

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 1/11	


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 <table><tr><td>3.1</td><td>GEC</td><td>Group Executive Chairman</td></tr><tr><td>3.2</td><td>CEO</td><td>Chief Executive Officer</td></tr><tr><td>3.3</td><td>COO</td><td>Chief Operating Officer</td></tr><tr><td>3.4</td><td>ED</td><td>Executive Director</td></tr><tr><td>3.5</td><td>HOD</td><td>Head of Company /Division / Department</td></tr><tr><td>3.6</td><td>GHCD</td><td>Group Human Capital Division</td></tr><tr><td>3.7</td><td>GCCD</td><td>Group Corporate Communications Department</td></tr><tr><td>3.8</td><td>GFTD</td><td>Group Finance and Treasury Division</td></tr><tr><td>3.9</td><td>TSU</td><td>Talent Sourcing Unit</td></tr><tr><td>3.10</td><td>HM</td><td>Hiring Manager</td></tr><tr><td>3.11</td><td>SRF</td><td>Staff Requisition Form</td></tr><tr><td>3.12</td><td>JD</td><td>Job Description</td></tr><tr><td>3.13</td><td>AFEF</td><td>Application for Employment Form</td></tr><tr><td>3.14</td><td>IAF</td><td>Interviewer's Appraisal Form</td></tr><tr><td>3.15</td><td>RP</td><td>Recruitment Proposal</td></tr><tr><td>3.16</td><td>KIV</td><td>Keep in view</td></tr><tr><td>3.17</td><td>DAG</td><td>Delegation Authority Guide</td></tr></table>	3.1	GEC	Group Executive Chairman	3.2	CEO	Chief Executive Officer	3.3	COO	Chief Operating Officer	3.4	ED	Executive Director	3.5	HOD	Head of Company /Division / Department	3.6	GHCD	Group Human Capital Division	3.7	GCCD	Group Corporate Communications Department	3.8	GFTD	Group Finance and Treasury Division	3.9	TSU	Talent Sourcing Unit	3.10	HM	Hiring Manager	3.11	SRF	Staff Requisition Form	3.12	JD	Job Description	3.13	AFEF	Application for Employment Form	3.14	IAF	Interviewer's Appraisal Form	3.15	RP	Recruitment Proposal	3.16	KIV	Keep in view	3.17	DAG	Delegation Authority Guide
3.1	GEC	Group Executive Chairman																																																		
3.2	CEO	Chief Executive Officer																																																		
3.3	COO	Chief Operating Officer																																																		
3.4	ED	Executive Director																																																		
3.5	HOD	Head of Company /Division / Department																																																		
3.6	GHCD	Group Human Capital Division																																																		
3.7	GCCD	Group Corporate Communications Department																																																		
3.8	GFTD	Group Finance and Treasury Division																																																		
3.9	TSU	Talent Sourcing Unit																																																		
3.10	HM	Hiring Manager																																																		
3.11	SRF	Staff Requisition Form																																																		
3.12	JD	Job Description																																																		
3.13	AFEF	Application for Employment Form																																																		
3.14	IAF	Interviewer's Appraisal Form																																																		
3.15	RP	Recruitment Proposal																																																		
3.16	KIV	Keep in view																																																		
3.17	DAG	Delegation Authority Guide																																																		
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:																																																			

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 2/11	

	<table><tr><th>Job Level</th><th>Time To Fill</th><th>Remarks</th></tr><tr><td>Assistant Manager and above</td><td>110 days</td><td rowspan="3">The said period is calculated from the date the SRF is approved to the acceptance of offer by the selected candidate.</td></tr><tr><td>Executive</td><td>90 days</td></tr><tr><td>Non- Executive</td><td>70 days</td></tr></table>	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 offer by the selected candidate.	Executive	90 days	Non- Executive	70 days		
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 offer by the selected candidate.											
Executive	90 days												
Non- Executive	70 days												
	<p>5.1 "Time to Fill" is calculated from the date the SRF is approved to the acceptance of offer;</p> <p>5.2 The time to fill indicated shall be in respect of one (1) head count for the vacancy</p>												
6.0	<p>Procedures</p> <p>Details of the procedures are as follow:</p> <table><tr><th>No</th><th>Process</th><th>Reference</th></tr><tr><td>1</td><td>Staff Requisition Process - Approval</td><td>7.0</td></tr><tr><td>2</td><td>Talent Sourcing Process – Internal</td><td>8.0</td></tr><tr><td>3</td><td>Talent Sourcing Process – External</td><td>9.0</td></tr></table>	No	Process	Reference	1	Staff Requisition Process - Approval	7.0	2	Talent Sourcing Process – Internal	8.0	3	Talent Sourcing Process – External	9.0
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	<p>Staff Requisition Process – Approval</p> <p>7.1 HM must fill in the SRF, (as per Appendix I) and to submit to HOD with the following:-</p> <p>7.1.1 Organization Chart</p> <p>7.1.2 JD</p> <p>7.2 Further justification is to be attached with the request made for the following category;</p> <p>7.2.1 Additional staff (Request for manpower which is not budgeted and not allocated in the current Financial Year)</p> <p>7.2.2 Budgeted (Indicated in the approved Organization Chart for the current and previous financial year, but position has never been recruited before)</p> <p>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).</p> <p>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:</p> <p>7.3.1 Staff resignation</p>												

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 3/11	

	<p>7.3.2 Termination</p> <p>7.3.3 Transfer</p> <p>7.3.4 Promotion</p> <p>7.3.5 Retirement</p> <p>7.3.6 Additional manpower requirements</p> <p>Exclusion on filling in the SRF is applicable to certain positions only. TSU will advise on the said positions.</p> <p>7.4 TSU will review the SRF for completeness of information and will forward to Head, GHCD.</p> <p>7.5 Head, GHCD is to have the final review and to sign the SRF.</p> <p>7.6 The completed form shall be submitted to the CEO/COO/ED for approval together with :</p> <p>7.6.1 JD of the position to be filled</p> <p>7.6.2 Current/ latest organization chart that indicates the vacant position</p> <p>7.6.3 Justification for the request as per clause 7.2</p> <p>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</p>
8.0	<p>Talent Sourcing Process – Internal Candidate (Please refer to Flowchart A)</p> <p>8.1 Internal Candidate</p> <p>8.1.1 Potential candidates may be sourced internally among the talented staff within the Group.</p> <p>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.</p> <p>(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.</p>

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 4/11	

(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 **Transfer Form (Appendix 3)** 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:

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 5/11	

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
	3) Head/Deputy Head, GHCD or GHCD representative
Management MM1 - MM5	1) HOD, Hiring Company/ Division/ Department
	1) Head/ Deputy Head GHCD or GHCD representative
Executive EX1 - EX5	1) HM, Company/Division/ Department
	2) Assistant Manager, GHCD or GHCD representative
Non-Executive TL1 – TL6 NT1 – NT6	1) Executive and above of hiring Company/ Division/Department or immediate superior
	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.

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 6/11	

(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.

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 7/11	

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.

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 8/11	

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
	3) Head/Deputy Head, GHCD or GHCD representative


	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 9/11	

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

9.3.7 GHCD from time to time, when necessary, will submit the proposal to 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.

10.0	Selection Decision And Offer
10.1	The interviewer shall evaluate the candidate/s during the interview by completing the IAF (Appendix 4) .
10.2	Selection will be made on the most suitable candidate for the position based on the following factors; <ul style="list-style-type: none"> (a) Qualification and Experience; (b) Expected salary within the approved budget range; (c) Availability to commence work (ie Notice of Resignation Period) <p>The members of the Interview Panel will identify the most qualified and suitable candidate to fill in the vacant position.</p>
10.3	The HM will then propose the selected candidate to their HOD for their agreement and consent to hire. The decision of the selected candidate will be conveyed to TSU by the HM or the HOD.
10.4	Upon successful selection, TSU will prepare the <i>Recruitment Comparison Table</i> and call the selected candidate to negotiate the salary and benefit package.

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 10/11	

	<p>10.5 TSU will then prepare the RP for the position, which is not listed in the Blanket Approval, for hiring.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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;</p> <p style="padding-left: 40px;">a) To review and consider candidate/s under the KIV status (Upon interview);</p> <p style="padding-left: 40px;">b) To source for other candidates and repeat the interview process</p> <p>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.</p>
11.0	<p>Offering</p> <p>11.1 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.</p> <p>11.2 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.</p> <p>11.3 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;</p> <p style="padding-left: 40px;">(a) Respective Division/Department (HOD to the HM);</p> <p style="padding-left: 40px;">(b) Group Administration Department;</p> <p style="padding-left: 40px;">(c) Group Health, Safety, Security and Environment Department;</p> <p style="padding-left: 40px;">(d) Group Information Technology & Technical Support Department.</p> <p>11.4 The candidate shall then report duty on the date stipulated in the Letter of Employment.</p>

	Standard Operating Procedures GHCD	DOC NO: 2.1	ISSUE: 2
		REVISION DATE: 1 December 2019	REV. NO: 1
TITLE	Pre- Arrival - Recruitment	PAGE: 11/11	

12.0	Forms Forms required for this document shall be as follows: <table border="1" data-bbox="245 555 1339 741"> <thead> <tr> <th>Form Title</th><th>Appendix</th></tr> </thead> <tbody> <tr> <td>Staff Requisition Form (SRF)</td><td>Appendix 1</td></tr> <tr> <td>Application for Employment Form (AFEF)</td><td>Appendix 2</td></tr> <tr> <td>Transfer Form (TRF)</td><td>Appendix 3</td></tr> <tr> <td>Interviewer's Appraisal Form (IAF)</td><td>Appendix 4</td></tr> </tbody> </table>	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
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: <table border="1" data-bbox="239 954 1414 1655"> <thead> <tr> <th>Flowcharts Title</th><th>Appendix</th></tr> </thead> <tbody> <tr> <td> Flow Chart A : Talent Sourcing Process (Internal Candidate) <u>Part I</u> a) Staff Requisition Process b) Sourcing Process c) Interview Process and Notification Process <u>Part II</u> a) Lateral Transfer b) Re-Appointment </td><td>Appendix 5</td></tr> <tr> <td> Flow Chart B : Talent Sourcing Process (External Candidate) <u>Part I</u> a) Staff Requisition Process b) Sourcing Process <u>Part II</u> c) Interview and Selection d) Approval <u>Part III</u> e) Offering </td><td>Appendix 6</td></tr> </tbody> </table>	Flowcharts Title	Appendix	Flow Chart A : Talent Sourcing Process (Internal Candidate) <u>Part I</u> a) Staff Requisition Process b) Sourcing Process c) Interview Process and Notification Process <u>Part II</u> a) Lateral Transfer b) Re-Appointment	Appendix 5	Flow Chart B : Talent Sourcing Process (External Candidate) <u>Part I</u> a) Staff Requisition Process b) Sourcing Process <u>Part II</u> c) Interview and Selection d) Approval <u>Part III</u> e) Offering	Appendix 6				
Flowcharts Title	Appendix										
Flow Chart A : Talent Sourcing Process (Internal Candidate) <u>Part I</u> a) Staff Requisition Process b) Sourcing Process c) Interview Process and Notification Process <u>Part II</u> a) Lateral Transfer b) Re-Appointment	Appendix 5										
Flow Chart B : Talent Sourcing Process (External Candidate) <u>Part I</u> a) Staff Requisition Process b) Sourcing Process <u>Part II</u> c) Interview and Selection d) Approval <u>Part III</u> e) Offering	Appendix 6										