

03 Recruitment & Selection Policy

Policy No.	CATALYST\HR\03
Policy Owner	Chief Human Resources Officer
Function	HR & Admin
Approver	Managing Director
Issue Date	01-04-2023
Version	1.0
Last amended on	

Objective:

The Recruitment and Selection Policy sets out the policy laid out by CATALYST in the recruitment and selection process. The purpose of the policy is to provide consistency in the recruitment and selection procedure. The policy is set up chronologically, from the time that the position becomes open for recruitment to the date the position is filled.

CATALYST (hereinafter referred to as “the Company”) is committed to employ, in its best judgment, suitable candidates for approved positions while engaging in recruitment and selection processes that are in compliance with all applicable employment laws. It is the policy of CATALYST to provide equal employment opportunity for employment to all applicants and employees.

This policy also helps the organisation:

- To streamline the *Recruitment* process
- To ensure that ***we always hire the RIGHT people at Right position at RIGHT time***, and
- Also to thrive a strong ***Employee Branding*** to attract the best talents available in the industry

Scope:

Covers all the vacant positions across the functions, levels & hierarchy.

To enable HR to initiate the hiring process at any point of time during the year, the respective HOD / functional / Regional heads need to follow the below-mentioned steps –

- Fill-up a “***Manpower Requisition Form (MRF)***” as per Annexure I
- Get the MRF approved by the concerned approving authority (as per the ***Recruitment Approval Matrix*** shown below), and
- Forward the approved MRF to HR

Recruitment Quality Norm:



In CATALYST, People are perceived as the **most valuable asset** of the organization and the *optimum utilization* of the *skill, knowledge, attitude* they possess, are directly instrumental to the growth and success of our organization.

Therefore, while recruiting a candidate for any role, position, level, function, it should always be ensured that **there is no compromise in the quality of people, we hire.**

Besides checking the presence of role-specific *key competencies & the behavioural attributes* required to perform a job, few basic eligibility criteria should be considered, even before a candidate is called for the initial rounds of interview –

- Academic Qualification: - Minimum **Graduate** for all positions in M8 and above there should not be any **unjustified gaps** in education.
- **Psychometric / General Intelligence test:** all the short-listed candidate should be run through a **Psychometric/ General Intelligence** test and candidates qualifying this test, would be eligible for the next rounds of tests / interviews.
- **Reference check: Reference check is MUST** for all recruitments across the country and HR should always ensure that Reference check is one before extending the offer to a selected candidate
 - a) Candidates selected after round of tests/interview would be asked to provide the names & contact details of at least 2 **persons** as his/her **professional references**, and
 - b) **HR would** contact these references and the comments & remarks of the referees would be documented and preserve for future records.
 - c) **HR** in some of the critical cases may also carry out an **Independent Reference Check** through the respective *Placement Consultants* (who had sourced the CV of the concerned candidate), who would check with at least 2 referees (one each from 2 difference organizations) whom the concerned candidate had worked with in the past.
 - d) **Recruitment Approval Matrix:** Any Recruitment across the organization, at any level/function has to be approved by the concerned authorities as specified in the matrix below –

Sl.	Grade	Designation	Back Office		Unit Level	
			First Approver	In absence of first approver	First Approver	In absence of first approver
1	M3 & above	Director & above	CMD	CEO	CMD	CEO
2	M5 to M4	VP to Sr. VP	CMD	CEO	CMD	CEO
3	M8 to M6	GM to AVP	CEO	Director HR	CEO	Director HR
4	M10 to M9	AGM to DGM	CEO	Director HR	CEO	Director HR
5	M12 to M11	Manager to Sr. Manager	CEO	Director HR	Director HR	Director (User Dept)
6	M16 to M13	Jr. Executive to Asst. Manager	GM HR	Director (User Dept)	Director HR	Director (User Dept)



7	S3 to S1	Skilled 3 to Skilled 1	GM HR	Director (User Dept)	Director HR	Director (User Dept)
8	US to SS1	Unskilled to Semi Skilled	GM HR	Director (User Dept)	Director HR	Director (User Dept)

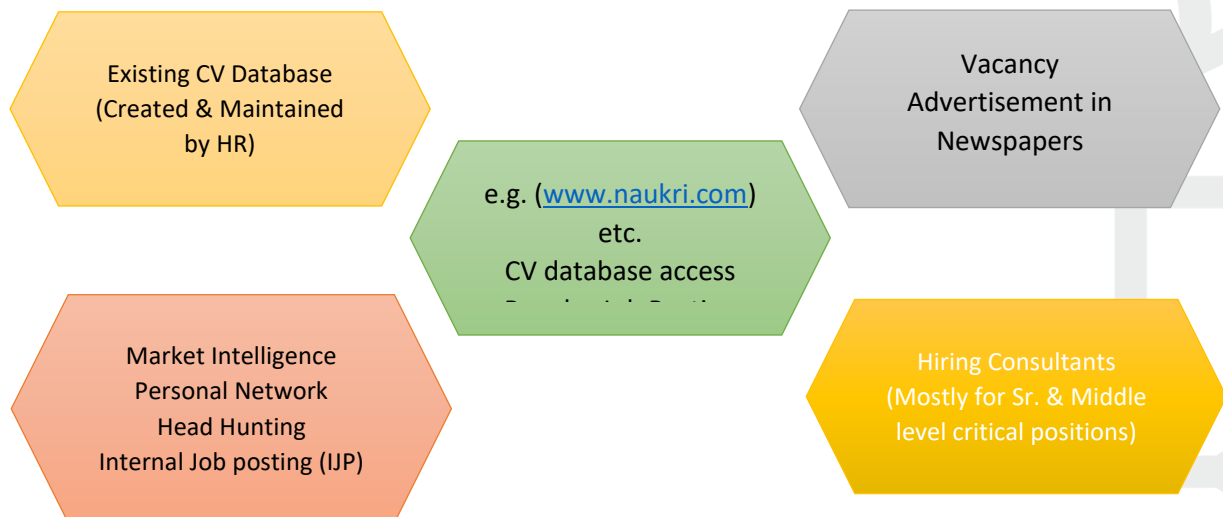
Note: Summary of all recruited positions needs to be approved by Director HR and CEO on monthly basis.

Internal Recruitment:

- As a conscious focus for the organization to nurture high potential talents by profiling them *suitable career growth opportunities within the organization*, efforts would always be made to fill in specific vacancies from its existing human resource pool.
- The entire process would be done through Internal Job Posting (IJP) and communication included the *job profile, candidate profile, eligibility (who can apply), application deadline* etc. would be made available by HR
- *Employees possessing necessary skills, knowledge, experience matching with those required for the job may apply through the appropriate communication channels* as prescribed in the IJP

Recruitment Sources:

To ensure a steady in-flow of quality candidates for all the existing vacant positions, with an aim to select the best within a stringent recruitment deadline. HR would always focus to develop a robust database for CV's searched from the following sources –



Hiring consultants:

Considering the large volume of recruitments to be done within a small span of time, it is necessary to identify and engage *Professional hiring consultants* to help **HR** to source quality candidates for middle & senior level positions.

A. Process Guidelines (to engage a new Hiring Consultant)



- HR would identify the *Consultants* in all the regions, based on their current *clients distribution, database size, past performance records & industry feedback*
- *Regional heads* at branch/regional level can also identify a Consultant and the details need to be sent to HR for further discussion & approval
- HR will negotiate the *Terms & Conditions* with all the identified consultants and will get a *one-time* approval (from the Director HR) before rolling out the formal agreement with them

Recruitment at Regional (Unit) level:

- At the branch/Regional level, Regional heads, in coordination with the corporate HR, would be responsible to plan, initiate & organize the Preliminary rounds of Interviews for most of the existing vacancies.
- Once the preliminary rounds are completed, CVs along with the dully filled up Interview Evaluation forms of he short-listed candidates are to be sent to corporate HR for further processing.
- Corporate HR would organize the final interviews in coordination with the concerned *Interviewing Authority*.

Compensation Proposals, Negotiation & Issuing the offer letters:

- HR prepares the compensation proposals base on the below-mentioned critical attributes and gets those approved in writing by the concerned authorities before extending to the candidates-
 - I. Academic & Professional qualification of the respective candidates
 - II. Experience Profile
 - III. Existing Compensation & Benefits
 - IV. Market synergy
 - V. Internal role-wise compensation study to maintain the parity
- HR extends the proposals to the candidates who get selected after final round of interview and negotiates to close those
- Once the candidates agree to the proposals & intimate their acceptance, HR sends out the formal offer letter, duly approved & signed by the concerned authority
- Offer letter check list –

HR should make sure that all the below-listed documents are received & checked thoroughly before Issuing the formal offer letters –

 - I. Approved Manpower Requisition Form (MRF)
 - II. Duly signed Resume (Hardcopy) of the candidate
 - III. Interview assessment sheet (filled up with specific recommendations by the concerned interviewers)
 - IV. Reference checks details (documented in the specified format)
 - V. Compensation Proposal (Existing package & the proposed plan, duly approved by the concerned Authority)



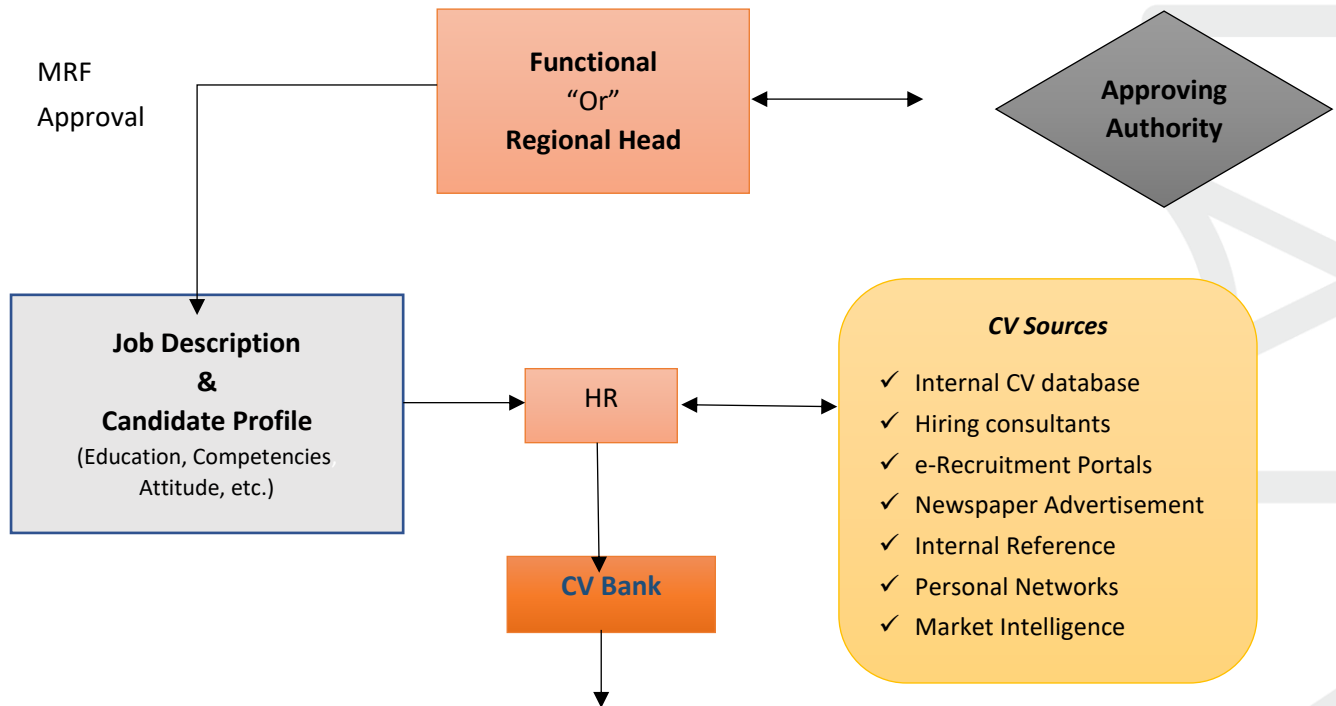
Recruitment Cycle Time:

To bring in more dynamism and effectiveness in the recruitment process, HR would follow a specific project deadline of 35 days (from the day it had received the approved Manpower Requisition) to hire a new employee.

The process specific schedule break-up is mentioned below –

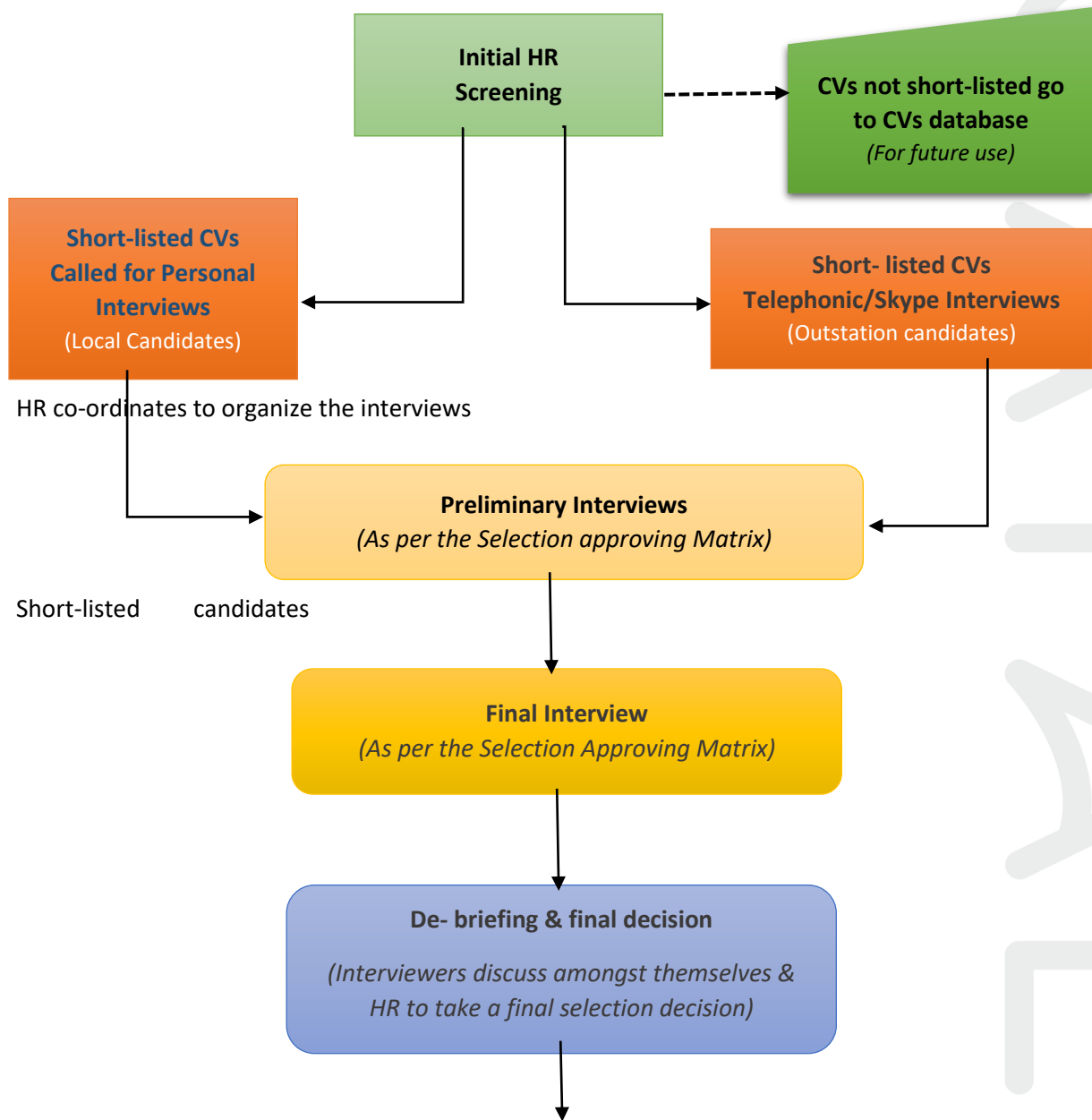
Phase	Activities	Time Frame
I	Role identification, JD, Competency mapping & CV Sourcing	15 days
II	Initial HR Screening / Short Listing	2 days
	Organizing the Preliminary Interview	6 days
	Organizing the Final Interview	4 days
	De-briefing sessions to take the final decision	2 days
III	Preparing the Salary Proposal, negotiate with the selected candidates & offer closure	6 days

Phase – I: Pre- Selection

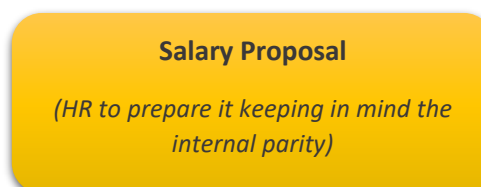


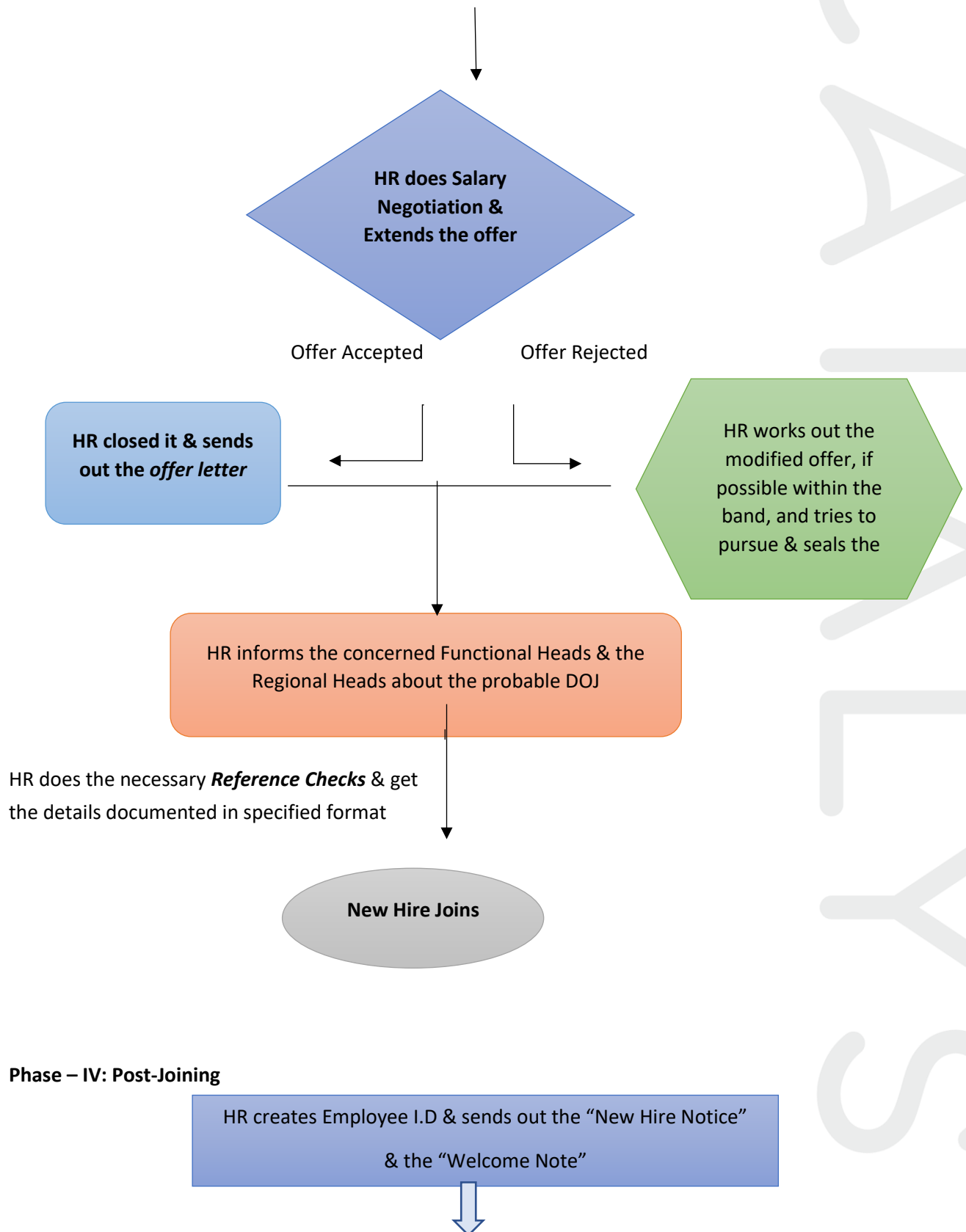
Phase – II: Selection





Phase – III: Post-Selection





At H.O, HR would handle the Joining formalities & At Branch/Regions, the same would be handled by the respective Regional Heads

The new hire should submit the following docs on DOJ itself-

- I. Signed & accepted copy of the offer letter
- II. Photocopy of all the educational/professional certificates along with Originals for verification
- III. Date of Birth proof (SSC Certificate/Passport/Aadhaar etc.)
- IV. 10 passport size photographs
- V. Medical fitness certificate (in specified format) signed by a medical practitioner registered under IMA
- VI. Service Certificate "or" Relieving letter, clearly mentioning the date of Separation in it, from the last employer
- VII. Monthly pay –slip of at least 3 months / salary certificate showing the salary details of the last employment



Induction & New Hire Orientation

- I. Plan the *Induction* with the Functional leaders, prior to the DOJ & communicate to all the concerned persons accordingly
- II. Make sure that the following forms are filled up and send to HR on DOJ itself –
 - ✓ Completed Salary Bank Account form
 - ✓ Completed Visiting Card Requisition Form
 - ✓ All the statutory forms, like PF & Gratuity declaration, Nomination
- III. Take the new hires through the office to all the departments, Introduce them to other Functional leaders, peers & colleagues
- IV. Finally, Introduce the new hires to the respective Reporting Managers to start the functional orientations
- V. HR receives the Induction feedback from both the trainer as well as from the new hires & keeps a track of learning & performances of the new hires

Employee Retirement

It's applicable to all employees working in CATALYST and comes into effect whenever a staff attains **60 (Sixty) years** of age or such age as notified by law.

Entitlement of Benefits upon Retirement

All employees shall avail regular benefits of Provident Fund, Gratuity, leave encashment and other admissible benefits as per company rules and regulations.



Stages of Regular Retirement Procedure

Stage 1 – Notice of Retirement

Payroll department will provide regular list of employees to the HR Dept. who are supposed to be under retirement policy

The letter will also inform the employee of their right to make a request to work beyond that date, including the timescales for making such a request

Stage 2 – Official Settlement

Upon completion of the documentation the company will complete all necessary documentation for final settlement within next 60 days for the retired employee.

