



Tripartite Alliance for  
Fair & Progressive Employment Practices

# FAIR RECRUITMENT & SELECTION HANDBOOK



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[tafep.sg](http://tafep.sg)

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## The Future of Work

In a fast-changing business world enhanced by technological advancements, it is crucial that companies review the way they think about workforce planning and the way work is done. The impact on recruitment, such as looking for the right talent, redefining new skills and relooking recruitment patterns, are areas that need to be addressed.

The recruitment landscape is evolving with the rise of term contract employees and the gig economy, boosted by new and disruptive technologies that can/will inevitably replace repetitive tasks, automate work processes and trigger the re-design of many jobs.

In order to better attract candidates, companies are improving candidate experience in the recruitment process, leveraging data analytics to better understand candidate profiles, so as to create a more candidate-centric recruitment experience.



## Importance of Fair Recruitment and Selection

Recruiting the right employee does not begin only at the stage of the interview and end with the job offer. Finding the right person requires careful planning and organising prior to the interviewing process. The post-interview employee orientation and induction are equally important. A well-structured orientation and induction programme gives the new employee a “jump-start” to be productive in your company.

The decision that a hiring manager, interviewer or supervisor makes may affect the company for years to come. Selecting the right person for the job can strengthen an organisation. On the other hand, poor recruitment and selection interview methods result in poor selection, which undermines organisational capabilities, wastes management time, lowers productivity, increases staff turnover, and may also adversely affect staff morale.

It is critical for employees with hiring responsibilities in the organisation to be trained and equipped with fair recruitment and selection skills in order to select the right person for the job. Adequate preparation and planning are vital to help the hiring managers select the best candidate on the basis of merit.




## Introduction: Hiring on Merit

The desired outcome of any recruitment exercise is to hire the most qualified and suitable candidate to fill the position. While there is no perfect recruitment model as organisations have differing hiring needs, hiring on merit significantly increases the likelihood that you will get the best person for the job.

This recruitment handbook provides guiding principles that employers can refer to when designing a fair and objective recruitment process for their own organisation. It brings employers through the entire recruitment process and offers practical tips in the following areas:

- Identifying your talent and hiring needs
- Identifying the right candidates
- Attracting your candidates
- Conducting the recruitment interview
- Managing your candidates after the interview



# Principles of Fair Recruitment Practices

The recruitment and selection process is one of the most important responsibilities of Human Resources (HR) practitioners, employers, line managers and supervisors.

The **Tripartite Guidelines on Fair Employment Practices**, issued by the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP), represent the work of the Tripartite partners, namely MOM, SNEF and NTUC, in working out guidelines which are practical, effective and sustainable for workplaces in Singapore. The inclusion of numerous examples in the guidelines provides an easy way to understand how these guidelines should be adopted for use in different organisations.

The **Five Principles of Fair Employment Practices** are:

- A** 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, marital status and family responsibilities, or disability.
- B** Treat employees fairly and with respect and implement progressive human resource management systems.
- C** 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.
- D** Reward employees fairly based on their ability, performance, contribution and experience.
- E** Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

A full copy of the Guidelines is available at [tafep.sg](http://tafep.sg).



Finding and matching the right people to the right jobs help to increase overall productivity as well as decrease attrition rate. It is important that managers are fully committed to practising fair recruitment procedures to attract and retain the right talent.

The right person on the job will:

- Learn faster
- Have similar values
- Be more productive
- Require less training and supervision
- Be more satisfied with the job and stay longer
- Meet / match personal and organisational aspirations



## A Systematic Hiring Programme

### RECRUITMENT AND SELECTION POLICY

It is important to develop a fair HR recruitment and selection policy to ensure that the company recruits the most suitable person for the job. It will also provide the necessary guiding principles for line managers and supervisors in the entire recruitment process.

Successful organisations pay close attention to their HR strategy, policies and processes and ensure that the information and details are fully communicated and understood by their stakeholders. It is important to educate all line managers and supervisors of the role they play in the entire recruitment process.

### JOB ANALYSIS

Job analysis is critical to the successful recruitment of the right candidate. Without a proper job analysis, interviewers and those involved in the recruitment process would not know specifically what attributes, qualifications and skills they should be looking for in candidates. A good job analysis clearly identifies the duties, responsibilities and other information pertaining to the activities required of the job. It takes into account the nature of work, the equipment used, the place of work, the people involved and the intricacies of the job. A job analysis is the prelude to a job description and job specifications.

#### ✓ Checklist

When analysing a job, take into consideration the following:

- Job title
- Division / Department
- Reporting status
- Details of activities performed (Core and non-core activities)
- Scope of work
- Span of control
- Standards required
- Frequency of performance
- Competency levels
- Nature of work (E.g. workplace condition, equipment used and specific duties and responsibilities)
- Relevant information pertaining to the job

# A Systematic Hiring Programme

## How to use the Job Analysis form:

- **Job identification** – Organisation Chart/ Department/ Job title
- **Job summary** – Brief description of the job
- **Major duties and responsibilities** – Core duties performed by job holder
- **Performance standards** – Standards required for each duty mentioned
- **Frequency** – Frequency the task is performed
- **Competency** – Competencies required for each activity performed
- **Physical characteristics** – Physical requirements relating to the job
- **Job specifications** – Qualifications and skills/ machines and equipment involved/ licence and special certification required for the job
- **Working conditions** – Description of the physical environment and working hours of the job holder
- **Health and safety features** – Description of work hazards and/ or safety apparels required
- **Other matters relating to the job** – Items related to the job that are not already captured
- **Validation** – To be agreed and approved for use by the respective personnel

\* Note: In smaller organisations, the job analysis could be endorsed by the proprietors, owners or directors.

## Job Analysis Form

(EXAMPLE OF A SECRETARY/ PA)

This form is used to obtain information about the duties and requirements of the job. It can be used by the job analyst or by the job holder.

### A. Job identification

Job title: \_\_\_\_\_

Department: \_\_\_\_\_ Reports to: \_\_\_\_\_

### B. Job summary

1. Describe the functions of the job in brief.

Provide general administrative and secretarial support

### C. Major duties / Responsibilities and performance standards

2. List the major duties and responsibilities of the job.

Each task statement should be a clear description of the task and should start with a verb (action word).

Major duties and responsibilities (Core)	Performance standards	Frequency	Competency (Knowledge, skills and abilities)
<ul style="list-style-type: none"> <li>• Answer phone calls</li> <li>• Take messages</li> <li>• Prepare daily appointments for the GM</li> </ul>	<ul style="list-style-type: none"> <li>• Phone calls should be answered before the 5th ring</li> <li>• Messages should be taken and transmitted as soon as possible</li> <li>• Appointments should be done one week ahead, i.e. schedules should be for the next seven days and beyond</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency of phone calls would be very often throughout the working hours</li> <li>• Take messages as and when a message is received</li> <li>• Prepare daily appointments as and when necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptability – able to perform a variety of tasks, often with changes on short notice</li> <li>• Initiative – self-starter, works well without close supervision</li> <li>• Co-operative – works well with others</li> <li>• Communicative – keeps others informed of progress and problems</li> </ul>

## A Systematic Hiring Programme

3. Who are the employees that the job holder has to supervise?

a. No. of direct employees	Job titles
Nil	

b. No. of indirect employees	Job titles
Nil	

4. Who will the job holder be in contact with during the course of his work? State their job titles and briefly explain the purpose of contact.

Internal (Exclude own department)	External (Outside the organisation)
Colleagues from other departments	Vendors and providers of services

### D. Physical characteristics / Job specifications

5. List the physical requirements for the job. Give examples to explain the need for the requirements.

Physical characteristics
May have to carry boxes of files from one department to another. Typically, each box would weigh about 5 kilograms.

6. What qualifications, knowledge, skills and attributes are required for the job?

Qualifications	Knowledge, skills and attributes required
Certification for Secretarial Skills, plus 3 years of working experience in a similar position	<ul style="list-style-type: none"> <li>• Able to prepare powerpoint slides and spreadsheets</li> <li>• Able to type accurately at 80 to 100 words/min</li> <li>• Able to communicate with people at all levels</li> <li>• Good organising and planning skills</li> <li>• Good interpersonal skills</li> </ul>

7. List machines, equipment and vehicles that will be used during the course of work.

Computers, photocopiers, paper shredder, other office equipment

8. List licences and special certifications required for the job.

Not Applicable



### E. Working conditions

9. Describe the physical environment under which this job will be performed, e.g. air-conditioned environment, noisy and dusty environment, outdoor environment, etc.

Pleasant, quiet and air-conditioned office

10. What are the working hours? Any shift requirements?

Regular working hours of 9am to 6pm

### F. Health and safety features

11. Describe fully any health or safety hazards associated with the job.

Nil

### G. Other matters relating to the job

#### Comments

#### Validated by:

HR Representative: \_\_\_\_\_ Line Manager: \_\_\_\_\_

Date Completed: \_\_\_\_\_

## JOB DESCRIPTION

A job description gives a clear and concise account of the tasks performed and describes the responsibilities carried out for a particular job. It explains what is done on the job, how it is done, and why it is done. It is used for employee recruitment, performance appraisal and performance management, job evaluation, salary benchmarking, employment contract, job advertisement, job enlargement, job enrichment, job design and job re-engineering.

Every job should have a job description which could be captured in writing and duly endorsed by the supervisor and the department manager. All employees must be aware of their respective job descriptions so as to contribute their best in an organisation.

When preparing a job description, you should include the following details:

- Job title, division / department, accountability (Whom he / she reports to and whom he / she supervises)
- A brief description of the job
- Key Performance Indicators (KPI)
- An organisation diagram showing the relationship of the job and others within the department, in particular the reporting status
- A list of core duties, responsibilities and activities with corresponding standards of requirement, frequency of performance and level of competency

### JOB SPECIFICATIONS

Job specifications relate to the specific knowledge, skills, experience, abilities and attributes necessary for the incumbent to perform the duties, activities and responsibilities of the job up to the minimum standards required.

Job specifications are used for job advertisements, employee recruitment, performance appraisal and performance management, job evaluation, salary benchmarking, employment contract, job design and job re-engineering.

#### The job specifications should consist of:

- Experience
- Special skills / Training
- Specific qualities
- All other attributes necessary to enable the incumbent to perform the job to the required standards
- Professional qualifications (where applicable)

### USES OF JOB DESCRIPTION / JOB SPECIFICATIONS

- A** Guide the recruitment, selection and hiring of new employees because they spell out the actual work performed, exact qualifications, skills and experience candidates need in order to be successful in the job.
- B** Identify training and development needs as the qualifications or requirements of current job holders can be compared to the ideal ones described and appropriate training can be given to fill the gaps.

- C** Facilitate employees' performance management and appraisal.
- D** Guide job design, job enlargement and job enrichment.
- E** Enable managers to evaluate and rank the jobs according to their job worth.
- F** Review and plan future manpower needs by allowing an objective comparison of current requirements with the kinds of jobs and skills that will be in demand in the future and decide how to best meet the manpower needs.

Job specifications should be captured in writing and duly endorsed by the supervisor / department manager, or in the case of smaller organisations, by the proprietor / owner / director.

### DEVELOPMENT OF SELECTION CRITERIA

Having a list of selection criteria ensures that the hiring decision is made on the basis of objective criteria that are applied consistently and fairly to all candidates. Interviewers use this to assess the candidates and to select the one who best meets the job requirements.

The following are activities related to developing the list of selection criteria:

- A** Identify requirements based on job description, job specification, job grade and attributes.
- B** Identify the key personality traits which are important to the success of the job.
- C** Establish a list of selection criteria through qualifications, experience, skills, knowledge and relevant soft-skills such as communication, leadership and interpersonal skills, etc.

### JOB ADVERTISEMENT

The job advertisement will be based on the information in the job description and the job specifications. The objective is to design an advertisement that will attract job applicants who are suitable for the job. The content of the advertisement should be merit-based and non-discriminatory.

You can advertise in the local newspaper or internet job sites, or partner with university and polytechnic placement (career) centres or alumni offices, professional and trade associations and other employment services. You can also consider engaging the services of employment agencies or management consultants or ask for referrals from business associates or your current employees.

Advertising on the National Jobs Bank is a good way to access a larger pool of local talents. Under the Fair Consideration Framework (FCF), employers are to consider Singaporeans fairly for jobs, based on merit. Companies are also expected to abide by the Tripartite Guidelines on Fair Employment Practices.

#### Attracting your talent pool

When using job advertisements to attract applicants, you should consider the target audience, how fast you want a response and the cost you are prepared to spend on the advertisements. Different platforms appeal to different workforce segments. For example, which portals are more popular with IT professionals? Which portals do Healthcare professionals commonly use?

Factors to consider when using different platforms:

- A** Newspapers and magazines – They can reach specific audiences within a sector or locality.
- B** Internet sites – They can reach a wide audience quickly. Some internet sites and job portals also have a database of candidates that you can tap on.

#### **TIPS:**

Check the costs – Internet sites can be cheaper than advertising in a newspaper. You should also time the posting of the job advertisement carefully, e.g. avoiding holiday or festive periods.

- C** In-house advertisements – They are free but the exposure is limited only to company employees. Consider having an employee referral programme for existing staff to tap on their networks to identify suitable candidates for shortlisting. A referral can establish trust between the company and potential employee even before the first interview.
- D** Employment partners – Some agencies can assist you with recruiting certain target pool, such as Workforce Singapore, e2i, SG Enable etc.

## A Systematic Hiring Programme

### A good job advertisement should:

- Have a job title
- Have a strong opening statement that highlights the attractive features of the job
- Provide brief information about the job
- State the relevant requirements, e.g. skills and experience, knowledge and attributes needed based on the job analysis, job description and job specification
- Contain non-discriminatory language
- Be clear and concise
- Be able to capture the attention of the reader
- Information on location and salary range may be given to help candidates make informed decisions whether to apply for the job
- Provide description of the organisational values and where possible, describe the culture and the working environment to attract candidates who are better matched to the job and company
- Indicate how the applicants should respond to the advertisement, e.g. by sending a CV or completing an application form

## JOB APPLICATION FORM

Job application forms are commonly used by employers to obtain relevant information to make an initial assessment of the applicants' suitability. Some companies do not use such forms but ask interested job applicants to submit their résumé or curriculum vitae instead. Job application forms should be appropriate for the level of the job and non-discriminatory. The forms should only request for information directly related to the job, i.e. the essential information that the interviewers can make reference to during the job interview.

### An application form may ask for :

- Employment history
- Qualifications (Academic and professional)
- Personal declaration and signature

It is important to note that information about **age, date of birth, gender, race, religion, marital status** and **family responsibilities** including **whether an applicant is pregnant or has children**, and **disability** should not be asked for in an application form.

Where there are specific requirements to ask for any of this information before the job offer, you should **state the reasons, which should be job-related**.

Should you require legal identification such as NRIC details for specific job-related reasons, which can be telling of age, you should accept passport details as an alternative.

## Job Application Form (SAMPLE)

Position Applied For

Position Title: \_\_\_\_\_

### Personal Information

Name (As in NRIC or passport): \_\_\_\_\_  
 (Please underline surname)

Address: \_\_\_\_\_  
 \_\_\_\_\_ Postal Code: \_\_\_\_\_

Contact No.: \_\_\_\_\_ Email Address: \_\_\_\_\_

### Employment History

Date		Firm / Institution (In chronological order)	Position Held	Key Responsibilities
From	To			

### Relevant/ Professional Qualifications

Date		Qualifications Attained	Awarding Institution
From	To		

### Other Information

Notice Required (to end present employment): \_\_\_\_\_ (weeks)

Reason for Leaving: \_\_\_\_\_

### Referees

Please give details of two referees whom we may approach for references.

1. Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Organisation Name: \_\_\_\_\_

Contact No.: \_\_\_\_\_ Email Address: \_\_\_\_\_

2. Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Organisation Name: \_\_\_\_\_

Contact No.: \_\_\_\_\_ Email Address: \_\_\_\_\_

### Declaration

- I hereby give consent to my data being used for the purposes of recruitment and employment.
- I declare that the information provided in this application and the attachments (if any) is true and correct to the best of my knowledge and that I have not wilfully suppressed any material fact. I accept that if any of the information given by me in this application is in any way false or incorrect, my application may be rejected, any offer of employment may be withdrawn or my employment with the Company may be terminated summarily or I may be dismissed.

Signature of Applicant: \_\_\_\_\_ Date: \_\_\_\_\_



## JOB INTERVIEW

The job interview is the most important stage in the recruitment process. The interview serves as an assessment of the candidate's suitability and likelihood of success in the organisation and in the job. At the same time, a job interview is only as effective as how it is conducted.

To ensure a fair and objective assessment, a set of relevant and objective selection criteria should be applied consistently to all candidates. Questions should be confined to those relevant to the job requirements.

If possible, there should be more than one interviewer. A diverse panel of interviewers would help to minimise bias and ensure fairness in assessment.

## INTERVIEW STRUCTURE

The interview structure provides a quick overview of the different phases of the recruitment process. It provides guidance on the respective roles and activities involved in employee recruitment. This ensures an effective selection of the best candidate for the job.

The interview structure can typically be divided into three phases:

- Phase 1 (Planning and preparation)
- Phase 2 (Interaction)
- Phase 3 (Evaluation)

### Phase 1 (Planning and preparation)

Planning and preparation for an interview are critical success factors of effective employee recruitment. They involve all the issues necessary to ensure proper interviewing and selection of candidates. The activities of planning and preparation include the following:

- Finalise job description and specification
- Identify job grade
- Establish selection criteria
- Establish list of interview questions
- Identify diverse panel of interviewers (Establish roles of interviewers, e.g. who to ask what questions, what to tell the candidates and what to avoid in the interviews, etc.)
- Review job applications
- Shortlist candidates for interview
- Inform candidates of interview venue, date, time, etc.
- Prepare interview location

# A Systematic Hiring Programme

## Phase 2 (Interaction)

Phase 2 deals with the face-to-face interviews. The interviewers should be prepared and well-trained on the use of effective interviewing techniques for candidate selection, bearing in mind the need to provide “positive candidate experience” in the process. A good candidate experience means that the candidate is given a fair opportunity to be assessed on his/ her merits and leaves with a good impression of the company, regardless whether he/ she gets the job.

Activities under this phase include:

- Welcoming the candidate at the interview location
- Establishing rapport with the candidate (Use of ice-breaker, e.g. did the interviewee have difficulty finding his/ her way here?)
- Conducting interview by asking prepared questions
- Documenting notes for reference and review (Use the interview evaluation form, take pointers for candidates’ assessment, etc.)
- Providing information about the company, the job and expectations
- Allowing candidates to ask questions
- Informing candidates on the next step following the interview
- Closing the interview with a note of thanks to the candidate

### **Important:**

At this stage, the interviewee is also assessing the company based on his / her experience with different employees in the company, so it is important to also leave the interviewee with a good impression regardless of the outcome.

## Phase 3 (Evaluation)

The evaluation process is an integral part of employee recruitment and selection. The end result hinges on how well the first two phases

were conducted, i.e. the planning and preparation for the interview, and the interview itself. In the evaluation process, the interviewers should refer to the notes taken during the interview. With the prepared evaluation checklist, the scores on each of the criteria for the candidates interviewed would be evaluated accordingly.

The interviewers are expected to:

- Review notes on individual candidates interviewed
- Evaluate candidates’ suitability based on selection criteria
- Rank candidates
- Make a hiring recommendation/ decision

## QUESTIONING TECHNIQUES

There are various types of interviewing questions that interviewers can deploy appropriately in order to better understand the candidates. Bearing in mind the purposes of the interview, it is prudent for interviewers to ask questions that allow the candidates to speak and provide information as required or to demonstrate required competencies.

The following are different types of questions that can be asked:

### **A. Open-ended questions**

An open-ended question is useful for exploring and gathering information. It allows for a wide range of answers. Open-ended questions usually begin with “what”, “when”, “where”, “who”, “why”, “how” or “describe”.

*Examples:*

- How do you succeed in working under pressure?
- I’m interested to hear about...
- I’m curious to learn...
- Would you share with me about...
- Give me an example of...
- How do you go about...

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### B. Close-ended questions

A close-ended question can be answered with either “yes” or “no” or a short phrase.

*Examples:*

- Are you attentive to details?
- Can you start work on dd/mm/yy?

### C. Probing questions

Probing questions are used for checking additional specific information. When seeking more details, there are a number of types of probes you can use, depending on what the candidate is saying and what you want to discover.

*Examples:*

- Tell me exactly what happened after that...
- Looking back, what would you have done differently?

### D. Situational questions

Situational questions ask the applicant to respond to a given situation.

*Example:*

As a supervisor, what would you do if one of your subordinate employees consistently arrives late for work ?

### E. Competency-based questions

Competency-based questions are designed to test one or more specific skills or competencies. The skills and competencies depend largely on the role and level of responsibility. The questions also vary widely between sectors.



*Examples:*

- Describe a time when your communication skills made a difference to the situation.
- How do you ensure compliance with policies in your area of responsibility?
- What type of responsibilities do you delegate?
- Provide an example of a time when you had to improvise in order to achieve your goal.

### F. Behavioural interview questions

Behavioural interview questions are used to ascertain how candidates may react in specific work situations based on the premise that past behaviour is the best indication of what future behaviour will be like.

*Examples:*

- Give an example of a time when you had to cope with interpersonal conflict when working on a team project.
- Tell us about a time when you had to stand your ground against a group decision.
- How do you handle a challenge? Give an example.
- Share with us how you handled a difficult situation at work.



### Interview Evaluation Form (SAMPLE)

Name of Candidate: \_\_\_\_\_

Position Interviewed For: \_\_\_\_\_

Interviewed By: \_\_\_\_\_ Date: \_\_\_\_\_

Qualifications, Skills, Experience, Abilities and Other Job Selection Criteria	Score (Max. 10)	Remarks
1. Academic / Professional Qualifications		
2. Job-related Skills		
3. Job-related Experience		
4. Ability to Express Ideas and Thoughts		
5. Willingness to Work in a Team		
6. Passion for the Job and Company		
7. Integrity and Honesty		
8. Self-Confidence		
9. Passion for Self-Development		
10. Supervisory / Managerial Potential		
Total Score:		

Interviewer's General Comments:

\_\_\_\_\_

#### RECOMMENDATIONS FOR SECOND INTERVIEW / HIRING\*:

Not Recommended / Recommended / Highly Recommended

Interviewer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

\*Please delete where applicable

A soft copy of this form can be downloaded from tafep.sg and customised for your organisation.

## OTHER TYPES OF INTERVIEWS

### Phone Interview

The phone interview is used for short-listing candidates. It is increasingly popular as a first level screening process for jobs which require candidates with good verbal communication skills, e.g. receptionists, customer relations officers, call centre agents, telemarketers and sales promoters. The phone interview is also used for employee recruitment to check and verify résumés submitted by job applicants.

#### TIPS:

Questions to the candidates should be more succinct as interviewers cannot see the candidates and therefore, will not be able to observe non-verbal cues. Be mindful that questions should not be phrased in a way that may be perceived as discriminatory.

A soft copy of phone interview questions sample can be downloaded from tafep.sg and customised for your organisation.

### Online Video Interview

Online video interviews (e.g. using Skype) are becoming a regular part of the job application process for many companies. This can reduce costs and time for both interviewers and applicants.

#### TIPS:

Ensure that interviewers maintain the professional standard for the organisation and are well-prepared for the interviews. Interviewers should be familiar with the technology so that connection, sound or video issues can be avoided. They should also feel comfortable conducting the online interviews.

### RÉSUMÉ REVIEW

#### TIPS:

Do not get side-tracked by irrelevant data. Be aware of unconscious bias such as affinity bias, i.e., being more accepting of a person with a similar background, etc.

Key areas to focus on during résumé review:

- Experience
- Relevant skills
- Key accomplishments

### REFERENCE CHECKS

The character reference list furnished by the candidate will usually direct you to people who are able to give favourable testimonies of the job applicant. However, if a reference check raises doubts about a candidate you have selected, do not be too quick to reverse the hiring decision. You may wish to consider a further interview with the candidate concerned.

### TRAINING OF INTERVIEWERS

Employee recruitment is an important and vital component in the HR process. Training should be given to all employees involved in the recruitment process. Interview training should be conducted regularly to ensure interviewers are given updates and sufficient training to achieve the desired level of competency.

The specifics of a training programme for interviewers should include:

#### Employment Legislation & Guidelines

- Fair Employment Practices
- Fair Consideration Framework
- Employment Act
- Tripartite Standards

#### Hiring Manager's Role

- Responsibility and accountability
- Challenges faced
- Expectations

#### Recruitment Process

- Planning & Preparation Phase
- Interaction Phase
- Evaluation Phase

#### Interview Techniques

- Questioning
- Listening
- Types of interview questions

#### Awareness of Biases

- Types of biases affecting effectiveness of interviews such as unconscious bias

### INFORMING CANDIDATES OF INTERVIEW RESULTS

Candidates attending job interviews want to know the results of their interview as soon as possible. There are candidates who even request to know the outcome immediately after their interview. It is good practice for interviewers to inform candidates of their interview results within a reasonable timeframe after the interview (e.g. two weeks) by letter, email or in a telephone call.

### FAIR TERMS AND CONDITIONS

After the selection of the best candidate for the position, it is time to make him/ her a job offer. To do this, you need to have a set of fair and progressive employment terms which will also reflect your company's values and competitiveness.

Do ensure that your terms and conditions follow the employment legislations for employees covered by the laws; and various Tripartite standards, guidelines and advisories available which provide guiding principles for your policies. Another good benchmark would be market norms and industry practices.

Employers should remunerate employees fairly, taking into consideration factors such as their ability, performance, contribution, skills, knowledge and experience. The preparation of a compensation package to offer the selected candidate may involve further consideration or evaluation of a range of factors including remuneration strategies and policies, suitability of the candidate against recruitment priorities, candidate/ organisation fit, candidate's own expectations and market/ industry comparisons.

Your policies will be the foundation on which you draft the employment contract.

#### Employment Contracts

Providing employment contracts commits employers to terms and conditions articulated to potential employees during the recruitment process and will be reassuring to them. At the same time, clarity of terms in the contract will facilitate the resolution of any employment-related disputes, should these arise.

Ensure that the contracts are clearly written and include Key Employment Terms. According to the Employment Act, it is mandatory to provide all employees with Key Employment Terms in writing before the commencement of work, as far as possible. If not, employers should provide the terms no later than 14 days after the start of employment. Employers are also encouraged to obtain employees' written acknowledgement to these key employment terms, where practicable.

**At the point of job offer, all relevant information regarding employment terms must be in place.**

## EMPLOYEE ORIENTATION AND ONBOARDING

The recruitment process does not end when the position is filled. Employee onboarding is a vital part of the process and a strong onboarding programme can help to ensure that the new hires are engaged from the get-go.

### Purpose of Orientation Programme:

- Reduces start-up costs as proper orientation can help new employees get up to speed quickly
- Assimilates new employees into the company and makes them feel welcome
- Provides opportunity for the leadership team to share the corporate vision
  - Helps new employees be part of the company's future
  - Helps them to understand the corporate culture
- Communicate and clarify workplace expectations
  - Informs new employees of resources available on shared platforms that they can readily access, such as the employee handbook

Some organisations make use of the “buddy” system in addition to a formal employee orientation programme. As the word suggests, the role of the “buddy” is to assist the employee in all aspects of work as well as to get him /her acquainted to the new work place. The “buddy” arrangement could go on for 2 weeks or more.



## Summary and Conclusion

Employee recruitment based on the principles of fairness and merit is a characteristic of a progressive company. Successful companies invest time and effort to recruit the best talent and contribute towards positive changes including productivity growth, team work and enhancement of employee morale.

### Benefits of fair recruitment

Above all, there are many benefits to be reaped from fair recruitment.

- Better job fit
- Lower turnover
- Increased morale
- Gets best person for the job
- Widens pool of potential talent

The contents in this handbook will assist you to implement a fair and objective recruitment and selection process in your organisation and become a fair and progressive recruiter.

Tripartite Standards

Jointly developed by the Ministry of Manpower, National Trades Union Congress and the Singapore National Employers Federation, the Tripartite Standards is a new initiative which helps employers with good practices distinguish themselves. Among them, is the *Tripartite Standard on Recruitment Practices*, which specifies a progressive standard that organisations should aim to meet.

The Tripartite Standards complement laws, Tripartite Guidelines and Advisories to increase the adoption of fair and progressive workplace practices in Singapore. Each Tripartite Standard comprises a set of verifiable, actionable employment practices across different functional areas (e.g. term contract employment, flexible work arrangements, grievance handling) that progressive employers should adopt. Each of these Standards has been approved and issued by the tripartite partners.

Employers who have adopted the Tripartite Standards can use the relevant Tripartite Standards logomarks in their job advertisements and marketing collaterals, and their names will be listed on TAFEP’s website (tafep.sg). These employers would thus be able to differentiate themselves in specific key employment and workplace practices that potential job seekers and employees would look for, thereby enhancing their ability to attract and retain talent.

More information about the Tripartite Standards may be found at **tafep.sg**.

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