



## **STANDARD OPERATING PROCEDURE FOR RECRUITMENT AND SELECTION OF STAFF**

### **1. Scope**

The purpose of this Standard Operating Procedure (SOP) is to provide Air University hiring executives with the step by step background screening process. This SOP outlines covered positions, components of the background screening, and the process of the screening, from the point of contingent job offer to the completion of background screening, and final hiring decision. All job offers will be contingent upon the successful completion of the background screening and professional reference check.

### **2. Objective**

Air University believes that hiring qualified individuals to fill positions contributes to the overall success of the company. Each employee is hired to make significant contributions to Air University.

### **3. Purpose**

The purpose of this SOP is to ensure that a standard approach is adopted for the recruitment of all vacant positions. Air University is committed attracting and recruiting the best possible candidates for available positions. This SOP provides an outline of a process to select personnel in a non-discriminatory manner on the basis of merit.

### **4. Policy**

Air University is committed to making sure that fair and effective procedure and processes are implemented and adhered to when selecting and deploying people to fulfil organizational needs. Air University is an equal opportunity employer, and is committed to providing a work environment that is free from harassment and discrimination. All potential candidates will be assessed according to their skills, knowledge, qualifications and capabilities. Regard will not be given to factors such as gender, marital status, race, religion, physical impairment or political opinions.

### **5. Responsibilities**

It is the responsibility of Management and Supervisors to ensure that:

- Familiar with and understand the recruitment policies and procedures to be followed
- Staff levels for the department are determined and authorized



- All roles must have position(job) descriptions that specify role requirements and selection criteria

It is the responsibility of the Human Resources department to ensure that:

- A Recruitment and Selection Policy is developed and maintained to support and enhance the Organizations objectives and requirements
- Recruitment and selection guidelines and procedures are developed and maintained
- Managers and executives are aware of their responsibilities in the recruitment and selection process
- Managers are given continuous support and guidance with regard to recruitment and selection issues.

## **6. Hiring Process and Procedures**

In hiring the most qualified candidates for positions, the hiring process shall consist of the following procedural steps.

### **6.1 Pre-Recruitment Activities**

When it becomes necessary to recruit for a position, Managers should refer to the position description to establish the requirements for the position, and the key selection criteria. If no position description exists for the position, or it requires revising, then this is the responsibility of the appropriate executive. Once the new position description or amendments have been drafted, it should be forwarded to Human Resources. Where the position description is for a new role, the Human Resources Officer will review and evaluate the position. Prior to commencing the recruitment process, the Recruiting Manager is required to gain approval from the competent authority and forward this to the Human Resources Officer.

### **6.2 Identification of a Position**

Personnel requisitions for a position must be initiated by the department supervisor/manager, approved by the competent authority and then forwarded to the human resource (HR) department.

Personnel requisitions should indicate the following:

- Position title.
- Position hours/shifts.
- Exempt or non-exempt status of the position.
- Reason for the opening.



- Essential job functions and qualifications (or a current job description may be attached).
- Any special recruitment advertising instructions.

### **6.3 Advertisement**

When a requirement and selection criterion for a position is finalized, then it is ready for advertising on AU website and in reputedly known newspaper. The HR department will be responsible for tracking all applicants and retaining applications and resumes as required.

### **6.4 Scrutinizing and Screening of Applicants**

Resumes must be screened against the position description so that assessments can be made of their suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

### **6.5 Interviews**

The purpose of an interview is to provide and obtain information that will assist in making a decision about a candidate's suitability. Whilst each interviewer will develop their individual interviewing styles, there are a number of essential characteristics of an interview that must be present. Review the candidate's resume before commencing the interview. This will allow you to feel more comfortable when the candidate arrives.

Review the similarities or differences in qualifications relating to the factors of the job, including:

- Education or basic paper qualifications for the job;
- Related work experience and areas of specialization;
- Non-work experience (such as special interests or volunteer activities) in which the candidate might have developed skills relevant to the position.

#### **6.5.1 Initial Interview Session**

The initial interview of candidates who have been short-listed for the position is conducted by the HR team and concerned Department Head. Manager HR are responsible for ensuring that all candidates are interviewed using the correct criteria outlined in the relevant position description.

#### **6.5.2 Final Interview / Selection Board**

Final Interviews are conducted by the HR department with the concerned department Head, Registrar and Vice Chancellor using behaviour-based interview questions and a structured interview process. Candidate's evaluation forms' will be completed by every panel member and retained with the application.



## **6.6 Conducting reference checks**

Reference checking is a selection technique that addresses previous job performance. It is designed to confirm information obtained from a candidate by discussing the candidate's performance with previous supervisors. Ideally, a minimum of two referees should be contacted (preferably the candidate's two most recent employers). HR team contacts these references and the comments & remarks of the referees are documented and stored for future records.

## **6.7 Hiring of Former Employees & Blood Relatives**

### **6.7.1 Hiring of Former Employees**

A former employee can apply for re-employment provided he is eligible. The decision to recruit is at the discretion of Finance Director.

### **6.7.2 Hiring of Relatives**

A relative can be hired provided reporting / supervision manager of the blood relatives should not be to same department / function. If a candidate fails to disclose the family relationship at the time of employment or while filling up of employment application form may lead to disciplinary action and including termination.

(\*Relative can be parents, grandparents, children, spouses, brothers and sisters, step-parents, step-children, in-laws, cousins or domestic partners).

## **6.8 Job Offer / Commitment Letter**

Once the HR department receives satisfactory results from all required background checks and tests, candidates will be provided with a final job offer. Multiple negotiations, if required are carried out and a final offer is made to the candidate. Once the candidate agrees to the proposal and intimate acceptance; HR department sends out the Job offer letter and commitment letter. If a candidate fails to accept an offer of employment within 7 calendar days, the offer may be rescinded by the company.

## **6.9 Making the Salary Offer and Establishing the Start Date**

Upon successful completion of the job offer, HR Officer consults Hiring Manager to determine a start date for candidate referred to the expected joining date on the commitment letter. Finalists are invited to attend New Hire Orientation once all hiring documents have been completed. Then official joining the University takes place after submitting all documents with Degree Verification form to the HR Department.



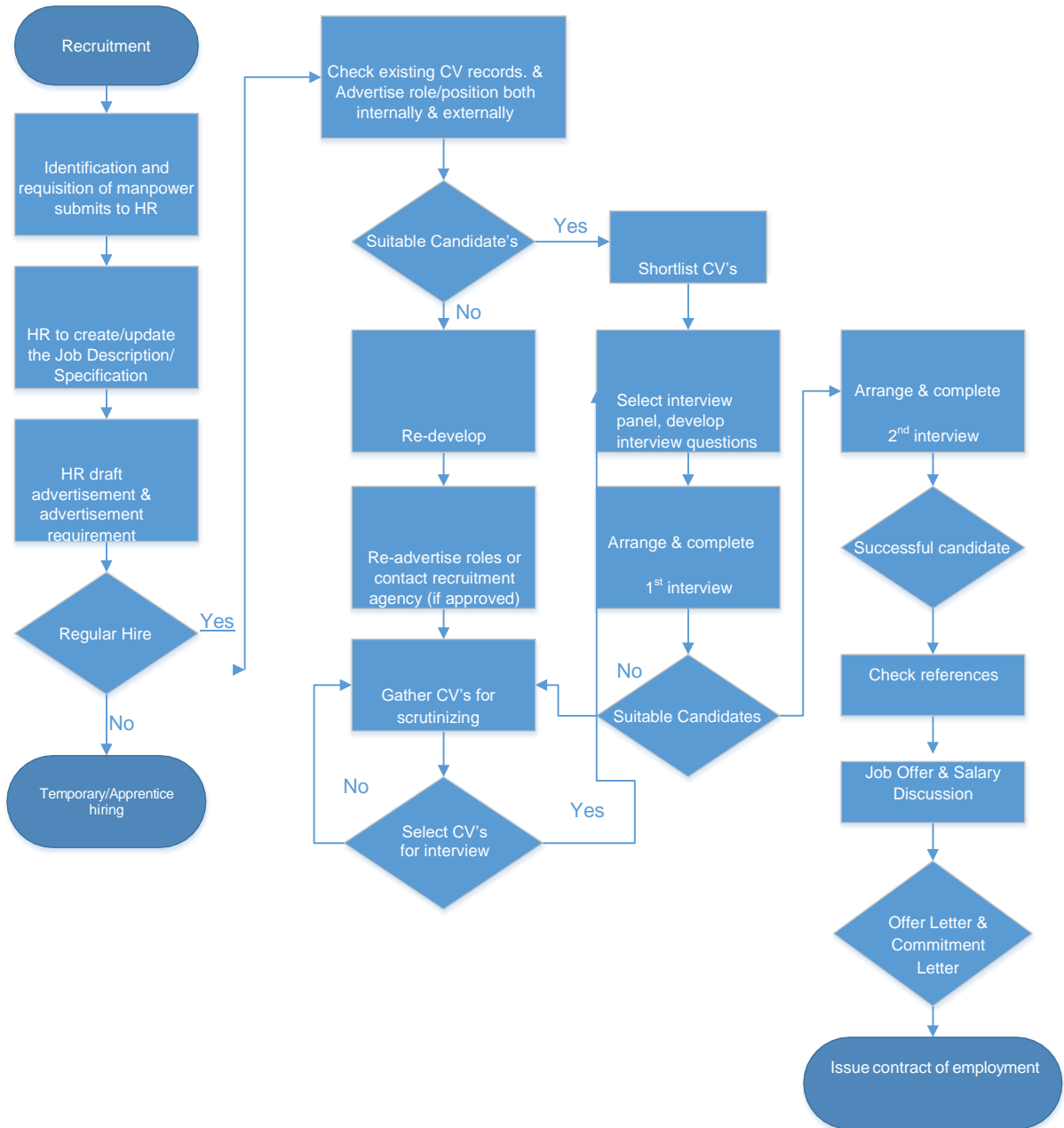
#### **6.10 Contract of Appointment/ Employment**

After the completion of the whole recruitment process, selected candidate will be given the contract employment letter duly signed by the competent authority. HR officer ensure the approval minute and letter of the desired position will be signed avoiding unnecessary delay and maintain the employee's personal folder for future reference.

**APPENDIX –I      ROLES AND RESPONSIBILITIES (STEP WISE & TIMELINE)**

Activity	Department	Responsibility	TAT
Identification of Manpower Requisition	Human Resource / Related Dept.	Manager/Officer	As and when
Advertisement of position	Human Resource	Manager/ Officer	Immediate requirements – Within 7 days
Shortlisting of candidates for interview	Human Resource / Related Dept.	Manager / Dept. HOD	Within 7 days
Arranging the interview meeting	Human Resource	Manager / AM HR	Immediately
Conduct interview	Human Resource / Related Dept.	Manager / Dept. HOD	Within 3-5 days
Documentation of interview evaluation sheet	Interview panel	Manager / Dept. HOD	Immediately during interview
Proposal, negotiation & issue offer letter	Human Resource	Manager / AM HR	Within 7 days from selection
Reference check	Human Resource	HR Officer	Within 7 days from selection
Proposal acceptance	Human Resource	Manager / AM HR	Within 7 days from sending proposal
Sign job offer letter	Human Resource	AM HR/ HR Officer	48 HRS from acceptance of offer letter
Documents collection from employee	Human Resource	Assistant	On the day of joining
Received signed contract of Employment	Human Resource	HR Officer	Within 3-5 days from joining
Update employee personal folder	Human Resource	Assistant	Immediately upon joining

**APPENDIX –II FLOWCHART OF RECRUITMENT AND SELECTION PROCESS**





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