

	UNIVERSITY OF PASADENA (UPAS) Operational Procedures		
	Doc # :PO-OP-06.1	Title: Human Resource Recruitment policy	
	Rev # : 05	Approved By: Chief Executive Officer (CEO)	Date : 09 Oct 2019

REVISION HISTORY			
Rev No	Description of change	Author	Effective Date
1	New Procedure	Chief Operations Officer (COO)	14 Oct 2015
2	No Change	Chief Operations Officer (COO)	12 Oct 2016
3	No Change	Chief Operations Officer (COO)	11 Oct 2017
4	No Change	Chief Operations Officer (COO)	10 Oct 2018
5	No Change	Chief Operations Officer (COO)	09 Oct 2019

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1. Purpose

- 1.1 This policy provides the University with a comprehensive HR plan for the recruitment, induction and termination of employees.
- 1.2 It outlines the steps taken by Management to ensure that all applicants are treated equally and in a confidential environment.

2. Scope

- 2.1 This policy applies to all the staff and management members on the University payroll.

3. Definitions

- 3.1 Age - refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).
- 3.2 Race Refers to the protected characteristic of Race. It refers to a group of people defined by their race, color, and nationality (including citizenship) ethnic or national origins.
- 3.3 Religion and belief Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism).
- 3.4 Sex - a man or a woman.
- 3.5 Sexual orientation Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

4. Responsibility

The Chief Operation Officer is responsible for the effective and efficient implementation of this policy.

5. Procedure/Process

5.1 Recruitment and Employment

5.1.1 Fair Employment Practices

- Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), and regardless of age, race, gender, religion, family status or disability.
- Treat employees fairly and with respect and implement progressive human resource management systems.
- Provide employees with equal opportunity to be considered for training and development based on their strengths and needs, to help them achieve their full potential.

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- Reward employees fairly based on their ability, performance, contribution and experience.
- Abide by labor law

5.1.2 Approval authority

- The department head or the senior manager approves job descriptions, recruitment advertisements and appointments.

5.1.3 Finance and HR

- The Finance and HR department handles HR administration and payroll. It also monitors the execution of HR plan and utilization of HR training budget.

5.2 Recruitment Planning

- Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.
- A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

5.2.1 Identifying Vacancy

- The first and foremost process of recruitment plan is identifying the vacancy. This process begins with receiving the requisition for recruitments from different departments to the HR Department, which contains –
 - Job Title
 - Number of posts to be filled
 - Duties and responsibilities to be performed
 - Qualification and experience required
- When a vacancy is identified, it the responsibility of the sourcing manager to ascertain whether the position is required or not, permanent or temporary, full-time or part- time, etc.
- These parameters should be evaluated before commencing recruitment. Proper identifying, planning and evaluating leads to hiring of the right resource for the University.

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5.2.2 Job Analysis

- Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skills, abilities, and work environment of a specific job.
- These factors help in identifying what a job demands and what an employee must possess in performing a job productively.
- Job analysis helps in understanding what tasks are important and how to perform them. Its purpose is to establish and document the job related employment procedures such as selection, training, compensation, and performance appraisal.
- The following steps are important in analyzing a job –
 - Recording and collecting job information
 - Accuracy in checking the job information
 - Generating job description based on the information
 - Determining the skills, knowledge and experience required for the job

5.2.3. Job Description

- Job description is an important document, which is descriptive in nature and contains the final statement of the job analysis. This description is very important for a successful recruitment process.
- Job description provides information about the scope of job roles, responsibilities and the positioning of the job in the organization. This data gives the employer a clear idea of what an employee must do to meet the requirement of his/her job responsibilities.
- Job description is generated for fulfilling the following processes –
 - Classification and ranking of jobs
 - Placing of new resources
 - Promotions and transfers
 - Describing the career path
 - Future development of work standards
- A job description provides information on the following elements –
 - Job Title / Job Identification / Organization Position
 - Job Location
 - Summary of Job
 - Job Duties
 - Machines, Materials and Equipment
 - Process of Supervision
 - Working Conditions

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5.2.4 Job Specification

- Job specification focuses on the specifications of the candidate, whom the HR team is going to hire. The first step in job specification is preparing the list of all jobs in the organization and its locations. The second step is to generate the information of each job.
- A job specification document provides information on the following elements –
 - Qualification
 - Experiences
 - Training and development
 - Skills requirements
 - Work responsibilities
 - Emotional characteristics
 - Planning of career

5.2.5 Job Evaluation

- Job evaluation is a comparative process of analyzing, assessing, and determining the relative value/worth of a job in relation to the other jobs in an organization.
- The main objective of job evaluation is to analyze and determine which job commands how much pay.
- There are several methods such as job grading, job classifications, job ranking, etc., which are involved in job evaluation.
- Job evaluation forms the basis for salary and wage negotiations.

5.3. Recruitment Strategy

- After completing the preparation of job descriptions and job specifications, the next step is to decide which strategy to adopt for recruiting the potential candidates for the organization.
- While preparing a recruitment strategy, the HR team considers the following points –
 - Make or buy employees
 - Types of recruitment
 - Geographical area
 - Recruitment sources

5.4. Searching the Right Candidates.

- Searching involves attracting the job seekers to the vacancies. The sources are broadly divided into two categories: Internal Sources and External Sources.

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5.4.1 Internal Sources

- Internal sources of recruitment refer to hiring employees within the organization through –
 - Promotions
 - Transfers
 - Former Employees
 - Internal Advertisements (Job Posting)
 - Employee Referrals
 - Previous Applicants

5.4.2 External Sources

- External sources of recruitment refer to hiring employees outside the organization through –
 - Direct Recruitment
 - Employment Exchanges
 - Employment Agencies
 - Advertisements
 - Professional Associations
 - Campus Recruitment
 - Word of Mouth

5.5. Screening / Shortlisting

- Screening starts after completion of the process of sourcing the candidates. Screening is the process of filtering the applications of the candidates for further selection process.
- Screening is an integral part of recruitment process that helps in removing unqualified or irrelevant candidates, which were received through sourcing.
- The screening process of recruitment consists of three steps –
 - 5.5.1 Reviewing of Resumes and Cover Letters
 - Reviewing is the first step of screening candidates. In this process, the resumes of the candidates are reviewed and checked for the candidates’ education, work experience, and overall background matching the requirement of the job
 - While reviewing the resumes, an HR executive must keep the following points in mind, to ensure better screening of the potential candidates –
 - Reason for change of job
 - Longevity with each organization
 - Long gaps in employment

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- Job-hopping
- Lack of career progression

5.5.2. Conducting Telephonic or Video Interview

- Conducting telephonic or video interviews is the second step of screening candidates. In this process, after the resumes are screened, the hiring manager contacts the candidates through phone or video. This screening process has two outcomes –
 - It helps in verifying the candidates, whether they are active and available.
 - It also helps in giving a quick insight about the candidate’s attitude, ability to answer interview questions, and communication skills.

5.5.3 Identifying the top candidates

- Identifying the top candidates is the final step of screening the resumes/candidates. In this process, the cream/top layer of resumes is shortlisted, which makes it easy for the hiring manager to take a decision. This process has the following three outcomes –
 - Shortlisting 5 to 10 resumes for review
 - Providing insights and recommendations
 - Helps the managers to take a decision in hiring the right candidate

5.6. Evaluations and Control

- Evaluation and control is the last stage in the process of recruitment.
- In this process, the effectiveness and the validity of the process and methods are assessed.
- Recruitment is a costly process, hence it is important that the performance of the recruitment process is thoroughly evaluated.
- The costs incurred in the recruitment process are to be evaluated and controlled effectively. These include the following –
 - Salaries to the Recruiters
 - Advertisements cost and other costs incurred in recruitment methods, i.e., agency fees.
 - Administrative expenses and Recruitment overheads
 - Overtime and Outstanding costs, while the vacancies remain unfilled
 - Cost incurred in recruiting suitable candidates for the final selection process
 - Time spent by the Management and the Professionals in preparing job description, job specifications, and conducting interviews.

6. Review

The University of Pasadena reviews its human resource policy every year.