




# RECRUITMENT & SELECTION POLICY APPROVAL

Prepared By:	Recommended By:	Approved By:	Approved By:	DOC No: Corp HR 1.0
 (Corporate HR)	 (Chief Peoples Officer)	 (Chief Operating Officer)	Managing Director	Date: 29.11.2016



## **Objective:**

- ❖ To set clear guidelines on the Recruitment Process.
- ❖ To ensure standardization in criteria of evaluation.
- ❖ To give ownership of Recruitment to relevant stakeholders based at Functions / Units.
- ❖ To search and hire the best available candidate for each job.

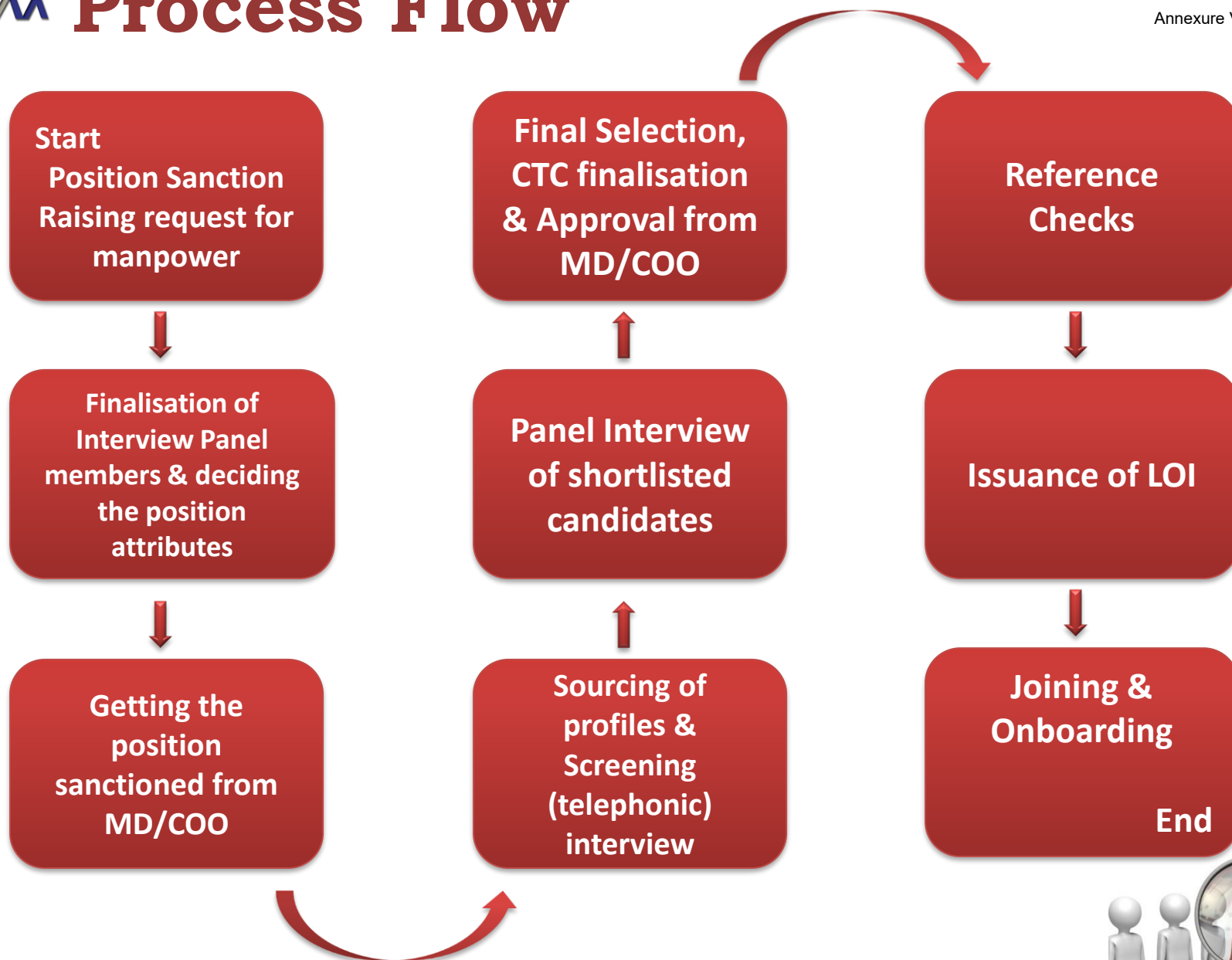
## **Coverage:**

- ❖ Applicable to recruitment of all employees on rolls of Sharda Motor Industries Ltd (excluding workers) across all Functions/departments / Units.
- ❖ For all vacancies – New & Replacement.
- ❖ This policy shall not include employment of close relatives of employees and reemployment of ex – employees.



# Process Flow

Annexure V





# Position Sanction

Annexure V

- ❖ Indent for Manpower will be raised by concerned department / functional heads to HR in the Standard Format along with the JD as per requirement.
- ❖ The budget for the manpower shall be decided by the Unit/Functional Head & Corp HR based on the criticality of the position, internal CTC benchmarking & market trends .
- ❖ Unit HR will coordinate with Unit Head & Corp HR for finalizing the Panel and the panel would decide the attributes / characteristics of the candidate to be hired. 'Attributes' means both technical & behavioral competence.
- ❖ Hiring responsibility & sourcing tool would be decided by the Unit Head in consultation with Corp HR.
- ❖ Final Approval for position – by the Competent Authority (slide 7).



<b>Checklist of documents for Position Sanction</b>		
<b>S.No.</b>	<b>Documents</b>	<b>Attached (Yes /No)</b>
1	Position Sanction with Budget	<i>Annexure 1</i>
2	List of Attributes ( decided by Interview Panel)	<i>Annexure 2</i>
3	Job Description	<i>Annexure 3</i>



# Approving Authority & Hiring Responsibility

Level	Location	Designation	Approving Authority	Responsibility for Hiring
L1	Unit	Chief, President, Sr. VP	MD	Corp HR
	HO			
L2	Unit	VP, Sr. GM	MD	Corp HR
	HO			
L3	Unit	GM, DGM, AGM	COO	Corp HR
	HO			
L4	Unit	Sr. Mgr, Mgr, Dy. Mgr	COO	Respective Unit HR in coordination with Corp HR
	HO			
L5	Unit	Asst. Mgr, Sr. Exe., Exe.	COO	Respective Unit HR
	HO			
L6	Unit	Sr. Staff, Jr. Staff	COO	Respective Unit HR
	HO			
L7	Unit	GET, DET	COO	Refer GET / DET Policy
	HO			







# **Sourcing of the candidate - Sourcing Tools**

Annexure V

- ❖ Job portal : Talent acquisition will first be initiated through external job portals like Naukri.com, LinkedIn etc.
- ❖ Internal Job Posting & Employee referral scheme: It is one of the preferred source of getting right people through our own employees.
- ❖ Role expansion of the current eligible employee in the same department or through Succession planning.
- ❖ Transfer of the employee from one department to other or one location to other.
- ❖ Absorption of DET/ GET/ MT – for Engineer & Sr. Engineer position only as per DET /GET Policy.
- ❖ Outsourcing to Recruitment Agency - Role of external consultant will also be required for Head Hunting the right talent.







# Sourcing of the candidate & Screening Interview

Annexure V

## Process: If candidate is sourced by HR

- ❖ The HR will source the candidate and will take the screening interview keeping in mind the following:
  - ✓ Attributes / Characteristics finalized by the panel – Is the candidate fulfilling the criteria?
  - ✓ Job Description – Is the candidate's current profile matching the roles & responsibilities mentioned in the JD?
  - ✓ Qualification & Experience – Does the candidate have relevant qualification & experience ?
- ❖ The screening for the candidates would be conducted by using the Screening Interview Form.
- ❖ Resumes of the candidates along with the pre screening forms of interested candidates for the position will be forwarded to the hiring manager and shortlisted candidates will be called for next round





# Sourcing of the candidate & Screening Interview

Annexure V

## Process: If position is out –sourced to a Recruitment Agency – Case 2

- ❖ The position and the requirement should be properly communicated to the Consultant, make the consultant talk to the concerned Hiring Manager for better clarity.
- ❖ JD should be shared with the consultant for sharing with candidate.
- ❖ The consultant should send a recruitment tracker, Candidate Assessment Form and the following information mentioning on top of the resume:
  - ✓ Total Experience
  - ✓ Relevant Exp
  - ✓ Current CTC
  - ✓ Expected CTC
  - ✓ Notice Period
  - ✓ current location
- ❖ The HR or Hiring Manager would take the screening interview.



Microsoft Office  
Excel Worksheet



Microsoft Office  
Word 97 - 2003 Document

Recruitment Tracker –  
*Annexure 5*

Candidate Assessment by consultant –  
*Annexure 6*


v 10





# Selection Process, Interview Panel & Approvals

Level	Designation	Selection method	Interview Panel	Approving Authority
L1	President, COO, Senior VP	Panel Interview (At least 3-4 members should interview each candidate)	COO, Business Head / Unit Head, Any 2 Chiefs	L1 & L2 by MD & others by COO
L2	VP, Sr. G.M.			
L3	GM, DGM AGM			
L4	Senior Manager, Manager & Deputy Manager			
L5	Assistant Manager, Sr. Executive & Executive		Unit HR , Department/ Functional Head, Unit Head	COO
L6	Senior Staff & Junior Staff			
L7	GET, DET	Refer GET/ DET Policy		







# Panel Interview & Selection Process:

Annexure V

- ❖ The Panel will take the face to face (F2F) interview or VC (if F2F is not possible because of location constraint) of the candidates, on the pre defined attributes /characteristics and record their observation in the Detailed Assessment Form and also in the Interview Evaluation Sheet
- ❖ The panel will take the decision for selection of a candidate unanimously.
- ❖ If any member from the panel is not able to take the interview due some exigencies the he/she will recommend the suitable interviewer as per the criteria of the interview panel (mentioned in slide 11) at least 3-4 days before the interview date.
- ❖ For GM & Above Positions, Top Grading Interview format will be followed.



Microsoft Office  
Word Document

Interview  
Evaluation Sheet-  
*Annexure 7*



Microsoft Office  
Excel Worksheet

Attributes  
Assessment Sheet-  
*Annexure 8*



Microsoft Office  
Excel Worksheet

List of possible  
Attributes /  
Characteristics -  
*Annexure 9*

v 12



Microsoft Office  
Word Document

Top Grading  
Interview  
*Annexure 10*





# General biases to be avoided while recruiting

Annexure V

The biasness of following kind during talent acquisition process should be completely discarded:

- Community related bias
- Region related bias
- Gender related bias
- Religion related bias
- Past Prejudice and value related bias
- Bias related to one agreeable behavioral trait overshadowing actual work profile



## Turn around Time (TAT) for closing the position

Position	Duration
AGM & Above	90 Days
Sr. Manager-Manager	60 Days
Dy. Manager & Below	45 Days

## Initial Screening & Interview Process for Outstation Candidate

Stages	Stakeholders	Time slot
Telephonic Interview/VC/Skype	HR & Concerned dept head	30-40 min
First round-Face to Face	HR/Business Head & Concerned dept head	30-40 min
Final Round	HR & COO	30-45 min



## CTC Benchmarking

- ❖ Proposed CTC should be based on following parameters:
  - a. Benchmarking internally & externally
  - b. Criticality of the position
  - c. Candidate's current CTC and Market Trend
  - d. Comparative analysis should be done before making the final approval (*Format at annexure - 11*)
  - e. Variable pay, if any should be as per the Variable Pay Policy.
- ❖ HR should brief the candidate about the compensation related components like flexi pay, tax liability.





## Final Approval

- ❖ Unit / Corp HR will share relevant documents of the selected candidate to Corp HR for final approval of CTC  
*(see checklist of Documents in next slide)*
- ❖ Unit/ Functional Head will recommend the proposed CTC.
- ❖ After the approval a copy of documents needs to be maintained at HO by Corp HR.





## Checklist for Final Approval

Documents	Yes / No
Position Sanction with Budget	
Attributes list	
Job Description	
Interview top sheet <i>(to be filled in by candidate for Sr. Manager &amp; below positions) annexure 12</i>	
Interview Evaluation Sheet	
Attributes Assessment Form	
Updated CV	
Current CTC of candidate ( basis last increment letter)	
Proposed CTC <i>(Format at annexure 13)</i>	





## Reference Check

Annexure V

❖ Reference check must be done invariably for all the positions before making offer to the selected candidate.

*(Format at annexure 14)*

Case	Responsibility of Reference Check
In case if hiring is done by Consultant	Consultant for Sr. Mgr & Below  CHR/UHR for AGM & above positions
In case if hiring is done by CHR/UHR	CHR/UHR for all positions

### Offer to the selected candidate

❖ After the final approval & reference check, the selected candidate is then made a job Offer including;

- LOI / Offer letter
- CTC details

The candidate should send a accepted copy of the LOI by mail and confirm his/her date of joining.



## Joining & On-boarding

- ❖ The Joining & On-boarding will be as per the policy of the company.
- ❖ HR to ensure all the joining forms are filled & candidate has submitted the relevant documents.
- ❖ The joining kit (including necessary stationery, welcome note, Appointment letter), sitting area & the assets allocated to the new joiner are in place on the day of joining.
- ❖ HR to ensure that the Appointment letter to be issued within a week of joining.



# Responsibility for issuing LOI, Appointment Letter & Signing Authority

Level	Designation	Location	Responsibility of issuing LOI & Appointment Letters	Signing Authority
L1	Chiefs, President, Sr. VP	Unit	Corp HR	COO
		HO		
L2	VP, Sr. GM	Unit	Corp HR	COO
		HO		
L3	GM, DGM, AGM	Unit	Unit HR	Unit Head
		HO & NCR	Corp HR	CPO



# Responsibility for issuing LOI, Appointment Letter & Signing Authority

Level	Designation	Location	Responsibility of issuing LOI & Appointment Letters	Signing Authority
L4	Sr. Mgr, Mgr, Dy. Mgr	Unit	Unit HR	Unit Head
		HO & NCR	Corp HR	CPO
L5	Asst. Mgr, Sr. Exe, Exe	Unit	Unit HR	Unit Head
		HO & NCR	Corp HR	CPO
L6	Sr. Staff, Jr. Staff	Unit	Unit HR	Unit Head
		HO & NCR	Corp HR	CPO
L7	GET, DET	Unit	Refer DET / GET Policy	
		HO & NCR		



## **Non Disclosure Agreement (NDA)**

❖ All new joiners in the category of AGM & above must sign the NDA (*format at annexure 15*).

## **Probation & Confirmation**

❖ All employees from Junior staff till Deputy General Managers will be on probation for 6 months.

❖ Probation period can be extended for 3 months, not more than twice, at the discretion of the Management.

❖ Respective HR should initiate the process of confirmation 30 days prior the due date in the standard formats.







## Approving Authority & Confirmation Letters

Level	Location	Designation	Approving Authority	Responsibility for issuing Confirmation letters
L3	Unit	DGM, AGM	COO	Unit HR
	HO & NCR			Corp HR
L4	Unit	Sr. Mgr, Mgr, Dy. Mgr		Unit HR
	HO & NCR			Corp HR
L5	Unit	Asst. Mgr, Sr. Exe., Exe.	CPO	Unit HR
	HO & NCR			Corp HR
L6	Unit	Sr. Staff, Jr. Staff	CPO	Unit HR
	HO & NCR			Corp HR
L7	Unit	GET, DET	Please refer GET/DET Policy	Please refer GET/DET Policy
	HO & NCR			



# Reimbursement of Expenses

Annexure V

- ❖ Outstation candidates should be reimbursed as per the entitlement below, subject to Management's approval.
- ❖ HR to ensure that the candidate is selected and joins the company, all the reimbursement should be made within 30 days of joining.

## 1. Interview Expenses

Level	Entitlement
L1 – L2	Air (Economy Class ) / Train 1st AC
L3	Air (Economy Class) / Train 2nd AC
L4	Air (Economy Class) / Train 2nd AC / AC bus
L5 & below	Train 3rd AC / AC Chair Car/AC bus

- ❖ Outstation candidates will be reimbursed taxi/auto fare from railway station/ airport to Office and vice versa.
- ❖ Travel expenses for interview shall not be reimbursed to local candidates within same city / Delhi NCR Region.



## **2. Accommodation Expenses**

Expense for reimbursement for hotel / guest house stay as per the Domestic Travel Policy, subject to production of bills.

## **3. Joining Bonus / Expense**

Reimbursement of Joining Bonus / Expense will be based on the discussions at the time of making the offer or before. COO's approval is mandatory for this reimbursement.

## **4. Accommodation to new joinee**

Accommodation for first 5 days will be provided to outstation candidate, if required, with prior approval from COO.



## **5. Reimbursement of Notice Pay**

❖ Management's approval shall be required for picking up the cost of notice pay according to the criticality of the position. This must have been agreed before issuing the LOI.

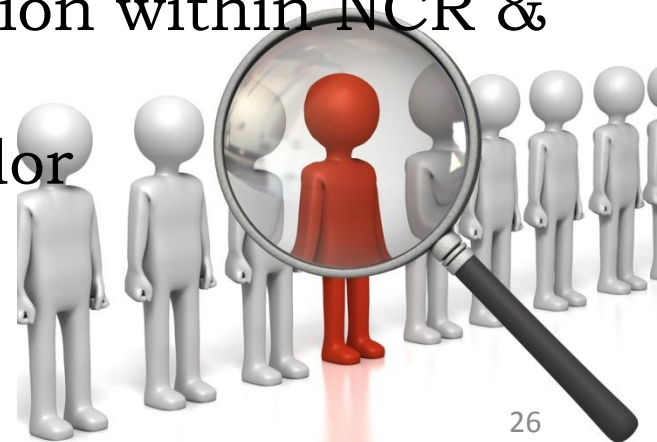
❖ New Joinee should submit relevant proofs related to shortfall in notice pay to claim reimbursement.

## **6. Reimbursement of Cost of Transfer of Household Goods (location change)**

This shall not be applicable for relocation within NCR & with Management's approval.

Employee is required to submit 3 vendor Quotations to SMIL for approval .

Insurance cost will be borne by the individual.



## **7. Reimbursement of Travel cost for self & family (in case of Outstation candidates)**

- ❖ Family would be defined as spouse & 2 children (max.)
- ❖ Management's approval would be required
- ❖ Only 1 time reimbursement will be provided for self & family to new location on production of original bills
- ❖ Travel entitlement would be as per Domestic Travel policy



## **7. Reimbursement of schooling / admission of children into new schools (especially mid term)**

Will depend on case to case basis with prior approval from MD/ COO.

**Note: In case, the employee leaves the services of the company before completing 2 full years, all the expenses reimbursed to him/her under this policy, will be recovered as part of their Full & Final.**



## **Employment of Relatives & Ex employees**

SMIL discourages employment of Relatives and re-appointment of Ex- employees. In case of critical positions, MD & COO will be the final approving authority.





## Payment to Consultant

❖ Any person or company to act as a Recruitment Consultant for SMIL should enter into an agreement with Corp HR subject to approval.

❖ Terms & Conditions:

a. Written Contract / Agreement

b. Professional Fees

- All position upto DGM – 8.33 % of the Annual CTC;

- All position GM & above – 10 % of the Annual CTC;

❖ Annual CTC shall mean and include all components of the salary but it does not include Employer's contribution towards Social Security and Performance Bonus (Variable Pay).

❖ Service Tax as applicable will be charged above the Engagement Fee.









*Thank you*



# Annexure



S.No.	Particular	Attachment
11	CTC Comparative Analysis Sheet	 Microsoft Office Excel Worksheet
12	Interview Top Sheet (to be filled candidate for Sr. Managers & below positions)	 Microsoft Office d 97 - 2003 Docum
13	Proposed CTC	 Microsoft Office el 97-2003 Worksh
14	Reference Check	 Microsoft Office d 97 - 2003 Docum
15	NDA	 Microsoft Office d 97 - 2003 Docum
16	Recruitment Tracker	 Microsoft Office Excel Worksheet

