






TITLE: TALENT ACQUISITION & RECRUITMENT POLICY	DOC. NO	PHN/QSP/TA-01
	REVISION NO	1

Release Date	Revision Level	Description of Change	Originator

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**1. INTRODUCTION**

This Recruitment Policy is designed to provide a framework for the recruitment and selection of employees at PHN Industry Sdn Bhd. It outlines the principles, procedures, and responsibilities to ensure a fair, transparent, and efficient hiring process.

**2. PURPOSE**

The primary purpose of this policy is to:

- 2.1. Attract and hire the most qualified and diverse candidates.
- 2.2. Ensure compliance with Employment Act 1955 and its latest Amendments.
- 2.3. Promote fairness, consistency, and transparency in the hiring process.
- 2.4. Streamline and standardize recruitment procedures.

**3. SCOPE**

- 3.1. The procedure is applicable to all recruitment activities carried out within PHN group.

**4. DEFINITIONS**

- 4.1. TM - Talent Management department.
- 4.2. TA - Talent Acquisition
- 4.3. JD - Job Description
- 4.4. LOA - Letter of Appointment
- 4.5. HOC - Head of Company
- 4.6. HOD - Head of Department
- 4.7. HODv - Head of Division
- 4.8. GHC - Group Human Capital, DRB Hicom Berhad
- 4.9. GMD - Group Managing Director, DRB Hicom Berhad

**5. REFERENCES**

- 5.1. PHN Integrated Management Manual.
- 5.2. ISO45001:2018 Quality Management System Requirement.
- 5.3. DRBH-SOP-HC-03 Manpower Planning & Recruitment Procedure

**6. RESPONSIBILITY**

- 6.1. PHN is committed to provide equal employment opportunities to all individuals, regardless of race, ethnicity, religion, gender, disability or any other characteristic protected by applicable law. We encourage diversity and inclusivity in our workforce.

**7. PROCEDURE**

- 7.1. Recruitment Process

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#### 7.1.1. Vacancy Review

To identify the needs and criticality of the vacancy and to decide whether to hire externally or internally.

#### 7.1.2. Job Description

Provide the job description of the job opening or vacancy clearly outlining roles and responsibilities.

#### 7.1.3. Job Posting

Job vacancies may be posted internally for potential internal resources and externally via online job application like JobStreet or LinkedIn, where applicable, to attract a broad pool of qualified candidates.

#### 7.1.4. Application

All applications will be reviewed by TA to assess qualifications, experience to align with job requirements and comply with laws and regulations with regards to minimum working age as per Employment Act 1955.

#### 7.1.5. Shortlisting

The shortlisting of the candidate will be done by TA and hiring manager to identify the candidates that match of skill set and other desired qualities with the details mentioned in the requirement.

#### 7.1.6. Interviews

All candidates who have been shortlisted as per job requirement and description will be invited for an interview and below guidelines shall be followed:

- a) Interviews will be conducted by the qualified panels to assess candidates' skills, qualifications, and background
- b) The panel for interviews must be on the job grades higher than those vacant positions
- c) Must not be known/related directly to the interviewee and if any, interviewee must declare names of relatives/friends employed with PHN in the Employment Application Form

#### 7.1.7. Background Checks

If necessary, TA shall do a background check of the selected candidate; his or her position, date of employment, past reputation, performance and reason for leaving including his or her activities at printed media and online to ascertain if any detrimental information has ever been reported.

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#### 7.1.8. Offer and Onboarding

The successful candidate shall undergo a medical examination at PHN appointed hospital or clinic. LOA will be extended to the selected candidate who is medically fit, upon approval by the HOC. A comprehensive onboarding process will ensure a smooth transition into PHN.

7.1.9. Please refer to **HCD/TA/WI-01/RECRUITMENT** for detail recruitment process.

#### 7.2. Revoke Offers

7.2.1. In case when a formal has to be revoked, HOD TA should draft and sign an official document. This document should include a legitimate reason for revoking the offer. Legitimate reasons include:

- a) Candidate is proved to not be legally allowed to work for our company at a specific location
- b) Candidate has falsified references or otherwise lied about a serious issue
- c) Candidate doesn't accept the offer within the specified deadline, as stipulated in the LOA.

7.2.2. TA must notify the candidate formally as soon as possible.

#### 7.3. Probation Period

7.3.1. All new employees who's hired for permanent positions, are subject to a probationary period.

7.3.2. During this probation period, employee's performance, conduct and suitability for a position are assessed.

7.3.3. The probationary period for PHN new employees is outlined like below:

- a) Non-Executive (Grade 1- Grade V): Lasts for 3 months, commencing from the employee's start date.
- b) Executive (Grade G1 and above): Lasts for 6 months, commencing from the employee's start date.

7.3.4. During the probationary period, employees are expected to:

- a) Learn and understand their job responsibilities as per JD
- b) Well understand and adapt to company policies
- c) Demonstrate commitment to the company's values and culture
- d) Meet performance expectations and achieve predetermined objectives as per highlight by the superior
- e) Adapt to the work environment and contribute positively to the team
- f) Address any performance or behavioral issues promptly

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7.3.5. Supervisors and managers shall provide regular or **monthly** feedback and evaluations to probationary employees. Feedback shall be provided through one-on-one meetings, followed by performance appraisals or written assessments.

7.3.6. Final assessment and recommendation shall be made upon completion of probation period by the designated superior and submit to TA for the confirmation process.

7.3.7. At any point during the probationary period, if an employee's performance or conduct does not meet the company's expectations, PHN reserves the right to:

- a) Extend the probationary period, if additional time is required for improvement at the **maximum of three (3) months** extension period for Executive and **two (2) month** extension period for the non-Executive.
- b) Terminate the employment of the probationary employee, with or without notice, in accordance Employment Act and upon the complete assessment and evaluation by the superior.

7.3.8. All discussions and evaluations related to the probationary period will be treated as confidential and shared only with individuals who have a legitimate need to know and approve like below:

- a) Immediate superior/recommender, HOD, HODv of the probationer
- b) Head of Talent Acquisition Section & Department
- c) Head of Company

7.3.9. Please refer to **HCD/TA/WI-02/CONFIRMATION** for confirmation process.

#### 7.4. Rehiring

7.4.1. Rehiring of former employee for Senior Manager level and above requires a recommendation from the Head GHC and approval from GMD, while rehiring of Manager and below requires the approval from Head GHC.

7.4.2. A thorough background check shall be conducted including the declaration from the previous company/subsidiary/group company that the candidate is free from any disciplinary issues.

7.4.3. PHN shall not rehire candidate that has been terminated due to misconduct or poor work performance (non-performer).

7.4.4. Please refer to **HCD/TA/WI-03/REHIRING** for rehiring process.

#### 7.5. Appointment of Relatives

When the relative of an employee is appointed, such employee shall not be permitted to be engaged in work which brings into a position of direct subordination/supervision of one to the other. If the relationship is a close one e.g husband and wife, brother and sister, uncle and nephews/nieces, the employment shall not be in the same division.

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## 7.6. Transfer

7.6.1. Employees may be considered for transfer internally for the following reasons:

- a) Internal job vacancy: Employees can apply for positions that are internally advertised, provided they meet the qualifications and requirements.
- b) Departmental reorganization or restructuring.
- c) Skill development and career growth opportunities.
- d) Temporary or permanent relocation of an employee.
- e) Performance improvement or rehabilitation.
- f) Requisition from the HOD. Please refer to **HCD/TA/WI-04/TRANSFER** for inter-department transfer process.

7.6.2. Intercompany transfer within DRB group subsidiary companies may happen if there is a vacancy. Please refer to **HCD/TA/WI-05/INTERCOTRANSFER** for intercompany transfer.

7.6.3. Notification: Selected employees will be notified of their transfer offer, including details regarding the new position, location and reporting structure.

7.6.4. Employees will then consent the transfer letter.

## 7.7. Conversion

7.7.1. Temporary or contract staff are eligible for conversion to permanent employment within PHN if they meet the following criteria:

- a) They must be in good standing with the organization.
- b) Their skills, qualifications, and performance must align with the requirements of the permanent position.

### 7.7.2. Conversion Process

- a) The need for staff conversion may be identified by the department or supervisor with the submission of Conversion Evaluation Form to TA, to be attached together with below documents:
  1. Latest 3 months attendance
  2. Skill Matrix Chart (necessary for operational positions)
  3. Competencies Evaluation Matrix (if necessary)
- b) Temporary or contract employees eligible for conversion will be evaluated based on their performance, qualifications, and suitability for the permanent position.
- c) Conversion of contract employees supplied by appointed agencies must obtained a consent from the agencies management in writing.

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- d) The approved employee of contract-to-permanent conversion shall be officialized by issuance of a LOA of permanent employment outlining the terms & condition upon successful medical screening.

#### 7.8. Resignation

- 7.8.1. Employees are required to provide written notice of their intent to resign. This notice period allows PHN to make necessary arrangements for the employee's departure and ensures a reasonable time frame for knowledge transfer, if applicable.
- 7.8.2. The practiced notice period at PHN is like below, as per specified in the employment offer letter.
- a) Executive - 3 months
  - b) Non-executive - 2 months
- 7.8.3. Employees should submit a formal resignation letter to their immediate supervisor or Human Capital department. The resignation letter should include the effective date of resignation and acknowledgement from the HOD.
- 7.8.4. The last day of service shall be based on the recommendation by the superior (HOD) which can be any of below option:
- a) Allow his/her notice to be offset against his balance of annual leave entitlement.
  - b) Requires him/her to serve partial of the notice period from/to specific period and whatever balance of annual leave not taken up to be compensated.
  - c) Requires him/her to serve the notice period and whatever balance of annual leave not being taken, will be compensated
  - d) Allow him/her to go off early, the last working day on specific date and he/she will be paying salary in-lieu payment accordingly.
- 7.8.5. An exit interview may be conducted with the employees to get their feedback about their experience with the organization and/or reason for leaving, within 2 weeks upon acceptance of resignation by the superior. Exit interviews are optional but valuable input for improving workplace practices.
- 7.8.6. Employees are required to do clearance and return all company property before their departure. Failure to do so may result in the withholding of final pay. Company property including laptops, mobile devices, access cards, and other equipment must be returned in good condition.
- 7.8.7. The final paycheck, including any accrued but unused leave or paid time off, will be processed according to company payroll policies and within the time frame required.
- 7.8.8. Employees are expected to return or delete any confidential company information, including electronic files or documents, in their possession upon resignation.

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**8. CONFIDENTIALITY**

8.1. All recruitment-related information, including resumes and interview notes, will be treated confidentially and used solely for the purpose of hiring.

**9. COMPLIANCE**

9.1. PHN is committed to complying with all applicable labor laws and regulations governing the recruitment process as per Employment Act 1955.

**10. MONITORING AND REVIEW**

10.1. This policy will be reviewed periodically to ensure its effectiveness and compliance with changing laws and organizational needs.

10.2. All employees involved in the recruitment process are required to acknowledge and adhere to this policy.

**11. QUALITY, ENVIRONMENTAL, HEALTH & SAFETY RECORDS**

11.1. All the records shall be controlled in accordance with PHN/QSP/QM-006.

