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1.0	Abbreviation		
	1.1	GHCD	Group Human Capital Division
	1.2	PAF	Performance Appraisal Form
	1.3	IAF	Interview Assessment Form
	1.4	CEO/COO/ED	Chief Executive Officer/Chief Operating Officer/ Executive Director
	1.5	HOD	Head of Company/Division/Department
	1.6	BOD	Board of Directors
	1.7	GEC	Group Executive Chairman
2.0	Confirmation Interview		
	2.1	This procedure explains the interview process for the staff confirmation, promotions and conversion of contract status to permanent status.	
	2.2	Applies to:	
		a) Newly hired staff who is required to undergo probationary period.	
		b) Staff who is promoted to a new or higher position and required to serve a probationary period.	
		c) Contract staff who has been identified to be converted to permanent status.	
	2.3	GHCD is responsible to:	
		a) Notify respective staff and selected panel on the interview.	
		b) Arrange for an interview session.	
		c) Distribute the PAF and IAF to be used by the panel members during the interview.	
	d) Submit the proposal of confirmation to CEO/COO/ED if confirmation is recommended by respective HOD and by the panel of interviewers.		
	e) Issue letter to the staff informing the outcome of the interview.		
3.0	Procedures		
	3.1	The GHCD will send to the HOD the PAF one (1) month prior to the completion of the probationary period.	
	3.2	The PAF should be returned to the GHCD three (3) weeks prior to the end of the probationary period.	

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3.3 If confirmation of employment is recommended by the HOD, GHCD will arrange for a confirmation interview. Staff and panel of interviewers will be notified prior to the interview session through a memorandum.

3.4 The panel of interviewers will be selected according to the job grade of the staff as per the guideline below:

Job Category	Interview Panel
Top Management	1. BOD
	2. GEC
	3. Head, GHCD
Senior Management	1. CEO/COO/ED
	2. Head, GHCD
Management	1. HOD
	2. Other HOD or Assistant GM and above
	3. HOD/Deputy Head/Senior Manager, GHCD
Executive	1. HOD/Manager/Assistant Manager
	2. Assistant Manager and above from other Company/Division/Department
	3. Assistant Manager and above, GHCD


3.5 On the interview day, GHCD shall distribute the **PAF** and **IAF**, to the panel of interviewers.

3.6 Panel of interviewers will assess the staff based on:

- Understanding of current job scope and responsibilities
- Knowledge and skills
- Evaluation remarks given by the immediate superior in the **PAF**.
- Other factors listed in the **IAF**.

3.7 Panel members are required to comment and provide recommendations in the **IAF** and submit the completed form to GHCD. For Executive level and above, GHCD shall then prepare the confirmation proposal and submit to CEO/COO/ED for approval.

3.8 Upon obtaining approval from the CEO/COO/ED, GHCD will inform the staff in writing on the status.

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3.9 For Non-Executive level, GHCD shall issue a confirmation letter to the staff based on the evaluation and performance ratings by the HOD.

4.0 Appendices

No.	Form Title	Appendix
4.1	Performance Appraisal Form (Executive & Above)	Appendix 1.1
	Performance Appraisal Form (Non-Executive)	Appendix 1.2
4.2	Interview Assessment Form	Appendix 2