

## Resource 8 - Standard Operating Procedure for Recruitment and Selection

**Recruitment and selection is a joint task undertaken by the employing department and by the Personnel Department. Each has responsibilities to ensure that the company recruits the right person for the job. Recruitment mistakes are costly and can be reduced if systematic recruitment and interviewing processes are adopted.**

### 1. Vacancy

When a vacancy occurs the employing department should assess the need to replace and review job content if appropriate.

### 2. Raise Personnel Requisition

The employing department should state their requirements and gain the necessary authorisations.

### 3. Review/create Job Description

The job description should include the job title, duties and principle accountabilities required.

### 4. Review/create Person Specification

Give some idea of what characteristics and abilities you are looking for from recruits.

### 5. Agree Recruitment method

The employing department, with Personnel Department, should decide whether we advertise internally, externally, use employment agencies or a combination of these methods.

### 6. Review response

- a) Personnel Department will acknowledge the application forms/cv. The appropriate Personnel Executive will screen the applications and pass candidates meeting the recruitment criteria to the employing department. At this stage, applications should be retained in Personnel Department for no more than 2 days.
- b) The employing department will then do a further screening and select/reject candidates for interview.
- c) The employing department will return the application forms/cv to Personnel Department with appropriate notes advising which candidates should be interviewed or rejected. Applications should be retained in the employing department for no more than 3 days.
- d) Personnel Department will write to the unsuccessful candidates.

### 7. Interviews

- a) Personnel Department will liaise with the employing department and agree dates for first and second interviews.
- b) The employing department should advise at this time if they require any skills testing to be undertaken and agree with Personnel Department how these will be done.
- c) Personnel Department will invite candidates for first interview.
- d) Personnel Department will provide all interviewers with a schedule of interviews.
- e) Interviews should be conducted in private and to time.
- f) Following discussion, which should take place as soon after the interviews have been completed, the candidates should be evaluated and short-listed for second interview.
- g) Personnel Department will write to unsuccessful interview candidates.
- h) Personnel Department will arrange second interviews to include a medical examination.
- i) After further discussion, Personnel Department will make a formal offer and unsuccessful short-listed candidates will be advised.

## Resource 9 - More information on OEE - Overall Equipment Effectiveness

The formula is **OEE = Yield x Rate x Availability**. This is calculated as follows:

**Yield** or quality measures how much is produced compared to the maximum that could be produced theoretically.

The formula is:

$$\text{Yield} = \frac{\text{Actual Yield}}{\text{Theoretical Yield}} \times 100$$

**Rate** measures the flow of output. The formula is:

$$\text{Rate} = \frac{\text{Actual output per minute}}{\text{Theoretical output per minute}} \times 100$$

**Availability** measures the time machines are being used.

The formula is:

$$\text{Availability} = \frac{\text{Total hours machine operated}}{\text{Total hours machine could have been operated}} \times 100$$

Availability in pharmaceutical manufacturing is lower than in most industries due to the time spent cleaning machines because of the Good Manufacturing Practice requirements.