



Somali Federal Republic

Galmudug State of Somalia

MINISTRY OF ENERGY AND WATER RESOURCES GALMUDUG

EMPLOYMENT RECRUITMENT AND PROCEDURE POLICY IN HRM

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Introduction

Recruitment is the process of attracting right talent with right skills, right attitude and right experience. It is one of the very important and most discussed topic of human resource. Recruitment nowhere is used alone. It includes various terms with it, those terms are selection and induction

An organization to survive well must have a concise Recruitment and Selection Policy so that it can have the best talent from a pool of candidates. Having a robust recruitment policy is the first demand of an efficient hiring process. The ministry must follow the recruitment policy and procedure.

- To ensure hiring of right candidate following the right employment policy examples and recruitment policy examples.
- To have clarity on process and procedure to be followed to hire the most eligible candidate according to internal hiring policy.
- Proper match of job description with the business need.
- Fair selection of candidates following the principles of recruitment policy as explained in recruitment and selection policy sample below

Objective of Recruitment Policy

The basic objective of a good Recruitment and Selection Policy is to make sure that right candidate is hired following the right process for hiring and selection. There must be a sync between the hired candidate and organizational values, philosophy and goals.



Scope: The Recruitment and Selection Policy applies to all employees who are involved in the hiring process. This policy also applies to all potential job candidates.

Purpose of Ministry Recruitment Policy:

The purpose behind the policy is to attract and select the candidate who is outstanding and this requires a sound and systematic recruitment approach.

Principle of Recruitment Policy

Below mention Principles must followed while recruiting employees:

- As per ministry Policy, it believes in the open competition ways for recruitment.
- The ministry makes sure that the right and meritorious candidate is hired through the recruitment process and it also ensures that most suitable candidate is identified.
- The ministry makes sure that the recruitment and selection of candidate happen in a professional way and by following the rules and regulations under employment legislation.
- The ministry also ensures that all its employees involved in the recruitment and selection process are well trained. The ministry provides training to all its employees to make them satisfied that they are well trained to carry on recruitment and they comply with the regulations under employment policy.
- The recruitment must be carried out in a manner that enhances the image of the ministry outside.
- The ministry also put in best efforts to carry out the process in a transparent and effective manner wherein all candidates are treated equally and fairly so that recruitment experience is a positive one in the ministry.

- The ministry believes in inculcating new and innovative practice in its recruitment process and will promote best practice.
- The ministry also tries its best to make sure that this process is carried out in a very cost-effective manner.
- Any employee in recruitment team who has a close relationship with any of the candidate applying for any position in the ministry must make sure that it is declared by the employee in the beginning of recruitment process and he/she will not be involved in any decision-making process.
- All the information provided by the candidate must be treated with confidentiality and must not be shared with any third agency.

Recruitment, Selection Policy and procedure:



Recruitment procedure and policy -hrhelpboard

There are various stages in the Recruitment and Selection Procedure. The Important stages are explained below:

a. Preparation Stage:

- This is the first stage of the recruitment procedure. Before starting recruitment a thorough analysis of the need of position is carried out. Why a particular position is required is studied in detail.
- After need analysis, the budget is determined for the position. Budgetary studies mean what's going to be the expense of hiring for this particular position.
- The ministry's hiring policy stress upon diversity in the workforce so that major emphasis is given to the candidates whose skill set is not in abundance in the ministry. All the efforts being made to make such candidate attracted towards the ministry.
- In order to make a workforce diverse, the advertisement is targeted towards such a group.
- All the new and existing positions for which hiring to be done must be advertised properly.
- To determine the hiring expense and to understand the complete compensation details it is necessary to formally review the role and also know the complete grading system. It has to be determined in case of both new and existing vacant position.
- Before commencing the recruitment process for any given position, it is necessary to take all relevant approvals formally.
- In case there are issues related to any given position, instance for an urgent position, the desired skill set employee is difficult to be identified or relevant talent pool is not available. In such issues, HR can be approached formally.

Steps to be followed under HR Recruitment Policy

1. The Job description for the vacancy

- a.) The next step after the preparation stage lies the preparation of job description for a given vacancy. The job description is meant to describe the main duties and responsibility of a role. It must be either designed or if already available then it must be updated for any vacant position which is to be filled.
- b.) The Job description must be prepared with complete care and it must have all the details required for a given position.

2. Job Specification :

- a) The job specification must describe the necessary skill set required, aptitude, knowledge required for the job profile and also experience for the job.
- b) The Personal specification must be prepared with utmost care so that details specified do not indirectly discriminate against any given group.

3. Advertising:

Another step after preparation of job description and person specification lies the advertising part:

1. According to internal **policy**, **all** advertisement for the job vacancy in the ministry must be posted both internally as well as externally. This is an important step towards the employee career development and job enrichment for existing employee to apply for the vacant position within the ministry.
2. Such steps also result in maximizing the equality of opportunity for all the employees.
3. Sometimes the position is not advertised internally, this can happen only after receiving a waiver from the HR manager, HOD or director. It occurs when:
 - a. Special expertise skills are a mandate for a given position or vacancy and extensive search has already been done but no match found within or outside the ministry except anyone given an individual. In such case, there is no need to advertise for the given vacancy.
 - b. When the given position is a contractual assignment and is not required for more than a year.
 - c. The given vacancy is for the shorter duration, the vacancy can be filled in by a substitute.
4. Advertising can also be done with the help of recruitment consultants. The **posting of job vacancy** can be done both internally and externally. It is however agreed with the recruitment consultant that hiring will take place as per clauses defined in recruitment and selection policy.
5. All details of the vacancy along with job description and person specification is shared with the recruitment consultant and internally in the ministry when posting IJP'S. This information is shared so that the applicant is well known with the desired details and they can check their suitability for the role. In case further details required HR department of the ministry can be approached for the same.

6. If any existing employee wishes to apply for vacant positions. It can be done through internal job posting, posted internally on the ministry 's intranet.
7. Any job posting regarding vacant positions across different geographic locations within the ministry is also posted on the ministry 's intranet.
8. Candidates are requested to provide equal opportunity details. This information is separate from the job application and it is up to the choice of the candidate whether they want to share their details or not.
9. The ministry has a legal obligation to follow the rules and regulations as mentioned under the law and legal compliance. We can find that different laws and regulations which varies with the state and countries.
10. Wherever any information regarding vacant position is advertised it should be done by HR department.
11. Some exceptions wherein advertisements are not done by HR then it is done by some other department but all approval must be taken before posting any such advertisement.(Approval from HR, HOD etc.)
12. All the job postings which are advertised both internally and externally are made available on the ministry 's intranet. The details as desired by the candidate are made available on the internet.
13. The advertising must be done in a cost-effective manner, the budget and the amount to be spent on advertising is pre-decided and approved by HR. The ambition for a robust recruitment process should be such that it does not turn out to be a very costly affair.

Selection of Candidate:

The selection of candidates also requires various steps which can be explained as :

1. The recruiter, recruitment manager and the hiring department forms a team for shortlisting of the desired profile. There is a whole team to carry on the shortlisting of profile but in order to avoid being biased generally, the recruitment and hiring department shortlist the profile.
2. In order to serve the purpose of recruitment policy the selection and shortlisting team members must satisfy the eligibility criterion. It must have members from the different department to promote the ministry's approach towards diversity.
3. Members of HR like Senior manager HR etc are involved in the selection and shortlisting phase only for recruitment of senior profiles. Up to assistant Manager level positions, it is the recruiter and direct hiring department which are involved in shortlisting phase.
4. Major points must be noted for each candidate who has been shortlisted. These notes are generally attached with the resume of the candidate and it should be noted accurately by the recruiter also in its excel report. The same cover page with shortlisting notes along with resume is shared with the HR department.
5. The shortlisted candidate is shared with details of the selection process through email and telephonic conversation. In case there is any written assessment for the vacancy these details are also shared with the candidate and it must be done 10 days in advance of the scheduled interview date as per the employment policy.

6. If a candidate is based in some other city all necessary arrangement must be made for him like traveling tickets, hotel stay etc before the scheduled interview dates. All necessary arrangement must be made by HR in coordination with the administration department. These all arrangement must be made to ensure that they participate fully in the selection process.

7. The shortlisting of the candidate must be done purely on merit and it should be done only when there is the match of skill set and other desired qualities of the candidate with the details mentioned in the person specification. The candidate whose profile matches with the important criterion must be shortlisted. This is followed under ambition recruitment plan. No assumptions to be made regarding the qualities of the internal candidate.

Selection and interview

1. All candidates who have been shortlisted as per person specification and job description criterion are being called for an interview.

2. The Interview is carried out by a panel of members from different departments for managers and above positions. An interview committee is set up to conduct the interview. However, as mentioned above in recruitment policy pdf for up to assistant manager position the interview panel comprises of 3 people recruiter, the hiring department and a member of the HR department. The screening round interview is carried out by the recruiter and technical round is conducted by hiring department and HR round for behavioral skills by the member from HR department.

3. Selection is also an image building opportunity. The recruiter by behaving professionally can build up the positive image of the ministry because assessment at the time of recruitment and selection under recruitment and selection policy happens two ways. The ministry assesses the candidate and vice versa.

4. Different selection methods must be used before hiring a candidate. These selection methods must be able to assess the candidate rightly in terms of skills sets, behavioural aspect as mentioned in the person specification. This will remove any biasedness in an interview process.

5. No biasedness should be done while conducting interviews. The structure of the interview must remain the same for all candidates however the interview questions may differ but the level of questions in terms of easiness/difficulty should remain the same. The entire process of the interview should be based on the criterion defined under person specification and as explained by Recruitment policies in HRM.

6. The notes with important points of the interview must be taken by the interview panel, these notes can be referred back while making a decision regarding the most suitable candidate. All the notes prepared during the interview process must be shared with the HR department and should be kept by HR for a minimum duration of a year.

7. For senior level position, the interview panel should fill in the form given by the HR services team and it should be returned to HR with all other documents.

8. Candidate feedback is shared with the recruitment consultants when candidates are lined up by them. However, the direct and internally hired candidate, the feedback is given by the recruiting manager. These all steps are followed under recruitment and selection procedure.

9. The candidate who could not make it to selection phase must be informed through telephone or written email about the result of the selection process.

Referees:

1. The references should be made available by the candidate while filling the application form at the time of interview. These details are required to ease out the Hiring process under recruitment and selection policy.
2. It is the task of interview panel members to seek information about the details of the candidate required while making a final decision. The question asked during the reference check must be based on the qualities mentioned in the job description and person specification.
3. The details should be taken about the current employment. However, the previous ministry references are also being asked so that the skills and other details can be checked from the previous employer also.
4. The interview application form and the reference check forms can be collected from the HR department.
5. In general, references are taken at the time of interview and there must be 4 references which are provided by the candidate out of which 2 references must be from the current employer only.
6. As per Hiring policy, in case of urgent hiring, references may be taken over the telephone for the candidate but the standard procedure should be followed in doing so.
7. All the references must be called or contacted with the candidate's consent and their details must be kept confidential.

Appointment of New Candidate

1. Generally after the selection of final candidate a verbal offer can be made to the candidate by the HR department. Initially, in the verbal offer salary, date of joining and other related aspects are discussed with the candidate. The verbal offer can be made by hiring the department if authorized by HR. The guidelines from employment policy are taken into consideration.
2. The offer made to the candidate has the proposed salary under the fixed slab of salary for that grade. In case exceptional salary hike to be given, HR must be consulted first. If ok from HR end then approval to be taken from HOD and director. A maximum limit is also defined which can't be exceeded for a given salary slab.
3. After the settlement of verbal offer, the written offer is prepared by HR department considering the service standard. Before making the written offer it is mandatory to carry out the complete reference check of the employee's. Other checks such as the inclusion of medical certificate by a doctor, authenticity of qualification documents, are done by the HR department.
4. In case of very senior management position, the offer is made by HR head and Director of the ministry in consultation with the chief executive officer. This clause is specified under the recruitment policy of a ministry.

Recruitment of Temporary employees:

According to the “employee policy for hiring the contractual employee” the recruitment of temporary candidate is done by following below-mentioned guidelines:

Advertisement: The advertisement for contractual/ temporary employees is posted on the job portal and Internal job posting meant for temporary staff clearly mentioning that the position is a contractual one and if anyone interested may apply for the same. The IJP posting is generally meant for temporary employees already working in the ministry and if anyone is looking for job rotation or further career advancement can apply for the same.

Shortlisting: The recruitment and selection of candidate are done by the following:

1. Recruiter screen the resume received through job portal and internal job posting.
2. Resumes are matched with the skills set mentioned in person specification and profile with a job description.
3. The shortlisted resumes are then called up for an interview.
4. The Interview is conducted by the recruiter and the direct hiring department . These steps are taken while abiding by the employment policy of temporary staff.
5. The ministry from where payroll is processed for temporary employees is informed about the details of the candidate finally selected for preparation of the offer. Salary negotiation with the candidate is done by the contractor ministry and once salary is freeze, offer letter is prepared and soft copy of the same is sent to the candidate.
6. The induction of temporary employee is done by the contractor ministry and all documentation part is taken care off.

Responsibilities

The responsibilities of various people involved in the hiring process as per "Hiring Policy" are defined below.

A. Head of the department: The major task undertaken by the head of the department is as follows

1. Analyzing the need for a given position according to ministry plan and budget.
2. To ensure that the nominees who take recruitment based decision are trained enough to carry on the task of recruitment.

B. Recruiting Department:

1. To complete the training programme conducted by the ministry to carry on well recruitment and selection of employees.
2. Coordinating with HOD, HR, and finance department regarding the job vacancy.
3. To make sure vacancy that is to be posted is graded and its level is also known before advertising the vacancy.
4. The recruiting manager also makes sure that all the approval is in place before the vacancy is posted for advertisement.
5. Approaching HR in case there is any difficulty in the closure of vacant position.
6. Preparation of job description and person specification draft.
7. Coordination with HR department on the time duration and plan of action regarding the closure of vacancy.
8. Doing tasks like inviting shortlisted candidates for interview, reference checks etc.
9. Coordination with external recruitment consultant for the closure of vacancy.

10. Preparing an induction programme for the new employee.

C. Interview Panel:

1. All members of the interview panel are requested to undergo the training course organized by the ministry on the recruitment and selection process.
2. To prepare notes of all the interview decision made so far.
3. To verbally inform the selected candidate.
4. Providing feedback to the unsuccessful candidates.

D. Human Resource Department:

1. Coordination with the recruitment manager regarding posting of advertisement, preparation of job description and person specification.
2. Placement of Job Advertisement.
3. To make sure all pre-employment checks have been done.
4. Issuance of the offer letter to the selected candidate.
5. Monitoring whether recruitment policy is being followed in the filling of the vacant position.
6. Conducting training in recruitment and selection.

Induction:

It is the final stage of recruitment process. Once successful candidate has accepted the offer of employment and a start date is agreed, HR is responsible for preparing a comprehensive induction programme for new employee



Revision of the policy

The ministry reserves the right to revise, modify any or all clauses of this policy depending upon demand of business.

Explanation of the policy

Ministry HR department will be sole authority to interpret the content of this policy.