

2.0 BASIC EMPLOYMENT PRINCIPLES

2.2 Key Principles: The Managing Director, through the Manager Human Resources & Development, is responsible for the staffing of the Company within the approved organization complement and structure. He/she will develop plans to meet these requirements through recruitment and selection, training, transfer and promotion, through the application of approved policies, procedures and techniques.

The Company's employment policy is based on assuring continuity of an effective workforce. It believes in maintaining an organization of high calibre and depth. To this end, job fit is necessary to satisfy normal promotional and succession planning needs, as well as meet the demands of the growth and expansion of the Company. Other guiding principles in the recruitment process are:

- i) Recruitment and selection processes will be administered in a fair and consistent manner
- ii) This policy applies to the recruitment of all staff.

4.0 FILLING VACANCIES

Vacancies within the approved manpower complement may be filled through the following means:

- 4.1 **Filling Vacancies Internally:** Job openings will be posted on internal Notices Boards, electronically and at PCJ and PETCOM where appropriate.
- 4.2 **Promotions:** When filling a vacancy, the qualifications of current employees should be considered first. The Company believes in promotion from within and encourages employees to qualify for better positions within the Company. The choice, however, must be the right job fit (based on the **Job Profile**).
- 4.3 **Lateral Transfers and Re-assignments:** Where a promotion is not feasible, the Company will consider filling vacant positions with qualified employees from elsewhere in

the organization. The Company also recognizes the desirability of transferring competent employees to provide training and broadening of experience.

4.4 **Developmental & Succession Plan Programs:** Vacancies may be filled in accordance with the Employee Development Plans and the Succession Planning Program.

4.5 **Re-employment:** In general, it is Company policy not to re-employ former employees. Exceptions must be approved by the Managing Director. The Company may give consideration to the re-employment of former employees who are exceptionally qualified because of technical ability or experience, only if their previous Company record was highly satisfactory.

5.0 **FILLING VACANCIES EXTERNALLY**

5.1 **External Sourcing:** It is recognized that the need for replacements, specialists in technical fields, as well as expansion of operations, will require hiring new employees for vacancies which cannot be filled by promotion or transfer or for which a suitable candidate is not available within the Company.

External sourcing includes both solicited (received in response to advertisements placed in local or overseas newspapers or referrals received directly) and unsolicited (received on a daily basis) applications.

5.2 **Recruitment Advertising:** Petrojam Limited will place job advertisements in the print media (Gleaner) or other medium as vacancies or new posts arise. All job applications from interested candidates must be in legible writing or print.

Applications are assessed and filed by job category in a **Skills Bank**. Applications must include a resume and a cover letter indicating the job or job category being applied for.

5.3 **Recruiting Agencies:** Executive Recruiters are contracted to facilitate the recruitment process as necessary.

5.4 **Recruitment Events:** From time to time the Company will take part in recruitment events either locally (UWI / UTECH) or overseas e.g. UWI St. Augustine.

5.5 **Scholarship Students:** The Company will give consideration to outstanding technical students who may have received Company-sponsored scholarships or assistance only if they qualify and meet the Company's current standards (Job Profile).

7.0 SHORTLISTING OF CANDIDATES

7.1 Applicants for individual vacancies are short listed after evaluation of available applications.

Candidates are short listed based on the following:

- i) Meets minimum Qualifications required for the specific job
- ii) Relevant Work Experience

7.2 Where appropriate, brief interviews are conducted by phone with short listed candidates (preferably after work hours & at home). The Purpose of this informal discussion is to:

- i) Arrange date/time for first interview
- ii) Request that candidates take proof of qualification with them to the interview.
- iii) Make an informal assessment of candidate's interest in a relaxed setting.

8.0 OPTIONAL PSYCHOMETRIC ASSESSMENT

8.1 Candidates may be referred to a Consultant for a preliminary psychometric assessment of their attitude in four critical areas:

- i) **Integrity** – Can the applicant be trusted?
- ii) **Substance Abuse** – Is he/she drug free?
- iii) **Reliability** – Is he/she dependable?
- iv) **Work Ethic** – will he/she be long-term, hard-working employee?

9.0 TESTING – APTITUDE

9.1 In considering candidates for clerical, secretarial and wage positions, tests may be given to determine skill levels in language, dictation, typing, clerical abilities, computer skills and manual dexterity, depending on the requirements of the position.

9.2 Candidates applying for managerial, professional or technical positions may be required to undergo a **psychometric assessment** conducted by a qualified Consultant (tested for trainability or to determine personality profiles or special skills) at Management discretion.

Purpose:

- i) Assesses Applicant in areas not normally brought out in the interview.
- ii) Reveals the total person vis-a-vis what is presented in the prior interviews.
- iii) Evaluates Applicant against previously determined Job Profile as follows:

9.3 **Technicians:** Short listed candidates for Refinery Technician positions are required to sit the following Aptitude Tests:

- i) Chemical Comprehension – **Lab & Process Technicians only**
- ii) Mechanical Comprehension – **Mechanical, Instrument & Electrical and Process Technicians**
- iii) Mental Ability – **All Categories**
- iv) English Comprehension – **All Categories**
- v) Arithmetic – **All Categories**

10.0 **INTERVIEW PREPARATION**

10.1 On receipt of the formal request, the **Interview Panel** is selected and the **Interview Package** is compiled for the specific job by the HRD *department in consultation with the manager of the relevant department.*

10.2 The **Interview Panel** consists of a minimum of two persons including a representative of the HRD department, the relevant manager or his designate and a senior employee in the specific discipline. A meeting should be convened with the **Interview Panel** to review the package and agree on the job profile and the process to be followed in the interview.

The Panel must review all the available data prior to the interview to ensure consistency in approach which will aid in selecting the Candidate that best fits the Job Profile.

10.3 **Interview Package (guide):** This is compiled by the HRD Department for the selected Interview Panel and includes the following:

- i) **A copy of the Company's Mission, Vision & Values Statements**
- ii) Interview Guidelines
- iii) A listing of the Job Profile – Technical & Behavioural Competencies
- iv) Sample Interview Questions
- v) The Candidates Application
- vi) The relevant Job Description
- vii) A copy of the job advertisement
- viii) Interview Evaluation Form (revised)
- ix) A copy of the Qualification Record (QR) form. All applicants seeking employment with the Company must complete a QR form. This is added to the package when completed.

11.0 INTERVIEW GUIDELINES

11.1 **Before the Interview:** Prior to the commencement of the interview each panel member must be aware of the structure the interview will take. It is recommended that the panel meet prior to the interviews in order to plan adequately.

The interview should serve to acquaint the candidate with the requirements of the position and to impart information about the Company as well as to evaluate the Applicant's qualifications for the job.

- i) **The Interview Panel** is formally advised of interview time, date and venue and is **provided** with a copy of the **Interview Package** (3 days in advance).
- ii) The **Receptionist & Security Manager** is advised of the interview details one day in advance to ensure a proper welcome for the candidate.
- iii) The Receptionist provides the candidate with a copy of the required **Qualification Record** form to be completed by the candidate. This is copied and inserted in the Interview Package.

11.2 **During the Interview:**

- i) The interview is conducted in accordance with the agreed approach
- ii) The candidate is advised of the Interview Agenda – approach & guidelines.
- iii) The Applicant is advised that it is a preliminary interview
- iv) The Applicant is requested to submit copies of their qualifications. These should be copied and the originals returned to the Applicant.
- v) The Information on résumé is checked against certified copies of the original documents (certificates, etc.)
- vi) The Applicant should be asked to provide details of reference or names and details of references if not included on résumé and QR form.
- vii) Notes should be taken during the interview to assist in the post interview discussion and for subsequent filing.
- viii) The Applicant is advised that the conduct of background checks and pre-employment medical examinations are a required part of the process.

11.3 **After the Interview:**

- I) A written interview appraisal form must be completed after each interview. Interviewers must be careful not to discuss starting salary with a candidate until a selection and a decision to offer employment has been made.
- II) An evaluation should be conducted by the Panel immediately after each interview.

- iii) The Panel should complete its individual evaluation and rating report including his/her recommendation and submit to the HRD Officer within 24 hours.
- iv) The **HRD Officer** will then complete the Interview Rating Matrix to determine the candidate with the highest rating.
- v) The relevant Department Manager will be informed and he/she will make the final determination on the candidate to be hired.
- vi) If a clear candidate does not emerge a new set of interviews with new candidates may be arranged or the candidates interviewed may be further **short-listed**.
- vii) If a second interview of the short-listed candidates is required the interview is guided by the information garnered during the first interview.

Note: *It should be noted that the objective is to identify the candidate that **best fits the job profile** and not the best of the candidates interviewed.*

14.0 HIRING

14.1 An offer of employment is made to a candidate based on positive results of pre-employment medical and background and reference checks. If there are two such candidates, then the one with the higher score on the interview rating matrix will be selected.

14.2 Offer Letter:

14.2.1 The Offer Letter is prepared in advance and reviewed with the Manager of the relevant department. It includes critical information concerning the terms and conditions of employment as follows:

- i) Job Title, Category and Department
- ii) Compensation Package
- iii) Terms and Conditions of employment (*duties and responsibilities and possibility of reassignment*)
- iv) Start Date & Working Hours
- v) Probation & Termination
- vi) Entitlements & Benefits
- vii) Company Rules, Policies & Procedures
- viii) Ethics & Confidentiality

14.2.2 The signatures of the Manager HR&D, relevant Department Manager and the Managing Director must be affixed to the offer letter.

- 14.2.3 The contents of the letter are reviewed in detail with the new recruit to ensure that the terms and conditions are clearly understood and accepted.
- 14.2.4 Employment is effected by the candidate affixing his/her signature to the **offer letter** signifying his/her acceptance of the terms and conditions of employment.
- 14.2.5 A properly signed Offer Letter signifies that a candidate has joined the regular staff of Petrojam Limited.
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