Procedure: Recruitment and Selection of Personnel

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# Purpose

To establish and follow a consistent approach and practice in the recruitment and selection process to attract and select the most suitable candidates on the basis of their past experience, skills and potential, and place them in a role which best utilises their skills.

The objectives of this procedure are to ensure:

* only suitably educated, experienced and trained personnel are in the manufacture of pharmaceutical product
* hiring processes comply with relevant State and Federal laws
* the best possible match between the candidate selected and the requirements of the job
* all available and relevant information has been obtained about candidates in order to ensure a quality selection decision
* selection decisions reflect [Company]’s commitment to non-discrimination and equal employment opportunity so staff are hired based only on their skills, experience and training against the needs of the job role.

# Scope

The scope of this procedure includes the selection and recruitment of employees and contractors to [Company].

# Responsibilities

Edit this section to reflect the organisational structure of your company

|  |  |
| --- | --- |
| Role | Responsibility |
| Managing Director | Responsible for the policy elements of this procedure and approval of all hires. |
| Executive Assistant | * Administering this procedure. * Ensure the overall integrity of the recruitment process with respect to consistency, effectiveness and the [Company] commitment to equal opportunities and non-discrimination. |
| Production Manager, Quality Manager, Product Development Manager and Operations Manager | * Write job descriptions, interview and recruit suitable candidates. * Perform reference checks and short-list/select candidate(s). * Complete and obtain endorsement of the selection recommendations from the Managing Director. * Ensure the process is completed in reasonable time. |

# Procedure

## Identify vacancy to be filled

When a vacancy has been identified consider the following:

* the salary budget
* the status of the job, i.e. full-time, part-time, contract, casual, fixed term or permanent
* recruitment timeframe.

## Create and review job description

A job description ensures there is a clear understanding of the purpose of the role, the major responsibilities and challenges of the job and the essential skills and qualities needed by a suitable candidate to satisfactorily perform it.

The recruiting line manager prepares a job description detailing the following:

* the key job objectives including key challenges
* the duties, tasks and responsibilities to be performed and expected results
* the level of expertise required, including qualifications, knowledge, experience, skills and behavioural competencies
* the level of decision making required, taking into account the environment in which the job is situated
* the level of accountability, including the impact it will have on the organisation and the level of independence, influence and involvement the role has within the organisation
* key relationships, e.g. working with internal and external contacts.

## Obtain approval to recruit

Amend this and subsequent sections to reflect the approval process for your company.

Approval by the Managing Director is required prior to recruitment. The following must be prepared and submitted:

* the reason for filling the job; including if relevant the reasons why internal restructuring or promotion are not appropriate
* an updated copy of the job description
* the remuneration package to be offered
* timeframe in which the job needs to be filled.

## Recruit

Once approval to recruit, job description and remuneration range have been confirmed, the recruiting manager and Executive Assistant will together decide the most appropriate recruitment strategy to attract and select a suitable candidate.

The recruitment strategy will reflect the nature of the role and consider the following:

* how candidates can best be attracted
* the options and benefits of internal versus external recruitment
* the most effective advertising media available for the assignment
* who will be involved in the interview process
* realistic time-frames for short listing and interviewing
* the start date for the successful candidate bearing in mind the notice period they may have to give to their employer.

## Advertising

Vacancies are advertised internally first to provide opportunity for career development, job change and advancement to existing employees unless it is judged that there are no suitable internal candidates.

When a suitable internal candidate is available, they are to be given the opportunity to be considered against the shortlisted candidates from the external advertising campaign on the basis of their merits and suitability.

The recruiting line manager will ensure that:

* the content and style of the advertisement accurately reflects the nature of the job
* the advertisement is consistent with [Company] corporate image, culture and values and commitment to non-discrimination and equal employment opportunity
* the advertisement is placed in the most relevant and cost effective medium.

## Interview

Candidates must be interviewed by a panel consisting of the recruiting manager and other suitably experienced colleagues as required by the recruitment manager. A face-to-face interview is recommended as it provides an opportunity to collect information not readily available from any other source.

To ensure consistent and valid comparisons between candidates are based on skills and competencies, observations made during the interview are recorded.

Following an interview the panel reviews their notes giving each competency or criteria a rating and then decides an overall rating noting the candidate's strengths, weaknesses, including areas that need confirmation via reference checking. These notes are retained in the candidate’s files.

## Reference checks

The purpose of the reference check is to clarify what the candidate discussed in their interview and to seek any information that was missed in the interview.

Employment and character reference checks are to be carried before any offer of employment is made or implied.

Reference checks on short-listed candidates are carried out prior to final interviews.

The reference check should consist of at least two referees. The referees should be a recent manager, supervisor, team leader or client. If the applicant has not yet been in the workforce the referees may be a schoolteacher, university lecturer or professor.

## Determining a candidate’s suitability

Before an offer of employment is made the recruiting manager reviews all data against the position description to ensure a candidate has suitable experience, skills and training to carry out the job.

## Make an offer of employment

The recruiting manager must offer the role to the successful candidate in writing confirming:

* salary being offered
* a suitable start date
* the position offered
* the terms and conditions under which the offer is made
* additional training requirements for the candidate to fulfil the role
* information the candidate needs to join the company
* the requirement for the candidate to undertake a medical examination upon recruitment.

Once the candidate has accepted the role in writing, all other applicants will be advised that they have been unsuccessful. Résumés and interview notes from internal candidates will be kept on file for a minimum period of one year.

A letter of offer is completed and a personal file created for the successful candidate. Two copies of the letter of offer are sent to the candidate - one copy for the individual’s records and the second requiring signature by the candidate and confirmation of their start date before being returned as an indication of acceptance of the offer.

A Confidentiality Agreement will be attached as an addendum to the letter of offer for the candidate to sign and return with their acceptance, together with a number of other standard forms required in order to place the individual on to payroll including their tax file number and banking details.

# Medical examination

All personnel involved in the manufacture, storage, distribution, quality assurance and quality control of medicinal products must undergo medical examination upon recruitment in order to ascertain any health conditions that may be of relevance to the quality of product. Thereafter examinations should be carried out regularly to ensure staff health remains satisfactory for specific roles.

Appendices

Amend as required or delete.

Definitions

Amend as required or delete.

| Term | Definition |
| --- | --- |
|  | Insert terms/abbreviations and definitions for those used within the procedure. Do not include any terms or abbreviations not used within the procedure. |
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Document Information

| Revision History | | | |
| --- | --- | --- | --- |
| Revision | Modified by | Change Control No. | Description of Change |
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Complete the above fields for each revision of this document. Ensure that there is sufficient description of changes so that the change history of this document can be followed. Additional columns can be added to include document/change tracking numbers generated by your company’s systems if required (eg. change control).

| Associated forms and procedures | |
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| Doc. No. | Document Title |
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List all controlled procedural documents referenced in this document (for example, policies, procedures, forms, lists, work/operator instructions

| Associated records | |
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