notification or a new Letter of Appointment for the new position.

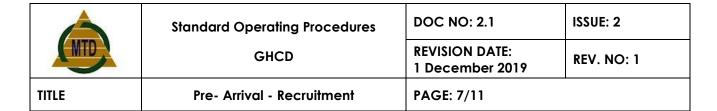
Upon acceptance of the offer, the selected candidate will sign and return the duly signed copy of the letter or Letter of Appointment to GHCD.

8.5.2 The selected candidate will report duty to the HM and the new HOD as stipulated in the letter or Letter of Appointment.

### 9.0 Talent Sourcing Process – External Candidate (Please refer to Flowchart B)

#### 9.1 Advertising The Job / Vacant Position

9.1.1 External candidates may be sourced through resume data bank, online or/and newspaper advertisements, web portals, career fairs, recruitment agencies, networking, social media and any other means which are deemed appropriate according to the position level.



9.1.2 All drafts for newspaper advertisements must be reviewed and confirmed by the HM before the approval by the Head of GHCD for publication.

9.1.3 TSU will submit the approved advertisement to the media/advertising Company and advice on the publication date. Payment to the media/advertising company will be arranged with the GFTD once the invoice is received and verified.

For advertisements via web portals and social media, GHCD, in collaboration with GCCD, will ensure that the Group's image is not compromised.

9.1.4 If the suitable resume is found from the available database, TSU may forward it directly to the HM.

#### 9.2 Screening The Resumes

9.2.1 TSU will screen the incoming resumes based on the requirements stated in the SRF before forwarding the resumes to the HM for review and selection.

Resumes are kept by TSU in the original forms received from the applicant, i.e. soft copy in the server, hard copy in a box file. The resumes are kept for a maximum of six (6) months due to their short term validity, as most resumes become irrelevant after a certain period of time subject to the level of position. Resumes with professional qualification/s are kept in soft copy for a longer period.

- 9.2.2 HM must return all the resumes to the Head, GHCD within **five (5) working days** from the date he/she received the resumes and must indicate the shortlisted and rejected candidates accordingly. HM must also simultaneously communicate the preferred dates to interview the shortlisted candidates.
- 9.2.3 Rejected resumes shall be disposed of. Only resumes on KIV are kept in the job/resume bank for six (6) months for future reference and will be disposed thereafter.

#### 9.3 Interview

- 9.3.1 TSU will arrange for interview/s upon receiving the shortlisted resumes and the suggested interview date/s from the HM.
- 9.3.2 TSU will arrange with the members of the Interview Panel prior to inviting the shortlisted candidates to attend the interview session at least three (3) days prior to the date of interview. However, depending on the urgency, the shortlisted candidates may be invited to the interview one (1) day prior to the interview date.



Candidates are invited to the interview(s) via phone calls. Where applicable, the invitation will be extended via email and the AFEF (Appendix 2) as well as the location map will be emailed to the candidates. Candidates are required to complete the form which must be printed and brought along to the interview, together with:

- (a) an updated resume
- (b) original and copy of NRIC
- (c) one (1) passport sized photo (non-returnable)
- (d) the original and copy of academic certificates, and
- (e) two (2) months' latest pay slip (if any).
- 9.3.3 Where necessary, the candidates shall be required to sit for a test or an assessment to be evaluated by the HM.

During the interview session, TSU will distribute the IAF to the members of the Interview Panel which is needed to be filled in by the members of the Interview Panel for each candidate.

Members of the Interview Panel will propose on the most suitable candidate to be hired for the position and mark appropriately in the IAF. TSU will then compile the duly completed IAF from each members of the Interview Panel to discuss with the respective HOD of the HM on the best candidate to be hired.

- 9.3.4 When necessary, TSU will contact the candidates' referees to check on the candidates' character, past performance, reason for leaving, etc.
- 9.3.5 Structure of Interview Panel

Members of the Interview Panel will be appropriately appointed as follows:

Proposed Position	Interview Panel
Top Management TM1 - TM2	1) GEC/Director
	2) CEO/COO/ ED
	3) Head, GHCD
Senior Management SM1 - SM4	1) CEO/ COO
	2) ED
	Head/Deputy Head, GHCD or GHCD representative



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<b>Proposed Position</b>	Interview Panel	
Management	HOD, Hiring Company/ Division/     Department	
MM1 - MM5	2) Head/Deputy Head, GHCD or GHCD representative	
Evecutive	1) HM, Company/Division/ Department	
Executive EX1 - EX5	2) Assistant Manager, GHCD or GHCD representative	
Non-Executive TL1 - TL6	Executive and above of hiring     Company/ Division/Department or     immediate superior	
NT1 – NT6	2) Executive and above, GHCD	

- 9.3.6 For positions listed and approved under the "Blanket Approval", the interviews can be conducted based on the completed AFEF and copies of the relevant documents.
- GHCD from time to time, when necessary, will submit the proposal to 9.3.7 update the list of the positions to be approved via Blanket Approval. This is to expedite the hiring process especially for positions with high turnover rates.

#### **Selection Decision And Offer** 10.0

- The interviewer shall evaluate the candidate/s during the interview by completing 10.1 the IAF (Appendix 4).
- Selection will be made on the most suitable candidate for the position based on the 10.2 following factors;
  - Qualification and Experience; (a)
  - Expected salary within the approved budget range; (b)
  - Availability to commence work (ie Notice of Resignation Period)

The members of the Interview Panel will identify the most qualified and suitable candidate to fill in the vacant position.

- The HM will then propose the selected candidate to their HOD for their agreement 10.3 and consent to hire. The decision of the selected candidate will be conveyed to TSU by the HM or the HOD.
- Upon successful selection, TSU will prepare the Recruitment Comparison Table and 10.4 call the selected candidate to negotiate the salary and benefit package.



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- 10.5 TSU will then prepare the RP for the position, which is not listed in the Blanket Approval, for hiring.
- 10.6 TSU will forward the RP to be reviewed and signed by the Head of GHCD before sending over to the HOD of the HM for their recommendation of the RP.
- 10.7 HOD of the HM will confirm the proposal in the RP and recommend. Upon the recommendation of The RP by the HOD of the HM, the RP is then to be approved by the ED, or COO, or any other Management personnel as per the DAG.

For positions listed in the Blanket Approval, approval to hire is made by the HOD by signing and approve at the designated column in the Job Application Form.

- 10.8 HOD of the HM will be informed on the approval status of the RP. If the RP is rejected by the Management, TSU will discuss with the HM on the next action;
  - a) To review and consider candidate/s under the KIV status (Upon interview);
  - b) To source for other candidates and repeat the interview process
- 10.9 TSU will proceed to extend the offer to the candidate upon the approval of the RP and will proceed with the necessary arrangements for the arrival of the new hire.

#### 11.0 Offering

- Once the RP has been approved, TSU will contact the candidate and a verbal offer is to be made as per the approved proposal. Upon verbal acceptance by the approved candidate and confirmation of the commencement date, TSU will prepare the Letter of Employment and all documents pertaining to new hire.
- The candidate will be called for an appointment to sign the Letter of Appointment to formally accept the offer and complete all the relevant documentations.
- TSU will then issue a notification memorandum to notify the respective person in charge as the following list for all the necessary preparation prior to the arrival of the new staff:
  - (a) Respective Division/Department (HOD to the HM);
  - (b) Group Administration Department;
  - (c) Group Health, Safety, Security and Environment Department;
  - (d) Group Information Technology & Technical Support Department.
- 11.4 The candidate shall then report duty on the date stipulated in the Letter of Employment.



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12.0 Forms

Forms required for this document shall be as follows:

Form Title	Appendix
Staff Requisition Form (SRF)	Appendix 1
Application for Employment Form (AFEF)	Appendix 2
Transfer Form (TRF)	Appendix 3
Interviewer's Appraisal Form (IAF)	Appendix 4

#### 13.0 Flowcharts

Flowcharts required for this document shall be as follows:

	Flowcharts Title	Appendix
<u>Part I</u>	hart A: Talent Sourcing Process (Internal Candidate)  Staff Requisition Process Sourcing Process Interview Process and Notification Process	Appendix 5
<u>Part II</u>		
a)	Lateral Transfer	
b)	Re-Appointment	
Part I	hart B: Talent Sourcing Process (External Candidate)	
a) b)	Staff Requisition Process Sourcing Process	
Part II c) d)	Interview and Selection Approval	Appendix 6
Part III		
e)	Offering	