**TAFEP’s Fair Recruitment Checklist**

Hiring the right people is important for all organisations, including small and medium-sized businesses.

However, ensuring that hiring practices are fair, transparent, and comply with the rules can be challenging. Employers and HR professionals can use this Checklist to help them follow the Tripartite Guidelines on Fair Employment Practices (TGFEP) and formalise their recruitment process.

This checklist provides a simple, step-by-step guide to help employers and HR establish fair hiring policies and processes. By following these steps, employers can create a fair and friendly workplace. This helps build a positive company culture and makes the organisation more attractive to top talent.

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| **Part 1: Policy** |

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| **Step 1 – Developing a Fair Hiring Policy**  A hiring policy sets the organisation’s approach and expectations towards hiring. This ensures the organisation’s commitment to fairness and consistency across all steps of the hiring process. |

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| **Description** | **Considerations** |
| Setting a clear purpose in the hiring policy | * + Include a statement on the purpose and objective of the recruitment policy (e.g. Importance of hiring talent based on merit)   + Include a statement to abide by the [Tripartite Guidelines on Fair Employment Practices (TGFEP)](https://www.tal.sg/tafep/getting-started/fair/tripartite-guidelines)   + Set guidelines and clear approval processes for stakeholders to follow: * Understand how stakeholders can raise or approve headcount requests *e.g. Senior management, Hiring/line managers and the HR team* |
| Setting proper processes for shortlisting, interview and selection | * Set a proper recruitment process for candidate evaluation and documentation   + Use consistent merit-based criteria for shortlisting, interview and selection of candidates for vacancies   + Only collect information directly related to the job requirements in job application forms   + Have more than one interviewer and interviewers should be familiar with the principles of fair employment   + Keep a proper record of the interview, assessment process and job offer made, and should be kept for at least one year * Determine if multiple rounds of interviews need to be conducted for vacancies:   + Clear criteria for the multiple interviews *e.g. Based on seniority of the role, type of skills required, etc.*   + Set out shortlisting criteria and outcomes for each round of interviews *e.g. Assess suitability for leadership roles, etc.* |

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| **Part 2 - Job advertisement** |

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| **Step 2 – Understanding the Job Requirements**  Understanding job requirements is crucial for successful hiring, especially for SMEs. This process allows SMEs to identify the key qualifications, skills, and experiences needed for the role. It also helps identify if competency assessments are necessary and what types of tests would be appropriate. This increases the chance of getting the right candidate and a more efficient recruitment process. |

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| **Tip:** Compile the details of the role, such as:Department, Employment type (Permanent/ Contract), Details of role (Full-time/Part-time, Replacement/New role), Number of vacancies, Designation, Planned start date and duration of the role, etc. |

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| **Description** | **Considerations** |
| Understanding the job role and requirements | * Identify job responsibilities by gathering information using a [job analysis form](https://www.tal.sg/tafep/resources/tools-and-templates/2022/job-analysis-form):   + Job requirements and deliverables *e.g. Travelling on short notice*   + Performance standards for the role   + Qualifications, skills, knowledge and experience needed for the role   + Working conditions *e.g. The physical environment* * Check for legal requirements or industry regulations for the position   + E.g. Industry-specific regulations and requirements *e.g. Background checks or professional certification verification for finance roles*   + E.g. Workplace Safety Regulations *e.g. Audiometric tests for technicians* |
| Determining if necessary to assess candidates’ competencies through tests | * Decide if competency assessments are needed due to:   + Technical knowledge/competencies   + Soft skills (e.g. customer service) * Ensure the assessments/test is:   + Related to the job requirements   + Reviewed to ensure the tests are relevant and free from   bias in content or scoring |

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| **Step 3 –** **Drafting and Posting a Non-discriminatory Advertisement**  A clear and fair job ad uses words or phrases that are not discriminatory and attracts candidates who meet the job requirements. Drafting and posting job ads in the right recruitment channels helps small businesses find the best candidates by ensuring that the job advertisement reaches a wide and relevant audience. |

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| **Important:**   1. Under the TGFEP, job advertisements should not use words or phrases that can come across as discriminatory. When specifying the selection criteria in job advertisements, ensure that they are related to the candidate’s qualifications, skills, knowledge and experience. 2. The [Fair Consideration Framework (FCF)](https://www.mom.gov.sg/employment-practices/fair-consideration-framework) sets out job advertisement posting requirements for all employers submitting Employment Pass or S Pass applications |

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| **Description** | **Considerations** |
| Writing a fair and objective job advertisement | * [Draft the job advertisement](https://www.tal.sg/tafep/-/media/tal/tafep/resources/tools-and-templates/files/2023/final-tafep_job-ads-infographic.ashx) using information from the completed job analysis form: * Job description * Job requirements * Salary range * Employment type * Industry/Legal requirements (if applicable) * Check that the job advertisement does not contain words or phrases that state a preference based on personal attributes not related to the role   *(e.g. Age, Gender, Race, Religion, Language, Nationality, Marital status and Family responsibilities. This list is not exhaustive and highlights more common examples of discrimination. )* |
| Evaluating and selecting advertising channels | * Identify appropriate advertising channels by considering: * [Fair Consideration Framework (FCF)](https://www.mom.gov.sg/employment-practices/fair-consideration-framework) advertising requirements * Target audience * Cost of placing each advertisement * The effectiveness of the advertisement *e.g. number of suitable applications received per job advertisement* * Duration of each advertisement post *e.g. 1 month* * Advertise jobs on relevant channels: * Online Job portals *e.g. MyCareersFuture (MCF)* * Company website * Social Media or existing company network *e.g. LinkedIn* * Local Newspaper * Job Fairs or school portals *e.g. University or Polytechnics* |

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| **Part 3 - Interview & Selection** |

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| **Step 4 – Handling Job Applications**  When dealing with job applications, only collect information directly related to the job requirements, such as knowledge, skills, qualifications and experience. Avoid asking for personal information or photographs. [Job application forms](https://www.tal.sg/tafep/Resources/Tools-and-templates/2019/Job-Application-Form) should not contain fields relating to personal attributes. |

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| **Important:**   1. Under the TGFEP, employers must ensure a fair assessment of candidates based on merit such as skills, experience or ability to perform the job, regardless of age, race, gender, religion, marital status and family responsibilities, or disability. 2. The [Fair Consideration Framework (FCF)](https://www.mom.gov.sg/employment-practices/fair-consideration-framework) sets out requirements for all employers in Singapore to consider the workforce in Singapore fairly for job opportunities. |

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| **Description** | **Considerations** |
| Collection of relevant information | * Review the job application form to ensure that each field is relevant to the job (e.g. skills, qualifications and experience). * Remove fields that are not related to assessing the candidate’s suitability: * Age, gender, race, religion, marital status and family responsibilities or disability * Declarations on mental health conditions * Photographs * National service liability |
| Fair shortlisting process | * Create a list of selection criteria and apply it consistently for all candidates based on the advertised job requirements * Shortlist candidates for interview based on the selection criteria |
| Assessing interviewees fairly | * Administer any screening tests where necessary *e.g. Job competency tests, literacy tests, situational tests etc.*   + Use a structured and consistent scoring guide to test and rank potential candidates * Conduct fair job interviews for all shortlisted candidates   + Tip: Create a list of interview questions that are directly related to the selection criteria. E.g. [competency-based interview questions](https://www.tal.sg/tafep/-/media/tal/tafep/employment-practices/files/examples-of-non-discriminatory-interview-questions.ashx)   + Discriminatory questions are avoided or explained clearly and sensitively to the interviewee * Ensure fair evaluation and selection of candidates   + Record all evaluations in an [interview evaluation form](https://www.tal.sg/tafep/-/media/tal/tafep/employment-practices/files/resources---interview-evaluation-sample-form.ashx)   + Keep a proper record of the interview, assessment process, test (if any) and job offer made for at least one year   + Assess interviewees using the selection criteria |

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| **Part 4 - Job Offer** |

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| **Step 5 – Job Offer**  To ensure a smooth hiring process, employers should carefully prepare a detailed job offer that includes salary, benefits, responsibilities, and start date, demonstrating professionalism and setting clear expectations for the new hire. This helps to prevent misunderstandings whilst creating a positive first impression and allows employers to address any candidate concerns, increasing the chance of acceptance. |

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| **Important:** Under the Employment Act, the employment contract [must include](https://www.mom.gov.sg/employment-practices/contract-of-service/what-is-a-contract-of-service) key employment terms (KETs) and essential clauses, such as hours of work and job scope. |

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| **Description** | **Considerations** |
| Communicating the job offer properly | * Prepare the offer to successful candidate(s):   + Draft a formal offer contract of service outlining [key employment terms](https://www.mom.gov.sg/employment-practices/contract-of-service/key-employment-terms)   + Include relevant information such as hours of work, job scope, job title, salary, benefits, and start date * Send the offer to the successful candidate(s):   + Issue key employment terms in writing within 14 days after the start of employment |