



## St Andrew's School, Turi

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## Recruitment Policy

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Compiled by:	HR Director
Approved by:	SEC
Date of review:	October 2024
Date of next review:	October 2026

## 1. Policy

### Policy statement

The School recognises that its employees are fundamental to its success and that it needs, therefore, to attract and retain staff of the highest calibre. This policy sets out the principles and practices on which the School's recruitment and selection procedures are based.

### Scope

This policy is applicable to all staff recruitment except Board appointments. For the policy to be effective, it is essential that all employees involved in any aspect of the recruitment and selection of staff familiarise themselves with its provisions.

### Terminology

In this policy, '**Governor**' refers to a member of the School's Board of Governors; '**School**' refers to both the Senior and Preparatory Schools either separately or jointly; '**Director**' refers to the School Director '**Head**' refers to both the Head of the Senior School and the Head of the Preparatory School either separately or jointly; '**HOD**' refers to the Head of Department recruiting for a specified position; '**Employees**' refers to all those employed in a paid capacity by the School full or part-time, permanent or temporary.

### Regulatory framework

This policy is based on best practice and takes account of the School's Equal Opportunity Policy, the Kenyan Employment Act, 2007 and all other relevant employment legislation.

### Review

This policy will be subject to biennial review by the HR Director.

## 2. Roles and responsibilities

### Head of Department (or Nominee)

- Evaluating the need for the post(s) in the context of the Departmental plan and budget
- Ensuring the competence of all those involved in the recruitment process
- Preparing a comprehensive induction programme for any new employee(s)
- Undergoing Safer Recruitment training
- Liaising with the HR Director and the Director of Finance & Strategy to determine whether a vacancy is a replacement post, a new post or an existing post that requires revision
- Discussing potential difficulties in recruiting with the HR Director and the Director of Finance & Strategy Preparing a Job Description, Person Specification and further particulars
- Agreeing the recruitment plan and timescales with the HR Director
- Undertaking any other tasks agreed to as part of the recruitment process

### **Chair of short-listing/selection panel**

- Undergoing Safer Recruitment training
- Producing a short-list on behalf of the selection panel
- Keeping a written record of all short-listing and interview decisions
- Making a verbal offer of employment
- Providing feedback to unsuccessful interviewed candidates as necessary

### **HR Director**

- Providing advice on content of Job Descriptions and Person Specifications, and advertising
- Placing adverts
- Carrying out pre-employment checks
- Issuing written offers of employment and contracts
- Providing feedback to unsuccessful candidates not short-listed
- Ensuring that government requirements and regulations are met throughout the recruitment process
- Undertaking any other tasks agreed to as part of the recruitment process
- Monitoring and reviewing the recruitment process and supporting policies and guidance

### **Finance & Strategy Director**

- Advising on budgetary provisions
- Providing advice on appropriate salary levels

## **3. Principles**

The School will ensure that staff members are selected for their skills, knowledge and ability to perform or learn tasks. Every effort is made to place staff in positions commensurate with their abilities, interests and potential development.

There are six principles on which this policy is based:

- The School will always seek to recruit the best candidate for the job
- All candidates will be treated fairly, equitably and efficiently, with respect and courtesy, and in such a way as to enhance the reputation of the School
- Recruitment and selection is conducted in a professional, timely and responsive manner and in compliance with both best practice and all relevant employment legislation
- All staff involved in recruitment will be appropriately trained. In particular, the HOD must have completed relevant Safer Recruitment Training
- No person with a close personal or familial relationship will be involved in the recruitment, selection and decision-making process
- All documentation relating to the applicants will be treated confidentially

## **Stages**

There are eight stages in recruiting and selecting for a post:

### **Preparation**

- An evaluation of the role will be undertaken in the light of the School's strategic plans and budgetary constraints
- All posts will be formally reviewed and graded before they are advertised in order to ensure equal pay for work of equal value
- Formal authorisation to recruit to a post will be sought from the Director
- If the HOD believes that there may be potential difficulties in recruiting to a post, the HR Director and the Finance & Strategy Director will give advice and guidance on comparative market rates and options for appropriate action

### **Job Description & Person Specification**

- The HOD will draft a Job Description and Person Specification, both of which will be in the agreed format
- Care should be taken when writing the Person Specification to ensure that the criteria used do not inappropriately discriminate against certain groups of applicants

### **Advertising**

- As a minimum, all positions will be advertised within the School
- Employees who have been in an acting position that subsequently becomes vacant will have to apply for the position when it is advertised; but in such cases, the position may be advertised on an internal basis only if deemed appropriate
- All adverts must be placed through the HR Department
- All advertised vacancies will be placed on the School's website
- Teaching and non-teaching vacancies, plus certain technical/specialist roles, may also be advertised in TES, the daily newspapers and other professional sites. In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with the Finance & Strategy Director. This will, however, not eliminate the need to advertise the position internally, and any external agencies or consultants who assist in the process must act in accordance with this policy and with respect to our equal opportunity requirements
- All advertising must be cost-effective and agreed in advance with the Finance & Strategy Director.

### **Long and short-listing**

- The HOD oversees the selection of a long-list from all applicants
- Short-listing may involve the whole panel, but must be carried out by a minimum of two people to avoid any possibility of bias, one of whom would normally be the line manager
- A member of HR will not normally be on a panel unless it is a panel for an administrative post or they are co-opted to the team
- All candidates should be assessed against the selection criteria set out in the Person Specification; normally only candidates who meet all the essential criteria should be short-listed
- Once the short-listed candidates have been selected, the list should be forwarded to the HR Director so as to ensure that all other applicants are notified that they are unsuccessful

### **Interviews**

- All applicants who are short-listed will be invited for an interview
- A list of all academic positions short-listed for interview should be forwarded to the HR Director if possible at least a week before the interview to ensure that the Ministry of Education officials can be involved in the interviews as part of the government requirement
- Interviews will normally be carried out by a minimum of two people in line with Safer Recruitment procedures, one of whom should be the HOD. For the workforce staff, interviews will be conducted by the hiring committee.
- It is recommended that a range of selection methods that are suitable for assessing both the essential and desirable criteria in the Person Specification are established as this will enhance objective decision-making, which is difficult through interview alone. For tasks that will require preparation, all candidates will be sent the requirements at least three days prior to the interview date
- Interview questions and the structure of interviews should be consistently applied to all candidates and should be based on the Job Description and Person Specification
- Notes recording the salient points of interviews, should be taken ideally by the interviewers, so that they can refer back to them when assessing candidates against the published criteria. A record of the interview notes must be maintained by the HOD for up to a period not exceeding six months
- Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive a telephone or written notification from the HOD or their appointed representative on the outcome of the selection process

## **References**

- References will be sought from all referees
- For academic posts, two references will be obtained, prior to appointment. The final reference is an employment reference from the current employer by the Head and this will be upon being offered the role. The reference should be followed with a phone call to verify authenticity as part of Safer Recruitment procedures. For support posts two references will be obtained prior to the appointment one of which should be from the current or most recent employer
- If the appointment is urgent, the HR Director or the HOD may seek to obtain a verbal/telephone reference for the successful candidate providing that standard procedures for doing so are followed and it is followed with a written reference
- Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential

## **Making the appointment**

- It is recognised that in many cases it is desirable to make an offer very shortly after the selection process to enhance the School's ability to recruit the selected candidate. All appointment offers will normally be made by the HOD
- Contracts are normally for two years, but in exceptional circumstances this may be varied with the Director's approval.
- Once a selection decision has been made, the HR Director will produce a written contract of employment following receipt of all relevant documentation in line with agreed procedures. Offers of employment are normally subject to satisfactory references, medical clearance, checks of qualifications, a Disclosure & Barring Services (DBS) Check or a Police Clearance Certificate and issuance of a work permit from the Kenya government. Employment will depend upon getting a work permit

## **Induction**

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed, the line manager is responsible for preparing a comprehensive induction programme for the new employee.

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