

# Wave Industries Private Limited

## Recruitment and Selection Policy

**Objective-** To establish guidelines for a structured recruitment process in the company, thereby ensuring flow of quality talent to meet objectives of the company-especially those objectives which are related to structural and operational efficiency within the business and so as to comply with the provisions of the statutory acts.

**Scope-** This Policy applies to the Recruitment and Selection process, occurring at all levels in the company and its associated/subsidiary companies. The policy defines the objectives to be met in the implementation of Recruitment and selection which are aimed at attracting competent individual to fill a position with the most suitable applicant. Talent is to be selected for appointment according to ability, qualifications and competencies required to fulfill the job requirements, without any discrimination towards race and gender. Internal resources are to be given prior consideration for job appointments and only where it is considered that a suitable internal candidate is not available will an external candidate be appointed.

### **Guidelines**

- All employees engaged in the recruitment and selection process must adhere to the process as mentioned in this policy.
- In addition, any external consultant/ recruitment agency(s) hired, must also act in accordance with this policy. The HR Department will be responsible for providing the guidelines for recruitment to the external parties prior to their involvement in the recruitment process.
- Appropriate training will be imparted to the employees engaged in this process in order to ensure that the recruitment process is duly followed.
- If an applicant is a relative or a personal contact of an employee, the same must be duly reported at the start of the process or as soon as the employee becomes aware of it.
- Documents pertaining to applicants will be treated with utmost confidentiality, and in accordance with statutory laws.

**Equal Employment Opportunity (EEO)** -The Company believes in Equal Employment Opportunities (EEO) for all. This principle helps in realizing and respecting the talent of the individual, without any biases or discrimination against them on the basis of their knowledge, skills, and abilities. The EEO initiative at the company guides efforts in ensuring that all individuals are extended equal opportunities without regard for their ethnic background, caste, creed, religion, gender, sexual preference, marital status, national origin, political belief, handicap or disability. This Policy is applicable to all the employment practices, including (but not limited to) recruitment, promotion and training. The EEO policy is necessary to ensure:

- That all are given fair access to all development opportunities
- That handicapped and disabled people are encouraged and provided a fair chance to grow with society.
- That the company contributes to the creation of a fair Organization, industry and the society

**Human Resources Planning-** In order to achieve organizational and departmental goals, manpower requirement needs to be **proactively** assessed and appropriately defined in

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qualitative and quantitative terms for the financial year (Season and non-season). Based on the requirements given by the HODs, the detailed Manpower Plan for the financial year will be prepared by the HR Department. HODs shall specify details for the new positions, cost and justifications. The Manpower Plan will form a part of the overall HR budget. The Annual HR Budget (including the Manpower Plan) will be submitted to the MD for approval. Plan will be subject to MD approval only for new positions. All recruitments will be in accordance with the approved Manpower Plan for the entire financial year.

**Creation of posts-** Creation of any new post would require the sanction of the MD. The Recommending Authority must ensure that new positions raised, are within the approved HR budget and the Manpower Plan.

## Processing requests for manpower

Managers are responsible for establishing business need for recruitment and justify the need to fill the vacancy or the need to create new position. Requirement to fill up a vacancy and / or generate new positions would be raised by the concerned department, by submitting a Manpower Requisition Form (Annexure) to the HR Department giving complete details with behavioral and technical competencies required. The Manpower requisition will be approved by Unit Head/HOD/CHRO. Although there may be resignation, it may not always be necessary to replace the resigned employee as the function may be absorbed by other employees. If the position is a new position, it is important to ensure that the budget exists for the appointment of a new employee. The information provided thru this form will be vital in drawing up the internal and if necessary external resources. Incorrect or insufficient information could therefore compromise the ability to source the appropriate resource. It would be prudent to keep the lead time for filling up various vacancies in perspective. The Service Level Adherence (SLA s) for HR to fill up various positions is as tabulated below: -

Position	Days required
AGM and Above	60
Sr Manager and below	45

The HR and functional head may mutually decide on a date by which a vacancy is to be filled.

**Evaluating of the request-**The requirement will be verified, with reference to the approved Manpower Plan and HR Budget. The HR Department will decide whether the post(s) can be filled through:-

- Internal Job Postings
- Recruitment thru consultant
- Recruitment thru job portal
- Inter-functional adjustment of posts
- Redeployment of surplus staff
- Trainees recruited through various sources

**Finalizing-** After evaluating manpower requests, the HR team will hold a meeting with the concerned department to finalize the details if any. A date by which the new employee would be recruited must be fixed alongside. The HR team will be required to fill in the vacancies, on or before the agreed date recorded in the minutes of the meeting.

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**Screening Process-** It has two components:

- Prerequisite criteria
- Selection criteria

Differentiating between the criteria's will enable the Functional Heads / CHRO to determine which of these criteria is to be given more weightage. All criteria must be thoroughly investigated during interviews and other selection procedures. Before making a recommendation for an appointment, the concerned must ensure that all prerequisite criteria have been met to the fullest. The assessment forms the basis for interview questions, assessments and any other tests which form a part of the recruitment process.

## Sources of Recruitment

**A. Employee Referrals-** Under this scheme, employees can refer their friends, relatives, and acquaintances for suitable positions emerging from time to time in the organization. **However, first blood relations will not be eligible for selection.**

**Procedure-**HR will list all the positions under this scheme on the company website. Employees can submit the resumes of their referral candidates by mailing it at [ta@waveindustries.in](mailto:ta@waveindustries.in). The HR will evaluate and process the resumes for further recruitment process. Selection will be based on merit only.

**B. Campus Recruitments-** Campus Recruitment will be coordinated by the HR department. Campus interviews are conducted for Diploma Engineers/ ITI Graduates/ Graduate Engineer Trainee/ Management Trainee. The Campus Recruitment Committee will comprise of representative of departments and a senior HR representative.

**Procedure-** Selection process will involve aptitude and / or technical assessment, followed by Group discussion and personal interview(s) or any other selection process as defined by the HR department. The offer letter will be issued only after finalization of candidate selected in the recruitment process. On completion of probation period, the performance of the candidates would be evaluated and will be issued confirmation letter. All confirmation has to be written.

**C. Advertisements-** Advertising the vacancy, on job board is widely used as source of recruitment for large number of hiring in short period. The main advantage of this method is its wide reach. The advertisement must achieve the following outcomes:

- Attract applicants in large numbers
- Give a reasonable understanding of the position.
- Be brief to keep costs low
- Be based upon the selection criterion

The advertisement process is initiated on approval of the Manpower Requisition Form. A reference code for each vacancy would thus be generated.

**D. Hiring consultants-** In case of middle/senior level recruitment is to be made it would be desirable to engage a professional hiring consultant(s) for sourcing quality candidates.

**Procedure-** HR department will identify Consultants, based on their current clientele, database quality and size, past performance records and industry feedback. The HR department will

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negotiate the Terms & Conditions with the identified list of Consultants, and will get a one-time approval from the MD before engaging them through a formal agreement.

Quality Expectations from the Hiring Consultants:-

**Minimum Turn-around time (TAT):** Once a requirement is placed, the consultant should forward at least 6 CVs per position within 72 hrs. (3 working days). **Strong Conversion Rate (6:4:2):** Out of the 6 CVs forwarded by a consultant, 4 must be short-listed (after initial screening by HR) and at least 2 of them must be selected.

An Annual Evaluation of the services provided by the existing consultants would be carried out, and used to create and maintain a list of Preferred Consultants. At the time of recruiting, these Preferred Consultants would be given priority over other Consultants.

**E. Talent Pipeline-** It is the responsibility of the CHRO to create enough talent pipeline for all functions, levels and locations. The CHRO should regularly engage and search talented passive candidates for any future requirement. However, to fulfill these requirements, CHRO should be made aware of the business plans involving manpower induction or reduction.

**Selection Process-** The selection process should be aimed to be:-

- Transparent and Timely
- Cost effective and free from conflict of interest

## Processing of applications

- All applications received will be subject to a preliminary screening by the HR Department.
- During the preliminary screening, candidates who qualify in terms of the nature and quality of technical knowledge, professional expertise, and educational qualifications will be short listed. The HR Department will forward the short listed applications to the concerned department for further screening.
- The Head of Department or nominated representatives from the department will re-screen and further short-listing the candidates
- The Head of the Department will then forward the list of candidates considered eligible for assessment/interview to the HR department, along with the criterion adopted for screening and the basis for rejection of each application.
- After the screening of applications is completed, HR Department will prepare a concluding list of eligible candidates and will call them for personal interview and psychometric based assessment, wherever applicable.

**Selection procedure-** The HR Department will design the method of selection, consisting of various selection techniques such as written tests, group discussions, competency based psychometric assessment etc. Selection panel/ rounds will be constituted as follows:-

- MD/CGM/Director from the senior most managerial cadre at the Corporate Office.
- HOD from the concerned specialization
- CHRO or a designated representative.
- The MD, or in special cases, any of their representative, not below the rank of General Manager would head shortlisting candidates

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- All non-executive cadre appointments (including supervisory trainees) and other trainees will be made on the basis of recommendations of a HOD/CHRO or representative.

Intimation for appearing in the Interview will be sent out in advance to all short listed candidates via e-mail and/or phone call. The candidate would be asked to fill up an Application Blank (Annexure – 2) before appearing for the interview. The HR Department will make the following documents available for selection:-

- Job Descriptions
- A copy of the Resume of the candidate.
- Application in original
- Interview assessment form of the candidate
- Results of tests held prior to interview
- Specific requirements, responsibilities and remuneration for each post
- Number of suitable candidates to be selected

While the technical members will judge the suitability of the candidates in terms of knowledge, skill, expertise and professional competence, the HR representative will be responsible for soft skills (attitude, personality etc.) required for the job.

The Interviewer is required to assign final rankings to each of the candidates. All aspects of the interviewee such as qualification, experience, performance on interview and other tests and activities as applicable will be taken into account. Based on the assigned candidate's merit ranking at the time of interview and evaluation, candidate will be offered with an appropriate designation as per salary matrix.

- Interview Assessment form (Annexure) is to be used during interviews, to rate each applicant against the selection criterion. The Interviewer is required to submit the Assessment Sheet for all interviewees, when recommending an appointment. The Interviewer while making its recommendations may also indicate remarks considered relevant with respect of any candidate. For instance, in case it is felt that a candidate may be better suited for a designation higher than that of an entry level, then, the same may be communicated.

- Any candidate can be eliminated at any given stage of the selection process.

**Reference Checks**-Reference check(s) can be made before and after extending an offer to the selected applicant. At the onset of the selection process, all candidates must be informed of the reference check. A thorough reference check would be conducted if s/he is selected for the position. There should be a minimum of two professional reference checks before extending an employment offer for a middle/ senior-level position.

During reference check, it is mandatory to check the candidate's name, previous designation, salary and role and verify whether experience details provided is affirmable. The candidate's contact details are also to be confirmed.

**Recommend an Appointment**-Once the candidate has been narrowed down the Interview Assessment Sheet of shortlisted candidate will then be sent to the CHRO for approval

- On approval of the appointment by the CHRO, the HR department will finalize salary and issue an offer letter which can be issued in person or sent thru mail.

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- A copy of the offer letter must be signed by the prospective employee and kept in the offer letter file. After joining, the same copy of the Offer letter must be kept in her/his personnel file.
- A detailed appointment letter will be issued mentioning the Terms and Conditions of employment. This must be signed on all pages by an authorized signatory and be given to the New Employee. The New Joiners would be required to give their due acceptance to the Terms by signing on each page of the offer letter. This copy should be kept in the personnel file of the employee.
- If a New Joiner does not report as per the appointed place and time on the first working day, then, her/his appointment will be deemed cancelled.
- An exception can be made only if the candidate informs the HR team of her /his inability to report on the first working day, beforehand. A fresh date of joining must be agreed upon by mutual consent.
- A mail mentioning the revised date of joining should be sent to shortlisted candidate

**Health Standards-**All appointments will be subject to the Medical Examination by the authorized Medical Officer, as per medical fitness standards prescribed by the Company, from time to time.

**Joining Formalities-**If an offer to join the organization is duly accepted, then, the following documents need to be filled / submitted on the on or before first day of joining. This is to facilitate internal processing

- PF Nomination form
- Form 16/salary certificate from previous employer
- Bank Account opening form, duly filled in
- Her/his Academic, Work Experience, and Salary slips (from past employer).
- Forms for Mediclaim Insurance, Personal Accident Insurance and Gratuity Nomination
- Pan card copy
- Aadhar Card

**Induction-**Newly appointed candidates must join the company on the Date of Joining (DOJ) indicated on the offer letter and would be required to submit requisite documents/ supporting materials at this time. The HR division will arrange for the Induction Program once in a month, preferably on first Monday of the month. The New Joiner will also be provided with employee Hand book and Procedures. Each department will also provide the New Joiner with an induction specific to the function and the new work environment, if required

**Travel entitlements for outstation candidates-** In general, all candidates going through the recruitment process for positions in the company, at Levels will be covered under this policy. Candidates may be required to travel to a location outside their city of residence, in order to participate in the company's recruitment process. In case of such travel, the candidate will be entitled to get reimbursements equal to corresponding position mentioned in the company travel policy

**Appointment letters-** All appointment letters will be signed by the CHRO/authorized Manager