



Recruitment and Selection Policy

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1. Purpose

The objective of this policy is to provide sound framework for recruitment & selection process to meet Company's manpower requirements in accordance with the Company's mission and vision and to ensure systematic scheme of hiring, which is efficient, person independent and cost effective.

2. Scope

The procedure outlined in this policy covers all the activities involved in recruitment & selection of a potential talent.

3. Recruitment & Selection Procedure

3.1 Entry Criteria

- The recruitment against an approved "within budget" vacancy will be preceded by a Resource Requisition Form (RRF) duly approved by the functional head/HOD and Head - Human Resources.
- In case of "Above budget" vacancy, it has to be approved by the CEO / EC in order to process further.
- A detailed job description should be provided, along with the necessary skill set, for any vacancy to be fulfilled.
- Resource requisition raised for a new position/role should be supported by an organization chart identifying the same.
- Resource requisition raised should be in congruent with the functional organization structure and internal equity.

3.2 Budgeting

The Resource budget and the overall manpower projection shall be worked out by the function/Business head based on the business targets for the year and as approved by CEO /Executive Chairman.

3.3 Sourcing

Sourcing Channels	Positions		
	<i>Contract/Trainees</i>	<i>Executive - Supervisory</i>	<i>Managers & above</i>
Advertisement through Print Media	YES	YES	-
Job portal	YES	YES	YES
Employee Referral	YES	YES	YES
Recruitment consultants	-	YES	YES
Sourcing through Networking	YES	YES	YES
Internal database of the company	YES	YES	YES

3.4 Placement Lead time:

The maximum placements lead time for different category of positions, after receiving the approved requisitions, shall be as follows:

Position	Grade	Lead time
Trainees to Executive level	C-0 to C-2, 1 to 4-A, 10 to 12	As per recruitment schedule
Executive to Junior Management level	C-3 to C-4, 5-B to 5-A, 13 to 14	
Junior to Middle Management level	C-5 to C-8, 6-B to 7-B, 15 - 19	

3.4 HR Screening methodology:

- The Talent Acquisition team screens the resumes, received through various sources, as per the requirement mentioned in the RRF.
- The suitable resumes will be scheduled for interviews as per the availability of interview panel.
- The list of interview panel, who would conduct the interviews subsequently, is available with the Talent Acquisition team as provided by the functional head.

- The basic norms or criteria for selection are as below:

Position	Qualification	Desirable Years of Experience
Trainee / Management Trainee	Diploma/ ITI / Graduate / Post Graduate	0 - 1 year
Executive / Engineer	Diploma/ Graduate / Post Graduate	1 - 3 years
Asst Manager / Team Lead	Graduate / Post Graduate	> 5 years
Manager / Project Manager	- same as above -	> 7 years
AGM / General Manager	Post Graduate	> 10 years

3.5 Interviews and Shortlisting

- There are different technical tests for different technologies that can be used by the respective technical/functional panel at the time of interview.
- There will be minimum two (2) rounds of interviews conducted for shortlisting of any candidate, one of whom would be the respective functional head/HOD.
- A Candidate Assessment Sheet (CAS) has to be mandatorily filled by the respective panel member to proceed to next level of evaluation. The form can be filled in hard copy.
- One round of interview mandatorily is face to face mode/ virtual mode.
- For outstation candidates, the face to face interview format can be video conferencing or they can be called at the respective branch for interviews.
- The expenses incurred on travel fare and accommodation for outstation candidates will be reimbursed /borne by the company based on the guidelines provided in the travel policy.
- Naukri Assessment : FN Personality Assessment is as per HR discretion.

3.6 Selection process for campus/project trainees

- The trainee shall go through the regular process of recruitment.
- The training duration may range between 1-12 months.
- Smartlink may make them an offer for regular employment with the company, based on the performance of the individual at the end of the project, subject to availability of the vacancy.
- At the time of regularizing the employee on probation, referral check has to be carried with previous employer in case of trainee having some previous experience.
- All the terms and conditions stated in appointment letter and company rules & regulations, guidelines and such other guidelines issued from time to time will also be applicable to the trainee.

3.7 Re-employment of former employees

HR should refer to the database of resigned/terminated/absconding employees which is to be maintained centrally on HR server at Goa.

After verifying with above data, former employees may be rehired provided:

- Their profile and academic qualifications meet the requirements of open positions.
- They had a clean service record at the time of separation.
- The standard selection process shall be followed in the re-employment of a former employee.

3.8 HR Interview and Selection

- The respective Talent Acquisition team member would conduct HR interview/salary negotiations for selected candidates.
- The discussion held would be captured by way of details in the Candidate Assessment Sheet.
- HR will weigh all inputs gathered during the interview to decide suitability of a candidate for the required role.

3.9 Fitment Process

- The following documents necessarily form part of the Fitment Process:
 - Candidate resume
 - Duly filled Candidate Assessment Sheet & signed by HOD
 - Employment Application Form along with passport size photo of the candidate.
 - Proof of last drawn salary, which includes:
 - Last 3 months' pay slips
 - CTC document which reflects the exact annual compensation details (Offer Letter/Appointment Letter/last Increment Letter)
 - PAN Card copy
- The fitment process shall be based on various parameters like experience & qualification of the candidate and internal salary benchmarking as arrived by HR.
- After verifying the above mentioned documents and as per the fitment, HR would propose salary to the selected candidate.
- The offer/appointment letter shall be signed as per authority limit manual.
- Soft copy offer letter would be prepared post approval and shared with the candidate. Hard copy of offer letter will also be issued to all candidates as part of the offer process.

3.10 Pre-employment verification

The following documents shall be collected from the candidates prior to joining:

- Proof of age (18 years and above)
- Academic certifications
- Proof of employment tenure for all previous organizations
- Residence proof

3.11 Reference Check

Reference check will be conducted for full time employment positions before joining of the offered candidates. Two reference checks will be done from the professional references provided by the candidate to check on his job related aspects (performance, competence, regularity), overall behavioural aspects and whether there were any reported legal matters involving the candidate during the tenure or past assignments.

3.11 Pre-joining follow-up

Once the candidate accepts the offer, following follow-up activities will be done to ensure to get the pulse of the candidate – whether he/she is on track or not.

- Obtain signed copy of offer letter, in case not submitted earlier
- Obtain proof of resignation/resignation acceptance letter from candidate's present company.
- Notice buyout or joining commitment if any.

4. On-boarding Process

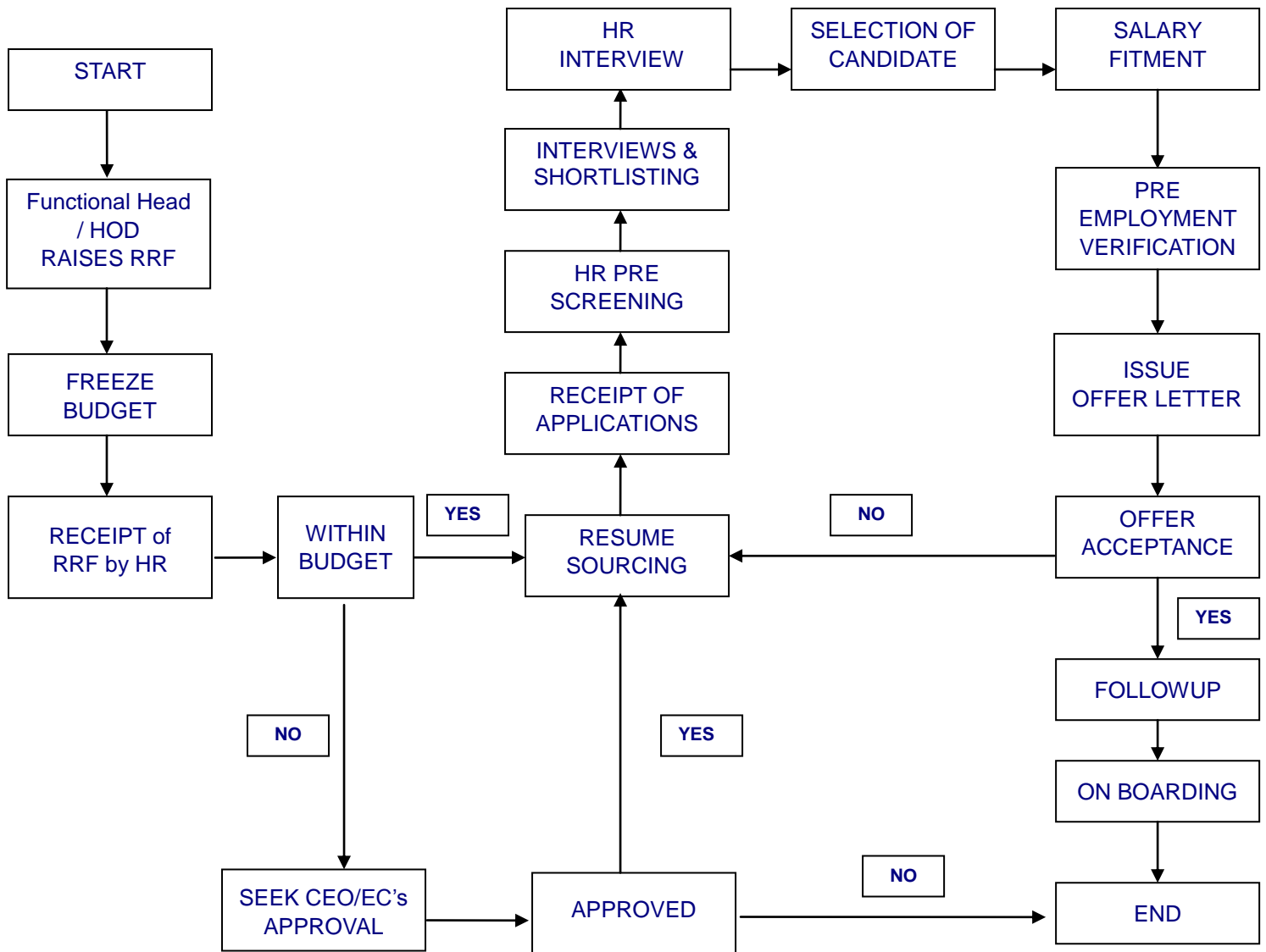
The following documents shall be collected from the candidates on the day of joining

- Employee Joining forms
- Nomination forms
- PF & Gratuity forms
- Candidate Feedback Form
- Medical fitness certificate
- Two latest passport size photos
- Any other pending documents

5. Non discriminatory clause

- The Company promotes equal employment opportunities to ensure that the applicants and employees are treated without regard to their sex, race, color, marital status, religious affiliation, disability, sexual orientation, gender identity or expression or age.
- The policy promotes employment solely on the basis of applicants' qualifications and competencies, without discrimination.

RECRUITMENT & SELECTION PROCESS FLOW



6. Related documents

- Resource Requisition Form

Resource Requisition Form		Requisition No.: (To be allotted by HR)
Role:		No. of Vacancy (ies):
Department	Location:	
Manpower	Nature of vacancy (ies):	
<input type="checkbox"/> Within Budget <input type="checkbox"/> Above Budget	<input type="checkbox"/> Permanent <input type="checkbox"/> Trainee <input type="checkbox"/> Winter/Summer Trainee	<input type="checkbox"/> Temporary <input type="checkbox"/> Contract / Retainer
Reason for Vacancy (ies): <input type="checkbox"/> Replacement <input type="checkbox"/> New Position		
Name of the resource to be replaced: _____ <i>(In case of replacement)</i>		
Job Profile:		
Position Requirement	Age (Range)	
	Education	
	Experience	
	Technical Knowledge	
	Functional Competencies	
	Skills / Expertise	

Version 1.1

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Organogram indicating Reporting Details of the position(s), including reporting positions to the position, if any:

Suggested Recruitment Sources (Please be as specific as possible):

a. Organizations (Competitors / Vendors / Clients / Other firms in same industry):

b. Other Industries / Sectors:

Interview Sequence:

Preliminary Interview by: (a)

(b)

(c)

Final Interview by: (a)

(b)

Approval	Name	Signature	Date
Requisitioner			
Reporting Supervisor			
VP - HR			
MD (In case, beyond budget)			

To be filled in by HR

Date of receipt of requisition: _____

Details of selected candidate(s):

Name: _____ Source of Recruitment: _____

Offer letter date: _____ Joining date: _____

➤ Candidate Assessment Sheet

Candidate Assessment Sheet			
Name _____			
Role _____ Department _____ Location _____			
Personal Characteristics			
<i>(Please rate the candidates on a scale of 1 - 10 (10 being the highest))</i>			
Attributes	Ratings		
	Low	Score	High
Interview Behavior	Avoids answers, shy, or ill at ease		Well poised, friendly, confident
Assertiveness	Timid, hostile or aggressive		Forthright, positive, self assured
Diction and Fluency	Unpleasant, sharp or offensive, hard to understand		Confident, Pleasant, Clear, Concise, Complete
Language usage	Uses slang, Poor sentence structure		Correct grammatical usage
Dress and Grooming	Inappropriate for our organization		Meets corporate expectations
Physical Appearance	Potential disability or medical issues		Appears physically fit and healthy
Average Score: _____			
Name: _____ Signature: _____ Date: _____			

<i>Overall Evaluation of the Candidate</i>
First Level Interviewer's comments:
<p>Recommend for second level interview: Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Name: _____ Signature: _____ Date: _____</p>

Second Level Interviewer's comments:

Recommend for final interview: Yes No

Name: _____ Signature: _____ Date: _____

Final Interviewer's comments:

Recommendations:

Select Reject

Name: _____ Signature: _____ Date: _____

Human Resources Assessment

Experience: _____

Weighted Relevant Experience: _____

Expected CTC: _____

Notice Period: _____

Final Assessment:

MRF No.: _____

Select Reject

CTC to be offered: _____ Grade: _____ Designation: _____

➤ Employment Application form

APPLICATION FOR EMPLOYMENT				
Position Applied for _____				
PERSONAL DETAILS				
Name of the Applicant _____				
Date of Birth _____ Marital Status _____				
Correspondence Address _____ _____				
_____ Telephone _____				
Permanent Address _____ _____				
Email _____ Telephone _____				
EDUCATIONAL QUALIFICATIONS				
Qualification	Name of School / College / University	Major Subject	Year of Passing	Class / Grade / Marks
ADDITIONAL CERTIFICATIONS				
Title of the Certificate	Specialized Subject	Period	Issuing Authority	

EMPLOYMENT HISTORY

Name of the Organization	Location	Designation	Period of Employment			Key Responsibilities
			From	To	(In years)	

AUTHORITY RESPONSIBILITY RELATIONSHIP AT YOUR PRESENT / LAST JOB

(Draw an organization chart to show your superiors & sub-ordinates, clearly specifying your current position as 'Self')

REFERENCES (Current and Previous Employer)

(Name any two persons other than relatives from professional areas to whom we can write for reference)

Name	Address	Contact Details (Tel. No., E-mail)

COMPENSATION DETAILS OF PRESENT / LAST EMPLOYER			
MONTHLY EARNINGS		ANNUAL EARNINGS	
Salary Heads	AMOUNT	Annual Benefits	AMOUNT
Basic		Leave Travel Allowance	
HRA		Medical Allowance	
		Retirement Benefits	
		PF Contribution	
		Superannuation	
Monthly Reimbursements		Gratuity	
		Any Other Benefits	
		Company Accommodation	
		Company Car	
		Company PC / Phone / Mobile	
		Employee Stock Option Plan	
Monthly Total		Yearly Total = (b)	
Monthly Total × 12 = (a) ----->			
ANNUAL COST TO COMPANY (a + b)			
Salary Expected p.a.: _____ Notice Period: _____			
OTHER INFORMATION			
Do you have a HDFC Bank Account? (Yes / No) _____			
Have you ever been convicted under any court of Law? If yes, furnish details: _____			
Is there any Civil/Criminal proceedings pending against you in any court of Law? _____			
DECLARATION			
I declare that the above information is true and correct. I shall be liable for immediate discharge from the Company's service for any false or incorrect statement or suppression of facts in this application form.			
PLACE:			
DATE:		SIGNATURE:	