Recruitment and Selection Policy

Replace each [Placeholder] and delete options that do not apply. Add state and local requirements for every location where you hire, such as pay range disclosure, salary history bans and criminal history timing rules. Have employment counsel review before publishing.

1. PURPOSE AND PRINCIPLES

This policy sets out how [Company Name] recruits and selects employees. Our aims are to hire people who can do the job well, to treat every candidate fairly and consistently, to comply with employment law, and to fill roles in a reasonable time. Hiring decisions are based on job-related qualifications and are made without regard to any characteristic protected by law, in line with our [Equal Employment Opportunity Policy].

2. SCOPE AND RESPONSIBILITIES

This policy applies to all hiring of employees, including full-time, part-time, temporary and seasonal roles, internal transfers and promotions, and conversions of contractors or temporary workers to employees. Hiring through staffing agencies follows the [Contingent Workforce Policy] but must also meet sections 6 to 9 of this policy.

- **Hiring managers** define the role, take part in selection and make the hiring recommendation.
- **Talent Acquisition** manages advertising, screening, scheduling, candidate communication and offers, and owns the process.
- **HR** approves job descriptions and pay ranges, handles background checks and onboarding, and keeps records.
- **Finance / [approver]** approves headcount.

3. REQUISITION AND APPROVAL

No recruiting may begin without an approved requisition in [ATS / HRIS]. Each requisition must include the job title, department, location, work arrangement (on-site, hybrid or remote), full- or part-time status, FLSA classification, pay range, reason for hire (new role or replacement) and target start date. Requisitions are approved by [hiring manager's manager] and [Finance / HR] for budgeted roles, and additionally by [executive] for unbudgeted roles. A current job description approved by HR must be attached.

4. INTERNAL CANDIDATES

Open roles are posted internally for [5] business days before or at the same time as external advertising, unless an exception is approved by [HR leader], for example for confidential replacements or roles filled through a succession plan. Employees who meet the eligibility rules in our [Internal Job Posting Policy] may apply. Internal applicants are assessed on the same criteria as external candidates, and every internal applicant who interviews receives feedback on the outcome from Talent Acquisition or the hiring manager.

5. ADVERTISING

Job advertisements must describe the essential duties and job-related requirements, state the pay range where required by law [or: for all roles], include our equal opportunity statement and how to

request an accommodation, and avoid wording that suggests a preference based on age, sex or another protected characteristic (for example, "recent graduate" or "digital native"). Requirements such as degrees, years of experience or physical abilities must be genuinely needed for the job. Roles are advertised through [careers site, job boards, social media, community and school partners] to reach a broad pool of applicants.

6. SCREENING AND ASSESSMENT

Applications are screened against the minimum requirements listed on the requisition, applied the same way to all applicants. Pre-employment assessments, including skills tests, situational judgment tests and automated or AI-based screening tools, may only be used if approved by [Talent Acquisition leader / HR] after review for job relatedness, accessibility and adverse impact. Candidates may request an accommodation at any stage. We do not ask about salary history [where prohibited / in any location], and we do not ask about criminal history before [a conditional offer / the point allowed by applicable law].

7. INTERVIEWS AND SELECTION

All interviews for a role use a structured interview guide with the same core questions for every candidate and a scoring scale tied to the job's competencies. Interviewers must complete interviewer training before interviewing. Each interviewer records scores and evidence independently in [ATS] before discussing the candidate with others. Questions about protected characteristics or about family plans, health, religion, age, national origin or arrest records are not allowed. The hiring decision is made by the hiring manager with Talent Acquisition, based on the recorded evidence. No one may interview or decide on a candidate who is a relative, partner or close friend.

8. REFERENCES, BACKGROUND CHECKS AND OFFERS

Reference checks are completed by [Talent Acquisition / hiring manager] for [all roles / roles at level X and above] with the candidate's permission. Background checks are conducted only after a conditional offer, with written disclosure and authorization as required by the Fair Credit Reporting Act and state law, and follow our [Background Check Policy], including individualized assessment and pre-adverse action notice before any decision based on the results. Only [Talent Acquisition / HR] may extend offers, in writing, using the approved offer letter template, with pay within the approved range. Pay outside the range requires approval from [approver].

9. CANDIDATE EXPERIENCE AND COMMUNICATION

Every applicant receives an acknowledgment of their application. Candidates who interview are told the outcome within [10] business days of their last interview. Candidate information is used only for recruitment, accessed only by people involved in the hiring decision, and handled in line with our [Privacy Notice for Applicants].

10. RECORDS

Talent Acquisition keeps applications, résumés, interview notes and scores, assessment results, offer documents and records of hiring decisions for at least [one year from the date of the hiring decision, or longer where required by law or contract, or while any charge or lawsuit is pending]. Voluntary self-identification data is kept separately and is never used in hiring decisions.

11. EXCEPTIONS AND REVIEW

Exceptions to this policy require written approval from [HR leader] and are recorded with the requisition. This policy is reviewed at least once a year by [HR / Talent Acquisition leader].

Effective date: [Date]. Approved by: [Name, Title].