



**Policy Number:**

TM2

## Recruitment

**Policy Group:** HROE  
Talent Management  
Talent Management

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**Created By:** Michelle Edmunds/NLHydro

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16th, 2014

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## Policy Statement

Nalcor Energy recognizes that a highly skilled and motivated team of employees who are strongly committed to Nalcor's success and future direction is instrumental to the Company's success in achieving its vision and goals. The Company is committed to recruitment processes and practices that enable our ability to attract, retain and grow a highly competent, inclusive, and values-grounded workforce.

## Purpose

The purpose of this policy is to outline the Company's standards and processes for ensuring it is able to attract and secure the people it requires to sustain a highly capable, motivated and inclusive workforce, and which also ensures the highest standards of consistency and fairness in our approach throughout the Company.

## Guiding Principles

1. All applicants for a job at Nalcor, regardless of whether or not they are successful, must be treated fairly and with respect. The consistent, diligent and transparent application of our recruitment processes at both the corporate level and in the field is essential to ensuring this.
2. Technical and functional competencies are critical to determining candidate suitability, but personal values alignment is equally important. The former without the latter is not acceptable in our Company.
3. Recruitment and promotion at Nalcor are based on the merit principle. Other than cases where exceptions are made for succession planning reasons or other business imperatives, all vacancies will be filled through a competitive posting process.
4. We will recruit new employees with our vision and goals related to workplace diversity and inclusion in mind.
5. Unique or hard to recruit roles may dictate that creative methods are required in order to source potential applicants. We are not limited to a "one size fits all" approach in our quest to identify and secure the talent we need.

## Definitions and Terms

**Behavior-Based Interviewing (BBI):** BBI is interviewing based on discovering how an interviewee has acted in specific employment-related situations. BBI relies heavily on actual examples, and is based on the logic that how a person has behaved in the past will best predict how they will behave in the future.

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**Psychometric Assessment:** These are quantitative tests that have been designed to measure psychological variables such as intelligence, aptitude, personality preferences, and occupational affinity. Various of these assessment tools have been developed and are available for industrial and employment applications.

## Scope of Application

This policy applies to all approved vacancies within Nalcor Energy, including term and temporary positions of three (3) or more months in duration. If any provision of this Policy is in conflict with a provision of a collective agreement, the provisions of the collective agreement shall apply.

## Standards and Requirements

### Approval Requirements

Formal approvals are required in relation to the following:

1. the creation of any new permanent, part-time, or term/temporary position with a planned duration of three (3) months or more;
2. the filling of any vacancy in any of the categories noted in 1. above; and,
3. the proposed extension of any term employment beyond twelve (12) consecutive months.

Recruitment approvals are processed through the Company's on-line Personnel Requisition System. The highest level of approval required will depend on the type of vacancy and the employment term involved. Any request to create a permanent addition to existing complement, or to extend term employment beyond twelve (12) months, requires the approval of the CEO. An exception may be made by the CEO where hiring is being conducted in accordance with a multi-year staffing plan separately approved by the CEO, in which case the highest level of approval will be the Vice-President, Human Resources & Organizational Effectiveness.

### Behavioral Assessment/Values Alignment

The tools and processes used for assessing candidate suitability may vary depending on the role and the unique skills and competencies required. These may include the use of psychometric assessments as a complementary tool where appropriate. However, in all cases, candidate assessment in relation to both behavioral and technical suitability shall include the use of a Behavior Based Interview.

A template copy of the Company's BBI Worksheet, as well a copy of a companion guide called "Hiring The Right People at Nalcor" may be viewed and downloaded from the Human Resources web site.

## Process / Procedure

### Identification of Vacancy

Immediate supervisors are responsible for identifying recruitment requirements. This includes a responsibility to evaluate the continuing need for the role relative to current and future business requirements, and to assess any opportunities to re-define or re-deploy the position for a more effective utilization of staff resources.

### Approval to Fill Vacancy

All positions, including term positions of three (3) months duration or more, require formal approval using the Company's Personnel Requisition System. This application may be accessed from the Company's main intranet page.

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### Candidate Screening

Hiring managers/supervisors, assisted as needed by local and/or corporate HR Representatives, will screen all applicants for potential further consideration in reference to the minimum requirements established for the role as outlined in the job posting and applicable Job Description.

### Short-Listing

The hiring manager/supervisor, in cooperation with local and/or corporate HR Representatives, will establish the short-listing protocol, i.e., whether one or two stages of short-listing, and how many candidates will be short-listed.

### Candidate Assessment

Short-listed candidates are to be evaluated for their suitability by a team of no less than two people, one of whom shall be the immediate supervisor. In the case of any permanent position, the assessment team shall be comprised of no less than three members, one of whom shall be an HR Representative.

### Reference Checking

No offer discussion is to be initiated with any preferred candidate unless and until all required reference checks have been completed and have been reviewed with the candidate assessment team. A minimum of three references shall be consulted, at least two of which are professional references.

### Candidate Selection

The hiring supervisor/manager, in consultation with the local and/or corporate HR Representative, is responsible for selecting the preferred candidate.

### Offer of Employment

Any and all discussions with a preferred candidate in relation to an offer of employment shall be conducted by a corporate HR representative. Exceptions to this are permitted, but only with the knowledge and agreement of the HR Representative. Any formal offer of employment is to be prepared and communicated by corporate Human Resources.

### Credential Verification

Verification of criminal background, education and driving record will be verified, based on the requirements of the position. This will not apply to internal transfers. All offers or employment are conditional on satisfactory results of the above noted verifications.

## **Responsibilities**

The main accountabilities and responsibilities of the key stakeholders involved in the Company's recruitment process are outlined in the Process/Procedure section. These are more fully described in the Company's R.A.C.I. matrix for Recruitment which may be viewed under Supporting and Related Documents.

## **Supporting and Related Documents**

[Nalcor's Statement of Core Values](#)

[Nalcor's Leadership Model](#)

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[Workplace Diversity and Inclusion Policy](#)

[R.A.C.I Matrix - Recruitment](#)

## Attachments

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Nalcor Energy Policies and Procedures

TM2: Recruitment  
Version 1, December 16th, 2014

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 Nalcor Energy - Corporate Policies and Procedures