



RECRUITMENT & SELECTION POLICY & PROCEDURE

Implementation Procedure

Rotary Against Malaria PNG (RAM PNG) seeks to ensure that it recruits highly qualified individuals to assume the vacant positions or newly created positions.

Purpose

RAM PNG is committed to being a powerful force for achieving a fairer, safer and more sustainable world. We can only achieve our mission if we are able to attract and retain appropriately skilled and motivated people. Accordingly, we aim to recruit committed professionals who match the specified job requirements, and have the potential and ability to contribute to the future development and success of RAM PNG.

In line with these aims, RAM PNG will:

- a) Implement consistent recruitment and selection procedures which are transparent and allow for fair treatment of all applicants;
- b) Aim to ensure that appointees are of the most qualified.

In support to RAM PNG commitment on equal employment opportunities, the organization recognizes the need to encourage candidate from different backgrounds, ethnicities, women and people with disabilities to apply for vacancies. Recruitment and Selection procedures will operate in accordance with the Employment Act of Independent State of Papua New Guinea, National Constitution of PNG, other best practices globally, and the Human Rights Act 1993.

Policy Statement

RAM aims to recruit capable, committed and professional individuals who match the specified job requirements, and have the potential ability to contribute to the future development and success of the organization. In doing so, it will demonstrate fairness in all aspects of its recruitment and selection processes, strive to be an Equal Opportunities Employer and meet the standard requirement that impact on the recruitment and selection process.

Scope

This policy applies to all types of employment; fixed term, fixed short term, casual and part-time employment (including parental leave and postings within PNG).

Recruitment and Selection Process & Guidelines

1. Job Analysis

a. Review of needs

Vacancies provide an opportunity to assess current resources, review the nature of the position and decide whether a replacement is required. Replacement of an existing role is not automatic and should always include an analysis of whether the role is still a priority for the organization.

b. Position assessment & Identifying employment status

An assessment on position should be reviewed if the position to be vacated is still vital to organization's strategic direction. The Recruiting Manager in coordination with the HR Manager



should analyze and make recommendation that the position vacant needs to be replaced and cannot be absorbed by other role holders.

The Recruiting Manager should identify or establish if the position vacant is a fixed term, fixed short term, casual or part-time employment.

c. **Budget review**

In situation of a budget shortfall or spending constraints, a review of the budget priority for the post will be required. In other cases, recruitment for a budgeted position can proceed after assessment.

d. **Others**

Temporary replacement for the post vacant due to *Maternity Leave and/or Paternity Leave* is a legislative requirement under PNG Employment ACT 1978 to hold the position open in anticipation of their return to work. The vacancy may be filled by a fixed term appointment only.

2. **Recruitment process**

The HR Manager and HR Staff are responsible for:

- a) Creating and posting the advertisement for the role in relevant media
- b) Advertising the post internally and externally (all adverts have the tagline: RAM is an Equal Opportunities Employer and seeks diversity in workplace)
- c) Setting up a recruitment file for the post

2.1 A Job Description (JD)

A Job Description (JD) and person specification should be developed or updated by the recruiting manager (e.g. Logistic Manager / Partners Manager) using the standard format prior to advertisement of post vacancy. The JD will accurately reflect the task, responsibilities and level within the organization to ensure that applicants will use this information to assess their suitability for the position and the recruiting manager will use it in the recruitment and selection process. This JD will also be used to measure and assess performance of the successful candidate when he/she is on-board and as identifying tool determining his/her training and development needs.

2.2 Planning of the recruitment and selection process

As agreed with the recruiting manager, the HR Manager will develop recruitment responsibilities for the recruitment process. The planning will include the following:

- a. Filling-in of the **Recruitment Request Form (Appendix A)**
- b. Job Slotting and salary/grade
- c. Where the post will be advertised
- d. Closing, shortlisting and interview dates
- e. Composition of the selection panel
- f. Assistance in the composition or revision of the interview questionnaires and additional information for long-listed and/or shortlisted applicants
- g. Other selection tools to be used

2.3 Advertising



Advertisement generates a pool of suitable qualified, motivated and experience applicants who matches the specification in the outlined JD. This is also an opportunity to promote RAM as well as the current vacancy to prospective applicants. The advertisement should be drafted by the recruiting manager using key information and criteria listed in the job description and person specification. This will then be reviewed and signed off by the HR Manager and approved by the Program /Country Manager before being posted externally.

2.3.1 The advertisement may be developed by the recruiting manager and HR Manager/ HR Officer and this should be in in the standard RAM PNG format which includes:

- a. General information about RAM PNG
- b. Unique/specific information about the department, team and/or programme
- c. The primary purpose of the role
- d. Minimum qualifications, training skills and experience required
- e. Dates of advertisement postings
- f. Closing date for application

2.3.2 All staff recruitment advertising should be undertaken by the HR Manager or HR officer undertaken with his/her agreement.

2.3.3 Post will normally be advertised externally for at least 2 weeks.

2.3.4 New fixed term positions exceeding three months will be advertised externally, usually for at least 2 weeks. Where a strong candidate is being considered, the place and duration of the advertising period may be restricted.

2.3.5 Maternity leave vacancies should be advertised as a fixed-short term appointment.

2.4 Placement

Careful consideration of the placement of advertisements will maximize the pool of applicants and the chances of recruiting successfully. Industry networks and community groups can be valuable and effective source of qualified applicants.

2.4.1 Other avenues to consider include:

- a. Internal Application
- b. National Newspaper
- c. National Internet Recruitment Site or the Social Networking Site (Facebook) Linked in, PNG Job Seek Website
- d. Recruitment agencies/consultancies (if applicable: the use of consultancies and recruitment agencies will usually be restricted to post where it has not been possible to find suitable candidates after advertising the post at least once through the normal recruitment channels)

2.4.2 The Program/Country Manager is responsible for the advertisement posting in the RAM Facebook site, therefore, the HR Manager should forward the vacancies to the Program/Country Manager for posting.



2.5 Enquiries and applications

The HR Manager or HR Officer will compile applications received through e-mail, mails and referrals for specific roles. The HR manager or HR Officer will do the long-listing. These will be forwarded to the recruiting manager after the closing date for the shortlisting of applicant. The acceptance of late applications will be at the discretion of the HR Manager.

2.6 Shortlisting

Shortlisting will identify, based on the information provided, those applicants who best fit the requirements.

1. The recruiting manager will usually complete the shortlisting and inform the HR Manager or HR Officer for set-up of interview schedules.
2. Recruiting Manager if satisfied with the shortlisted candidates will inform the HR Manager or HR Officer to send out additional information forms for the applicants to complete and return. The additional information form is also used during the selection process.

3. Selection process

3.1 Selection Tools

The selection process covers: shortlisting, interviews (which may be done through telephone Zoom, Microsoft Team, Face to face or Skype calls), additional information's forms, occupational testing or assessment, referees checks and where relevant, pre-employment police check.

- a) This process provides information from several different sources, for the purpose of identifying the best person for the position.
- b) Once RAM PNG requirements for the position has been identified, the best way to obtain each piece of information should be established. This will include deciding whether the information is best obtained directly from the applicant or from a referee, and whether the information is best gained in writing, through interview questions, or by work sample.

3.2 Interviews

Interviews are the main selection tool used to select candidates. This can be done through telephone, zoom, Microsoft teams, face to face or Skype calls whichever is most applicable.

- a. Applicants for interview are classified in two different types the internal applicants and the external applicant. Internal applicants are the ones already working with RAM who intends to apply in the position vacant. If the internal applicant meets the essential criteria, he/she should be interviewed. Otherwise, should the recruiting manager do not wish to interview the internal applicant, s/he will need to discuss the situation with the HR Manager or the recruiting manager will personally advise the applicant verbally and provide clear reasons.
- b. Whereas, external applicants are applicants that were selected from the pool from our advertisement postings.



- c. The interview panel will be agreed in advance of the recruitment process and should consist of at least two people, and diversity/gender balance should be considered when forming the panel. This normally involves the recruiting manager and the HR Manager but for more junior roles, the HR Officer will be part of the interview panel. In addition, a technical specialist, external selectors and/or other relevant staff (including staff members from the same team or staff/managers from teams who may work closely with the post holder) may be asked to participate in the selection process or be part of an interview panel.
- d. Any panel member who has close ties with an applicant must declare this association to the HR Manager by completing a **Conflict Of Interest forms**. Depending on the relationship, it may be considered inappropriate for them to participate in the selection process.
- e. Interview questions will be made by the recruiting manager and agreed by the interview panel in advance and the same questions must have asked to all candidates to ensure consistency and fairness. The HR Manager may provide advice/support as to the interview questions used.
- f. Questions should be open-ended e.g. what, why, how etc. and applicants should be asked for examples drawn from previous experience to support their answers where possible.
- g. Follow-up questions (that further clarify or probe the interviewee on the answer provided) and questions that aim to clarify information contained in a candidate's CV may be asked in addition to the standard questions that are asked to all candidates.
- h. Interview notes are recommended to be made during the interview using the **Interview Summary Form**. This form has to be prepared by the recruiting manager. The notes that will be written in the form will assist the panel to recall the applicant and their responses to specific questions. The panel should record only all objective information.
- i. All notes will be kept on file by the HR Manager for up to six months for unsuccessful candidates. And notes for the successful candidate should be filed on his/her personal file.
- j. More than one round of interviews may be required before a preferred candidate is identified.
- k. Second interviews are done where there are uncertainties about one or more candidates, or where the rankings between candidates are very close. A varied format for the second round of interviews may be used to identify the specific area of uncertainty to probe or to test the candidate's performance in a particular setting (e.g. in a team, facing a panel or in a social setting).

3.3 Ranking

Following the interviews, applicants should be assessed against the selection criteria and ranked (e.g. 1st, 2nd, 3rd ...choice) based on which are the closest match.

3.4 Reference Checks



It is essential that references may be taken up for shortlisted candidates to assist selectors in making selection decision. These will normally be taken up by the HR Manager after the interview process. References may be in the form of a telephone or e-mail reference report.

- i. It is the responsibility of the HR Manager to contact referees and should not be delegated. The contact details of at least two relevant referees must be provided by the applicant (with at least one being the line manager or the supervisor and preferable from the most recent employer) is required.
- ii. It is important to ensure that the referee has sufficient knowledge and experience of the applicant to make accurate objective assessment of the applicant's abilities.
- iii. As requested, the referees can be provided with a copy of the job description to allow them to provide as much relevant information as possible.
- iv. Telephone referee checks can have a higher validity than written references as personal contact is more likely to provide genuine responses, and enables the HR Manager to "read between the lines", taking note of the pauses and intonation.
- v. If the nominated referees are not able to provide relevant work information, there is additional information that requires clarification, the manager may request written permission from the applicant for an addition referees.
- vi. All information supplied by the referees is strictly confidential and must not be discussed or disclosed with the applicant unless the referees permit. **(See attached reference check form as Appendix B).**

3.5 Selection decisions

3.5.1 The final step in the selection process is making the appointment decision, which should only take account of relevant information gained from the:

- a) Interview process
- b) Occupational test
- c) Competency assessment
- d) Reference checks
- e) Police check

3.5.2 No appointment should be made unless a clear majority decision (including the recruiting manager) is in favour of the decision. However, the final decision lies with the recruiting manager.

3.5.3 Any reasons for disagreement should be explored and unwarranted inferences or assumptions challenged. Further selection can take place at this stage, e.g. second interviews, further occupational testing.

3.5.4 Panel members should be aware that they might be required to appear before the Employment Tribunal of the Human Rights Commission to defend the appointment against appeal.

3.6 Employment of close relatives

Although close relationships should not be considered a reason for not appointing, the recruiting manager may restrict the employment of close relatives if the employees to the detriment of RAM PNG.



- a. Knowledge of a close relationship should always be declared to the HR Manager before applicants are interviewed.
- b. If the recruiting manager considers that a conflict of interest could arise or relationship could adversely affect the individual's performance or the working environment generally, they must seek advice from the HR Manager.

4. Appointment

4.1 No Appointment

RAM PNG is committed to recruiting applicants of high caliber. If no applicant matches the required competencies to the satisfaction of the panel, the following options should be considered:

- a) Re-advertising to generate an alternative pool of applicants
- b) Reviewing all applications
- c) Review the position requirements and re-advertise

4.2 Starting salaries

The starting salary will be agreed by the recruiting manager and the HR Manager in accordance with RAM PNG current salary scale system.

- a) If the recruiting manager wishes to offer a salary that falls outside the scale of the salary system, approval must be obtained from the Country/Program Manager.
- b) The Recruiting Manager will have to complete the **Pay Rationale Form (Appendix C)** which will be indicating reasons why the salary offered is outside the scale.
- c) This form must be approved by the Country/Program Manager or designate and endorsed by the Human Resources Manager.

4.3 Remuneration package

In order to attract the best applicant, salary should be considered part of the package. The package can include negotiable items;

4.3a Under an individual employment contract including;

- i Leave provision
- ii Professional development, research, conference opportunities
- iii Professional membership (where applicable)
- iv Opportunities for professional development
- v Flexibility with regard to working arrangements
- vi Relocation allowance

4.3b For expatriate field appointments, the following provisions will additionally apply;

- i Flights to and from the country of assignment
- ii Home leave flights
- iii Appropriate insurance cover (including medievac)
- iv Suitable accommodation



- v Rest and recreational leave (if applicable)
- vi Assistance with school fees (if applicable)

4.3c The recruiting manager or the HR Manager should highlight to prospective applicants the range of benefits available to RAM PNG staff during the selection process.

5. **Employment offer**

Offers of appointment should first be made verbally by the recruiting manager or HR Manager. This provides an opportunity for discussion and clarification.

5.1 The HR Manager/ HR officer will send the formal offer of appointment to the preferred candidate, usually once the formalities outlined below are fully completed and satisfied and returned to the HR Manager/ HR Officer.

5.2 Where appropriate, relocation expense reimbursement will be confirmed in the appointment letter, following consultation with the Country/Program Manager.

5.3 All appointments are provisional until the HR Manager receives:

- a) Copies of relevant qualifications
- b) Two satisfactory references

5.4 And where appropriate:

- a) Copy of original birth certificate or passport
- b) Evidence of entitlement to work in Papua New Guinea
- c) Police character referee check
- d) Driver's license (if necessary)

5.5 No employee should commence employment until there has been a formal offer and acceptance of appointment, and the conditions of employment have been confirmed.

6. **Feedback to unsuccessful applicants**

1. All unsuccessful applicants will be promptly notified by the HR Manager, with the exception of internal/interviewed applicants who will be notified verbally by recruiting manager or HR Manager.
2. Requests for further information or reasons for non-appointment will, in the first instance, be addressed by the HR Manager. Ongoing communication will not be entered into.

7. **Recruitment & Selection Effectiveness**

The Recruitment and Selection Policy will be deemed effective when:

1. The best person is appointed to the vacancy, meets all essential criteria for the position, and has the desired qualities (will be determined on his/her probation period and during 1-2-1 meetings).
2. New staff remain in the position for an appropriate length of time (eg. 2 years for permanent roles and the length of fixed term contracts) because:



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- a) the job description accurately reflects the needs of the Department, team and/ or programme
 - b) the job is workable (as per work objectives, feedback and annual performance reviews and/or exit interviews)
 - c) the position was represented to candidates accurately (feedback at exit interviews)
3. Appointment decisions are not successfully challenged by unsuccessful applicants, the Privacy or Human Rights Commissions
 4. Vacancies do not need to be re-advertised because of insufficient interest or due to a lack of suitably qualified applicants
 5. All applicants are treated fairly, equitably and with dignity (assessed through periodic feedback obtained from all applicants and/or on the basis of positive unsolicited feedback given by unsuccessful applicants)
 6. The pool of suitably qualified applicants is appropriate given the job requirements and the
 - i. current supply/demand factors
 7. Timeliness of appointment
 8. **A Recruitment checklist (Appendix D)** must be completed and signed off by the HR Manager or HR officer and must be attached to the personal file of the candidate recruited

This will be monitored by the HR Manager

Definitions

Permanent

On-going employment with no specified cessation date. May be full-time, part-time or proportional.

Fixed Term

Employment for a specified period of time, for a **genuine reason**, with no expectation of on-going or permanent employment. May be full-time, part-time or proportional.

Casual

Employment on a strictly casual basis, not exceeding six days' continuous employment at any one time. Employment is not regular and hours are not set.

Date of this Policy_____

Authorizer: Tim Freeman

Position of authorizer: Program Manager

Signature of authorizer:

Review date_____



Appendix A

Recruitment Request Form

Position Details (forward Position Description to HR)

Title	
Replaces	or new position <input type="checkbox"/> <i>attach justification</i>
Location	Port Moresby
Project code (if applicable)	
<u>Note – Ensure this is budgeted position</u>	

Contract Details

Category	
Days/week	<u>5</u>
Commencing	
Employment basis	<input type="checkbox"/> Permanent
Fixed term duration	<input type="checkbox"/>
	<input type="checkbox"/> Casual
<p>Note: close relation of the recruiting manager in nominating or referring an applicant/s is strictly prohibited for conflict of interest.</p>	

HR use only

Is this a budgeted position
Yes No

	draft	final
Position description	<input type="checkbox"/>	<input type="checkbox"/>
Advertisement	<input type="checkbox"/>	<input type="checkbox"/>
Application form	<input type="checkbox"/>	<input type="checkbox"/>

Date: _____

Date to Advertise: _____

Selection Panel & Contact Details

Panel chair	_____
Other panel member(s)	_____
Interviews scheduled for	_____
Contact person	_____

Advertising Details

Newspapers	<input type="checkbox"/>	Post Courier
	<input type="checkbox"/>	The National
	<input type="checkbox"/>	



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Offices	<input type="checkbox"/>	Port Moresby
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
Web Solutions	<input type="checkbox"/>	Facebook
	<input type="checkbox"/>	Other
INTERNAL ONLY	<input type="checkbox"/>	promoted via email (for positions of less than 6 months only)

Sign Off

	Name & Signature	Date
Requested by: <i>Supervisor/Line Manager</i>		
Approved by: <i>Budget Holder</i>		
Approved by: <i>Country/Program Manager</i>		
Endorsed by: <i>HR Manager</i>		

Schedules

Advertisement dates	
Interview questions and tests prepared	
Closing application date	
Shortlisting completed	
Interviews completed	
Reference completed	
Offer made	
Starting date	

Please ensure these dates are booked in your calendar.



Appendix B

REFERENCE CHECK FORM

Name of Candidate	
Position Applied for	
Name of Referee	
Relationship to Candidate	
Reference Check Completed by	
Date of Reference Check	

1. Can you please confirm how long you have known this candidate (name) and what your relationship is/was and **what was his/her role was?**

2. Please outline the main **duties and responsibilities** held in the position

3. What do you consider to be their main **strengths** demonstrated in this previous role?

4. Please describe any **areas for improvement** identified in the previous role? Is any training or further development required?

5. Can you explain how does this candidate (name) reacts to constructive criticism and feedback?

6. Are there any issues we should be aware of regarding honesty /trustworthiness/ integrity?



7. How would you describe his/her contribution and willingness to participate as part of a **team**?

8. How would you describe his/her **attention to detail** and **organisational skills**? (E.g. ability to prioritise, manage time)

9. How would you describe the candidate's **attitude to their work**?

10. How does he/she **work under pressure** and handle **conflicting demands**?

11. Did (name) supervise any employees? If yes, how many did he/she supervise and how would you describe his/her style in managing staff?

12. The **RAM Values** are **Accountability, Teamwork, Respect and Acknowledgment**. Describe which is most relevant to (name) either professionally or personally and why?

13. Would you **recommend this candidate** to a future employer? If no, why?



14. Do you know of any reason why Rotary Against Malaria should be concerned about this applicant as it relates to their conduct with children, staff and communities?

15. Are there any **other comments** you would like to add?

Notes

Thank you for your time. Andrew Kore-HR Manager at RAM PNG, Port Moresby Papua New Guinea.

Email: andrew.kore@rampng.org

Tel: +675 3258924



Appendix C

PAY RATIONALE FORM

<p><i>To be completed by the Line Manager, in consultation with the HR Manager, to record the rationale for proposing a starting sal or maximum of the grade. The form must be signed by both the Recruiting Line Manager and Country HR to confirm they support the case, and the PNG C associate Country/Program Manager for OAU funded posts) to confirm authorisation to proceed. See notes overleaf for further guidance This form does not need to be completed if a) Appointing at the minimum of the band b) There is already a pre-agreed level of starting pay for the post</i></p>	
SECTION A : TO BE COMPLETED BY THE RECRUITING LINE MANAGERⁱ	
Employee Name:	
Job Title:	
Department/RAM office:	
Location:	
Grade/Job family:	
Salary range:	
Pay proposed ⁱⁱ :	
Budget available? Y/N	
Line Manager's rationale for pay proposed ⁱⁱⁱ :	
SECTION B: TO BE COMPLETED BY COUNTRY HR	
Desired Market Position for role ^{iv} :	
Internal Equity ^v :	
Details of turnover and failed recruitments for this role or similar:	
SECTION C: SIGNATURES/AUTHORISATION^{vi}	
Line manager NAME SIGNATURE	
HR responsible NAME SIGNATURE	
CD authorisation NAME SIGNATURE	



i **Section A:** This is normally completed by the Recruiting Line Manager but if preferred/agreed this section can be completed by the relevant HR person as well as Section B:

ii **Pay elements:** Please enter the pay you judge is appropriate to secure this appointment.

iii **Pay Rationale:** It is good practice to record the rationale for pay differentials in case you ever need to disprove any allegations that pay has been set unfairly or respond to any equal pay challenges/grievances. Pay for employees may vary for many different and valid reasons. Please state in your own words the reasons why you judge that a higher level of pay is appropriate, including any hard evidence you are able to supply

e.g. evidence that employee’s salary is currently higher at their current employer, CV demonstrating their skills/experience, any market evidence you have been able to obtain etc. This may include, where applicable, details of offers made to the individual by other NGOs, the perceived strategic or significant operational value to the organization of the individual; the consequences of NOT recruiting/retaining the particular individual etc.

1. Market Rate
2. Recruitment/Retention Difficulties
3. High level of competence/Experience
4. Promotion

iv **Market Research:** Country HR should be able to supply a Desired Market Rate (from Birches salary data) for the role unless it is a very unusual role and/or there is not a lot of market evidence available.

v **Internal Equity:** Please explain if there are others in the team in the same or similar role and whether or not the proposed salary is the same or different. If there are others with the same or similar role and their pay is significantly different to what the Line Manager has proposed, then you or the Line Manager will need to supply a good rationale for offering a different level of pay. This could be based on any of the factors in note 2 for example. Don’t assume that employees, who do the same role, or similar roles, must be paid the same. If you can offer a solid rationale for paying differently, this should be acceptable.

vi **Authorisation:** Please see below the table indicating who needs to approve the business case.

Category of staff	Authorization for Sign-off
National Staff	Country/Program Manager

Authorisation will be based on judging and weighing up the evidence provided. There may be clear decisions e.g. where all evidence points to paying more e.g. the external rate is more, internal pay is more, there have been previous failed recruitments, turnover is high, there is sufficient budget and the consequences of not appointing would have severe impact on our ability to complete a strategically important piece of work. Or you may find that the evidence pulls in different directions e.g. the market generally pays more but you have restricted budget and would find it difficult to pay more without cutting back in other areas. Such cases will be more difficult to determine and the signatory will need to make a balanced decision weighing up the pros and cons.



Appendix D

RECRUITMENT CHECKLIST

This form is used as a checklist to assist in the process of recruitment and selection.

VACANT POSITION:		
LOCATION:		
DEPARTMENT:		
SECTION:		
VACANCY TYPE:		
SECTION	Comments	Copy on Personal File
STEP 1: E – RECRUITMENT SUBMISSION		
1. Date processed & closed		
2. Reference No.		
STEP 2: SOURCE OF APPLICATIONS		
1. Internal / External advertisement		
2. Personal Recommendation		
3. HR CV Database		
2.1.1 Date advertised & Closing Date		
2.1.2 No. of Applications Received		
4. Date Applications sent to Dept.		
5. Date shortlist Received		
STEP 3: INTERVIEW		
1. Date interview Completed		
2. Successful Candidate's Name		
3. Reference Check Completed		
4. Police Clearance –		
STEP 4: OFFER OF EMPLOYMENT		
1. Date to Acceptance to Offer of Employment		
2. Start Date		



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1. Copy of Offer Letter		
2. Proof of Age Document		
3. Supporting Email Correspondence		
4. Curriculum Vitae		
5. Ticket/License/Tradesman Certificates		
6. Application for Employment Form		
7. Nasfund SF2 Form(after 3 months		
8. Medical Insurance Application Form(after 3 months)		
9. Tax Declaration Form		
10. Staff Bank Details Form		
11. Child Protection Policy		
12. Code of Conduct		
13. HR Handbook Induction		

I confirmed that all the information provided above is true, and Recruitment & Selection was done in accordance with RAM 's approved Standard Operating Procedure.

Human Resources Manager (_____) Date: _____