

Human Resources Recruitment and Onboarding Policy 2022



DUBAI
BRITISH
SCHOOLS



AMERICAN
ACADEMY
FOR GIRLS



مدارس دبي
DUBAI SCHOOLS



GREENFIELD
INTERNATIONAL
School



UPTOWN
INTERNATIONAL
School






JUMEIRA
BACCALAUREATE
School



RAHA
INTERNATIONAL
SCHOOL

Policy Title	Recruitment and Onboarding Policy
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Prepared By	Name	Signature
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Approving committee	Name	Signature
CEO	Alan Williamson	
HR Director	Talat Goldie	

1. Purpose

- 1.1 The purpose of this policy is to ensure that a clear framework for recruitment, selection and onboarding is in place and applied across Taaleem in a consistent and transparent manner, in order to attract, select and retain the best talent by using the most appropriate, efficient, fair, and effective methods.
- 1.2 This policy also ensures compliance with relevant legislation and best practice related to the hiring and onboarding of staff, and safer recruitment.
- 1.3 This Policy is designed to ensure all vacancies within Taaleem, and all our schools are recruited for in a timely and professional manner. The aim is to attract and retain high calibre individuals whose skills and professional approach meet the Company's standards and expectations and to create a sustainable work environment which adheres to the Company's values and Code of Conduct.
- 1.4 All recruitment activity must follow the approval processes and procedures to ensure we are compliant and that we hire skilled individuals whose experience and qualifications best suit the job requirements.

2. Scope

- 2.1 To ensure that a consistent procedure is applied for the recruitment and selection of staff across all areas of the business.
- 2.2 This Policy will provide clear guidelines for Principals, Managers, and all employees, to establish a professional and compliant recruitment process. The scope of this policy extends to the recruitment of all Taaleem employees.
- 2.3 All employees are bound by their terms and conditions of employment. Based on changing business or operational requirements, and in accordance with applicable rules and regulations, Taaleem reserves the right to define and redefine the terms and conditions of employment for all employees and positions.

3. Equal Opportunities Statement

- 3.1 Taaleem is committed to promoting equal opportunities in employment and employing staff based purely on competency and suitability for the job. For Academic staff we also need to ensure that they meet the criteria as specified by the relevant educational governing authorities. All job applicants will receive equal treatment regardless of age, disability, gender, nationality, or religion.

4. Manpower Planning and Budgeting

- 4.1 The Company's manpower needs are determined annually by the Principals/SLT of each school along with Heads of Departments. All requirements must be discussed in accordance with the Finance, Operations and HR as part of the annual budgeting process. This is formally reviewed and approved by the relevant Taaleem Committees and Board as part of the Taaleem Governance processes and procedures.
- 4.2 Any additions to staffing over and above the approved budget, including replacements outside of the pre-approved annual manpower plan, need to follow the policy on Cost-to-Company (CTC) (*Please refer to HR-POL-007 CTC, for further information*).
- 4.3 The Recruitment budget for Taaleem is managed centrally by the CO HR / Recruitment Team who will allocate a budget to each school and in addition will centrally manage the use of approved agencies and platforms.

5. Vacancy Approval Process

	TEACHERS	LEARNING ASSISTANTS	ADMINISTRATORS	CENTRAL OFFICE
STEP 1	TERM 1 - INTENTIONS TO BE COMPLETED FOR THOSE EMPLOYEES DUE FOR CONTRACT RENEWAL. DEADLINE DATE WILL BE CONFIRMED EACH YEAR BY HEAD OF HR.	TERM 2 - INTENTIONS TO BE COMPLETED FOR THOSE EMPLOYEES DUE FOR CONTRACT RENEWAL. DEADLINE DATE WILL BE CONFIRMED EACH YEAR BY HEAD OF HR.	RESIGNATION OR NON-RENEWAL OF ADMIN / FACILITIES / OPS	RESIGNATION OR NON-RENEWAL OF CENTRAL OFFICE STAFF
STEP 2	IF EMPLOYEE DOES NOT SUBMIT THEIR INTENTIONS BY DEADLINE, THEIR ROLE WILL BE ADVERTISED AND THE EMPLOYEE MAY RISK NON-RENEWAL OF CONTRACT	IF EMPLOYEE DOES NOT SUBMIT THEIR INTENTIONS BY DEADLINE, THEIR ROLE WILL BE ADVERTISED AND THE EMPLOYEE MAY RISK NON-RENEWAL OF CONTRACT	SCHOOL HR / LINE MANAGER AND CO HEAD OF DEPARTMENT (IF APPLICABLE) WILL LIAISE WITH CO RECRUITMENT TEAM TO ESTABLISH REQUIREMENTS	HEAD OF DEPARTMENT WILL LIAISE WITH CO RECRUITMENT TEAM TO ESTABLISH REQUIREMENTS
STEP 3	SCHOOL HR / PRINCIPAL, WILL SUBMIT INITIAL VACANCY LIST TO CO RECRUITMENT DEPARTMENT BY CONFIRMED DEADLINE.	SCHOOL HR AND PRINCIPAL WILL LIAISE WITH RELEVANT DEPARTMENTS TO ESTABLISH REQUIREMENTS	IF CURRENT POSITIONS REQUIRE A NEW SALARY OR ANY NEW POSITIONS ARE REQUIRED, PLEASE REFER TO HR-POL-007 (CTC)	IF CURRENT POSITIONS REQUIRE A NEW SALARY OR ANY NEW POSITIONS ARE REQUIRED, PLEASE REFER TO HR-POL-007 (CTC)
STEP 4	IF CURRENT POSITIONS REQUIRE A NEW SALARY OR ANY NEW POSITIONS ARE REQUIRED, PLEASE REFER TO HR-POL-007 (CTC)	IF CURRENT POSITIONS REQUIRE A NEW SALARY OR ANY NEW POSITIONS ARE REQUIRED, PLEASE REFER TO HR-POL-007 (CTC)	ONCE APPROVED, THE POSITION MAY BE ADVERTISED VIA APPROVED PLATFORMS ASSIGNED BY CO RECRUITMENT.	ONCE APPROVED, THE POSITION MAY BE ADVERTISED VIA APPROVED PLATFORMS ASSIGNED BY CO RECRUITMENT.
STEP 5	ONCE APPROVED BY DIRECTOR OF EDUCATION AND HR DIRECTOR, THE POSITION MAY BE ADVERTISED VIA APPROVED PLATFORMS ASSIGNED BY CO RECRUITMENT.	ONCE APPROVED BY DIRECTOR OF EDUCATION AND HR DIRECTOR, THE POSITION MAY BE ADVERTISED VIA APPROVED PLATFORMS ASSIGNED BY CO RECRUITMENT.		

Please note mid-term hires, still require the same approval process, i.e. steps 3-5.

Internal Recruitment & Job Postings

- 6.1 Taaleem recognises the importance of providing opportunities for existing employees in relation to internal transfer and promotion, to support their personal and professional growth and development and to encourage retention of talent.
- 6.2 All Central Office vacancies, as well as all school-based administration and SLT / leadership / permanent posts of responsibility positions, will be advertised internally for a minimum of seven (7) days, by CO Recruitment.
- 6.3 For any open academic positions that become available mid-year, the position will be sourced externally so not to disrupt operations in our schools. Academic staff may apply to any open positions in our other schools for a new Academic Year start. *Please refer to point 6.6 below for process.*
- 6.4 It is the employee's responsibility to check that they meet the person specifications noted in the job description for the internal vacancy advertised.
- 6.5 Depending on timescales, internal adverts may be run prior to, or alongside, external adverts. Internal applications should be submitted to the CO Recruitment Team.
- 6.6 Internal applicants must have discussed their application with and have the approval of their existing Principal or Line Manager, prior to application. A completed and signed *internal application form* (see *Appendix 1*) must be submitted alongside the employee's application sent to CO Recruitment.
- 6.7 Internal moves that are not supported by the current Principal or Line Manager will not be approved. If any employee feels their Line Manager is withholding approval unfairly, this should be reported to CO HR who will investigate and issue a decision accordingly.

7. Transfers

- 7.1 Teaching and Learning Support Assistant (LSA) vacancies will not be advertised internally. Teachers and LSAs in Taaleem schools who are interested in moving to a different Taaleem school, within the same role (a lateral move), should initially discuss this with their Line Manager, Principal or HR representative. If it is supported by the Principal, their details should be passed to the HR representative who will coordinate their application with the other Taaleem school(s).
- 7.2 SLT / Managerial vacancies will be advertised internally. Teaching and Admin staff may apply for such positions. Taaleem are supportive of staff development and encourage staff to apply for promotional opportunities.
- 7.3 A verbal reference, and confirmation of their approval, must be sought from the current Principal (for school-based staff) or Head of Department (for CO) prior to interviewing any internal applicant.
- 7.4 Internal applicants who meet the requirements of the role should be offered an interview for the position, or if not, then verbal feedback provided as to why. Internal applicants will be appointed subject to them being the most suitable candidate for the role.

- 7.5 For further details on the process of managing internal transfers, please refer to the respective school HR representative or the CO Recruitment team.
- 7.6 No academic internal transfers will be considered in the middle of the Academic Year unless the transfer is directly related to group operational requirements or is under exceptional circumstances. This must be undertaken in consultation with and approved by the Director of Education, HR Director and/or CEO.
- 7.7 Should an existing employee be successful in interview in relation to transferring to another school or department within Taaleem, this does not entail any obligation for Taaleem to increase salary/benefits except if there is a promotion or clear scope of broader responsibility.

8. Candidate Search

- 8.1 Depending upon the requirements of the vacancy, suitable applicants will be presented through any, or all, of the following sources:
 - Applicants present in the CO Recruitment talent bank
 - Recruitment agencies / head-hunters from a pre-approved list maintained in the CO Department
 - Recruitment platforms assigned to each school, as assigned by CO Recruitment
 - Employee referrals
 - Recruitment Fairs
 - LinkedIn and other social media adverts and campaigns
- 8.2 Taaleem discourages the employment of close or extended relatives and in particular, direct line management is prohibited. Exceptions may be permitted on the condition that the roles are not directly linked, there is no conflict of interest and are within different departments and/or schools. Employees are required to declare any relative relationships within Taaleem as part of their onboarding.

Recruitment Agencies & Platforms

- 8.3 All recruitment agencies, platforms, websites, and databases must be approved by the CO Recruitment and Onboarding Manager, before any candidates are referred to the School / Central Office.
- 8.4 The CO Recruitment and Onboarding Manager's responsibility is to ensure agreements are negotiated and terms of business / contracts signed and are valid, according to Taaleem policy, on an annual basis.
- 8.5 In the instance of a successful candidate appointment via a recruitment agency, invoices should be sent to the CO Recruitment and Onboarding Manager to be approved, as per the corresponding agreement.
- 8.6 Under no circumstances should any other Taaleem Employee directly negotiate contractual terms and conditions with recruiting agencies and/or agency candidates.

Recruitment Budget

- 8.7 Each school and CO will be allocated a Recruitment Budget at the outset of each academic year. This is calculated and reviewed annually based on requirements projected for the forthcoming year.
- 8.8 It is the responsibility of the CO Recruitment, Head of Business Operations and HR representative, in each School/CO department to effectively record and monitor all recruitment related spending.
- 8.9 International recruitment of senior positions may on occasion require candidates to travel to the UAE for formal interview. This is discretionary and all associated costs should hold CO HR approval before the candidates are notified of such requirement to travel. Where possible, technological means should be utilised as an alternative.

Recruitment Fairs & Events

- 8.10 During Taaleem's recruitment drive, Taaleem host annual overseas Recruitment Fairs which are organised by the CO Recruitment and HR Teams. This is funded by the centralised Recruitment budget.
- 8.11 A maximum of two SLT members per school (less for smaller schools) will be required to attend at the Principals' discretion. The Director of Education should have oversight of those attending in relation to budget and will encourage cross school interviews to support the wider group.
- 8.12 Economy class flights will be provided along with travel to and from the airport, accommodation, breakfast, lunch, and dinner per day.

9 Hiring of Ex-Employees

- 9.1 An employee who has resigned may be considered for rehire, only in exceptional circumstances, with the approval of the HR Director. This is permitted only if the employee previously resigned from Taaleem.
- 9.2 Terminated employees will not be considered for rehire under any circumstances.
- 9.3 If the Employee's previous exit was related to redundancy due to organisational restructure or staff reduction, clause 8.2 is not applicable.
- 9.4 All former employees will be given equal opportunities and will need to comply with the same recruitment requirements as other external applicants.

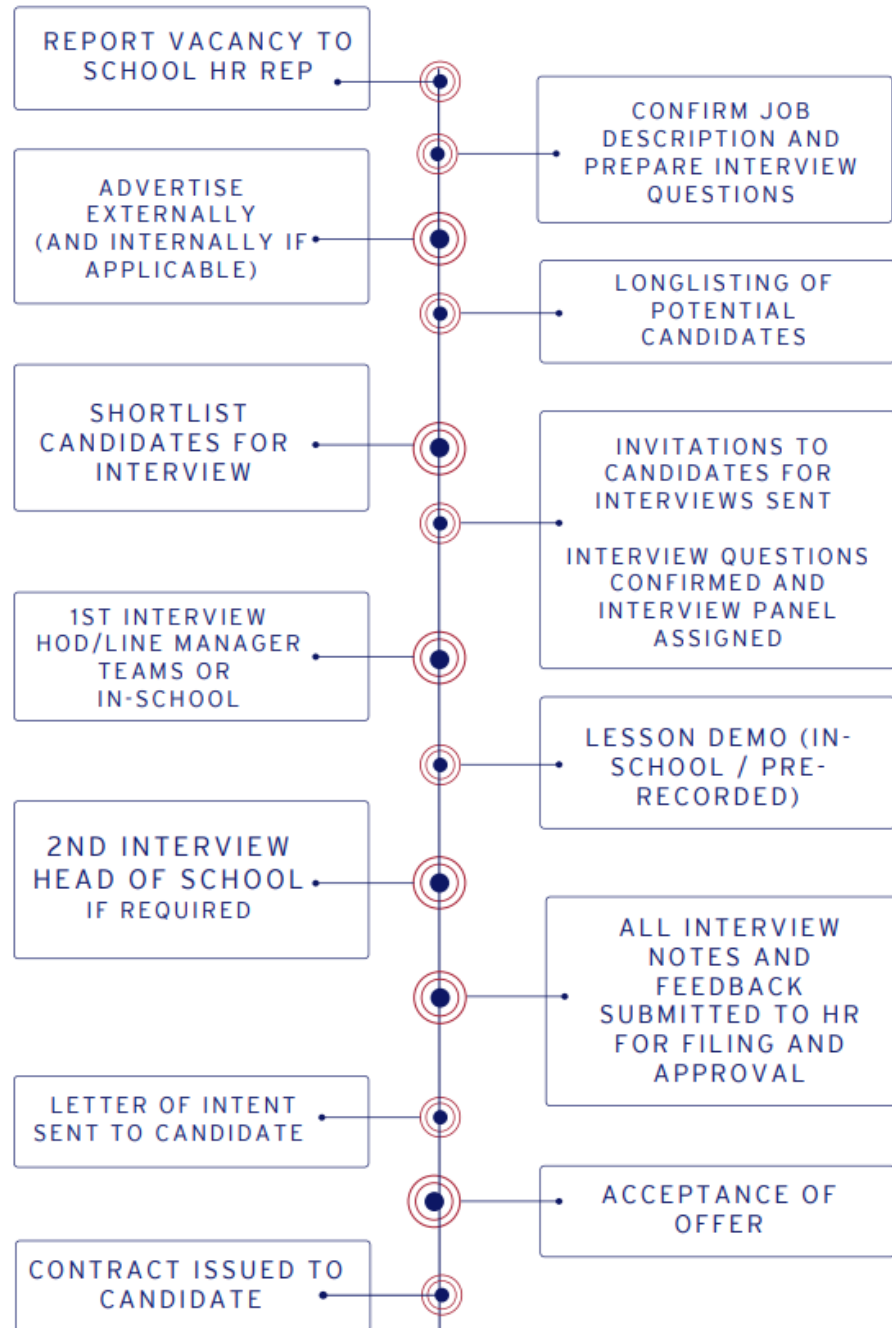
10 Safer Recruitment

- 10.1 Taaleem is committed to safeguarding and promoting the welfare of children. Taaleem prioritises the safety and welfare of students in its care, and when selecting and recruiting staff, takes all reasonable steps to ensure that its employees are suitable for employment.
- 10.2 Every employee must sign a criminal clearance declaration form (included as part of their employment contract). All employees must also submit a valid police check or criminal clearance certificate dated within one month of the agreed start date.
- 10.3 Employees recruited from within the UAE must provide a police check obtained from the relevant Emirate's police department (the process to follow can be obtained from HR).
- 10.4 Employees recruited from outside of the UAE must provide a police check from their home country, and if they are working elsewhere at the time of hire, they must also provide a police check from their current country of residence. Teaching staff, SLT, HOS and Principals must always provide a police check from their home country as well as their current country of residence (whether the UAE or elsewhere).
- 10.5 No exception to the requirements outlined in above clauses will be made, except on very occasional circumstances, where evidence is provided that the country of residence does not issue police checks. In such cases, advice should be sought from CO HR before any offer is confirmed.
- 10.6 Any applicant with a police or criminal clearance check which contains information relating to Child Protection or any other offence which would prevent them being allowed to teach or work with children in their home country, will not be employed by Taaleem.
- 10.7 In cases where the criminal clearance check contains information which the applicant has disclosed and has not prevented them teaching in their home country – for example 'spent' or minor convictions/charges that do not relate to child protection - the Principal should seek advice from CO HR on whether the applicant is suitable for an offer of employment.
- 10.8 Taaleem will eliminate further consideration for employment for any applicant who provides false, misleading, or wilfully deceptive information or who omits materially relevant information on his/her job application or CV or during the interview.
- 10.9 Employees who are hired and later found to have provided false or misleading information will be subject to disciplinary action up to and including immediate dismissal.
- 10.10 All information obtained as part of the criminal background/security check will be considered confidential (subject to relevant statutory requirements).

11 Interview Process

- 11.1 Upon identification of suitable candidates for interviewing, the relevant personnel will arrange interviews in coordination with the Recruitment Manager where relevant, and will follow the below flowcharts, to ensure the interview process is managed efficiently and within relevant timeframes.
- 11.2 Interview questions should be prepared and agreed prior to every interview. Interviewers can refer to the *Interview Guide* (see *Appendix 2*) for guidance and example interview questions. A group standardised pro forma should be used and questions scored accordingly (see *Appendix 3*). It is critical that interviewers are aware that certain questions are deemed inappropriate to pose. Any questions suggesting an intention to discriminate are considered unsuitable. For example, female applicants should not be asked whether they are pregnant or planning to have children, questions in relations to marital status or those considered personal. If in doubt, please discuss with the HR Representative or CO Recruitment.
- 11.3 Under no circumstances should financial terms be discussed during the interview process, other than by the HR representatives in conjunction with the Principal and/or Director of Curriculum.
- 11.4 To ensure quality control and an efficient interview process, please refer to the Interview Timeline Guide and Interview Panel Guide, below.

Teacher & Middle Leaders

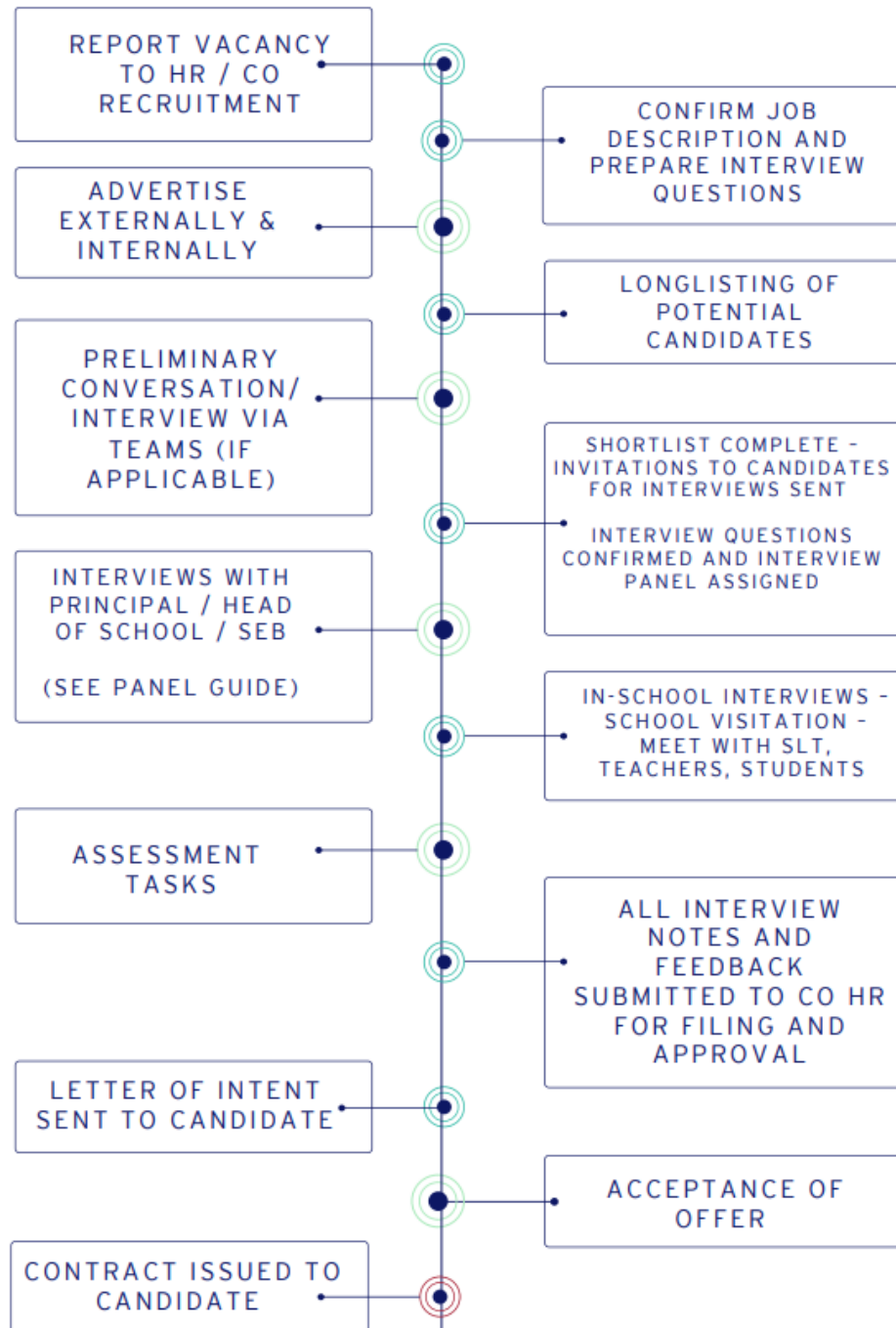


*Interview questions / interview feedback must be completed during or after the interview and filed with the candidate's documentation, despite the anticipated outcome. Upon completion of the interview process, **unsuccessful candidates should be notified in a timely, professional and emotionally intelligent manner.***

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Senior Leader

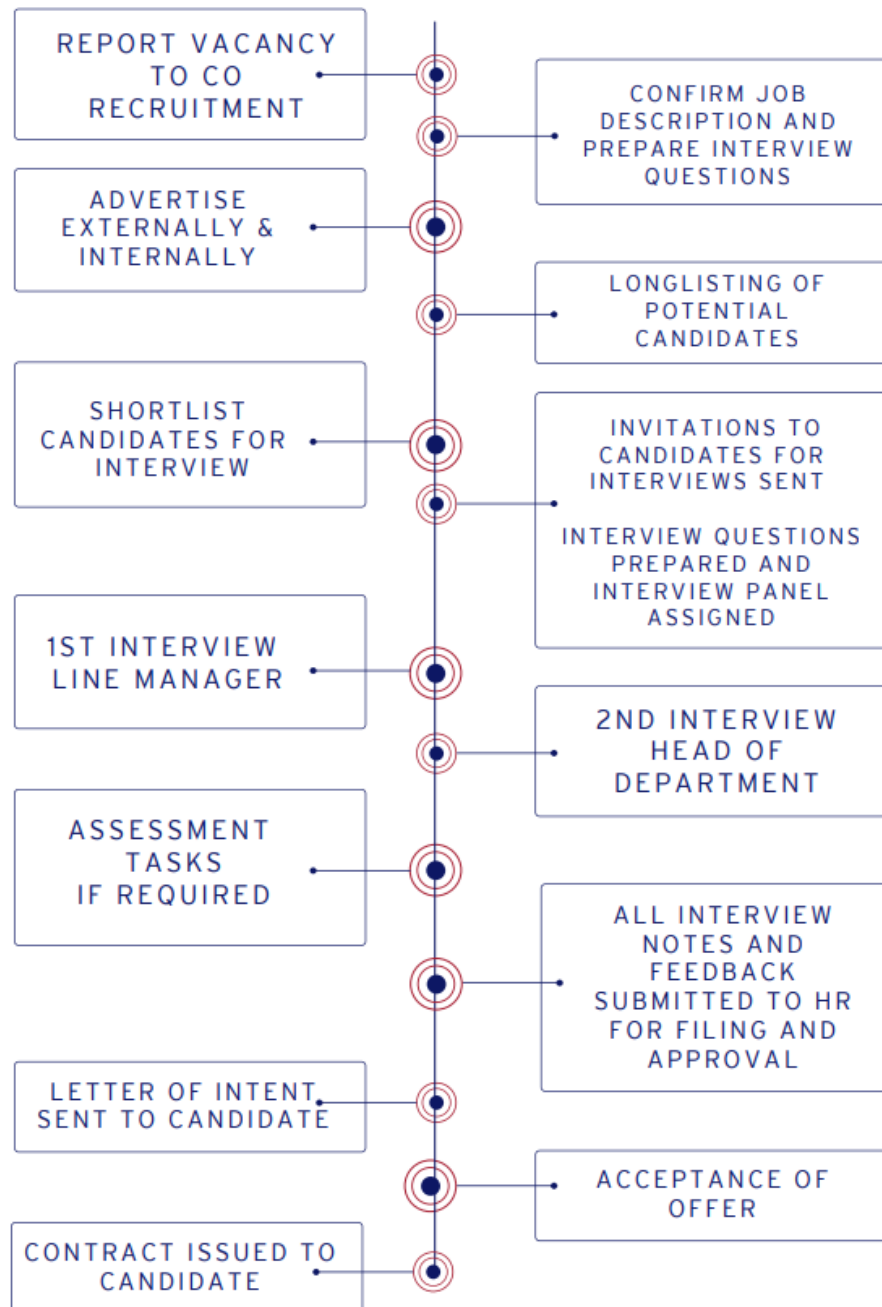


*Interview questions / interview feedback must be completed during or after the interview and filed with the candidate's documentation, despite the anticipated outcome. Upon completion of the interview process, **unsuccessful candidates should be notified in a timely, professional and emotionally intelligent manner.***

Interview Panel Guide

Category	Position	No. of Interviews	Interview Panel Members
SLT	Principal	1 st	Director of US/EK/IB/Cs Recommended Principal and Parent Representative
		2 nd	SEB Representative/s, Director of US/UK/IB/CS and Director of Education
	Vice Principal	1 st	Director of US/UK/IB/CS and Principal
		2 nd	Director of US/UK/IB/CS, Principal and Director of Education.
	Head of Schools	1 st	VP, Recommended HoS
		2 nd	Director of US/UK/IB/CS and Principal
	HoDs and Coordinators		Principal, VP/Head of School
Teachers	Subject/Specialist Teacher (Secondary/High School)	1 st	3 x Panel – HT, HoY + 1 other
	Primary/Elementary Teacher		3 x Panel – HT, HoY + 1 other
Learning Support	Teaching Assistant / Academic Support	1 st	Line Manager / HoD

Central Office



*Interview questions / interview feedback must be completed during or after the interview and filed with the candidate's documentation, despite the anticipated outcome. Upon completion of the interview process, **unsuccessful candidates should be notified in a timely, professional and emotionally intelligent manner.***

CO Interview Panel Guide

CATEGORY	POSITION	No. of Interviews	Interview Panel Members
Management	C-Suite	1 st	HRD and COO / CFO
		2 nd	CEO and COO / CFO and Taaleem Remuneration Committee as per the Terms of Reference
	Head of Department	1 st	Recruitment Manager
		2 nd	C-Suite Member and Head of HR / HRD
	Managers	1 st	Recruitment Manager and Current Manager
		2 nd	Head of Dept, Head of HR
Administration	Officers / Analysts / Accountants	1 st	Recruitment Officer
		2 nd	Recruitment Manager, Line Manager / HoD

12 Offer of Employment

- 12.1 An approved and standardised Letter of Intent (LOI) will be drafted according to the agreed salary bands and remuneration, provided by CO HR. This is then sent to the candidate detailing required documentation, by the School HR representative or the CO Recruitment Team.
- 12.2 Employees joining mid-year should be clearly advised of any pro-rata leave and pay implications.
- 12.3 The effective date of employment starts when the employee physically joins the School / Central Office. This date will be indicated within the Letter of Intent and contract.
- 12.4 All employees are required to have a valid visa and work permit (if applicable).
- 12.5 A third-party company or relevant Taaleem PRO, are responsible for processing visas / work permits. The HR Representative will provide employees with all details / requirements needed, in order to complete this

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process.

13 Employee File

- 13.1 Once a signed Letter of Intent (LOI) and a completed *Staff Information Form* (see *Appendix 6*) has been received, it is then the HR representative's responsibility to compile the employee file. Please refer to the *Employee Checklist* (see *Appendix 4*) – to ensure the file is fully compliant.

Personal original documents e.g., qualifications certificates and diplomas, will not be retained and will be returned to the employee at the earliest opportunity.

The employee is responsible for informing HR of changes to personal information that could affect their terms and conditions of employment.

13.2 References

All employees are required to have formal satisfactory reference checks. Senior Leadership (SLT), teachers and managerial roles in CO must have two written references covering the previous five years of employment. For teaching and SLT, one must be from the current or most recent Principal / Headteacher. Personal references will not be accepted.

References for school-based staff will be reviewed by the Principal and HR representative.

13.3 Legalisation / Attestation of Education Certification

Candidates will be required to provide legalised / attested documents as part of the hiring process. Such requirements will be communicated to the candidates, following acceptance of the LOI.

Any costs related to the process for legalisation / attestation of documents will be covered by the candidate. Legalised / attested documents are required before an employee can commence in role.

For further guidance, please contact the school HR representative.

13.4 Ministry of Education (MOE) Requirements of Employment

All Teachers and Learning Support Assistants are required to follow local MOE requirements prior to employment within any Taaleem school. Failure to meet criteria will result in withdrawal of employment offer or termination of employment.

Before joining Taaleem, the School HR representative will apply for local MOE approval.

Requirements for the MOE approval include:

- Good Standing Certificate
- Police Clearance Certificate
- Attested subject qualification/ teaching qualification.
- Recognised Teacher qualification (such as PGCE, QTS, or equivalent). This should be attested. Master of Education or Bachelor of Education will be recognised as a teaching qualification.
- Learning Support Assistants are required to have their most recent qualification attested.
- Residency and employment requirements (valid visa and valid EID).

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- A copy of the degree transcript if requested.

14 Onboarding

Pre-Arrival

- 14.1 For overseas candidates, who are relocating to the UAE, a joining economy class flight will be provided and arranged by the School HR Representative.
- 14.2 For international hires relocating to the UAE, remuneration may be extended to spouse and up to two dependent children (school age), if eligible. This will be stated in the employee's contract.
- 14.3 Eligible international hires will be provided accommodation or housing allowance. For further details, please refer to the *Housing Policy (HR-POL-011)*.

Upon Arrival

- 14.4 The HR representative and Line Manager are responsible for ensuring all prospective employees are supplied with the relevant resources, policies, and induction plan, including but not limited to;
 - Welcome email introduction
 - School/CO Staff Handbook
 - School/CO Orientation
 - School/CO Organisational Chart
 - Taaleem School Overview and Key Contacts
 - Professional Code of Conduct Policy
 - Laptop, email account
 - Employee ID access card
- 14.5 Each school will ensure a comprehensive onboarding and induction plan is in place, to ensure the smooth integration of all new employees.
- 14.6 The Head of Department / Line Manager is responsible for referring to the Employee Onboarding Flow Chart and ensuring all Probation milestones are conducted and met. Please refer to the *Onboarding Flow Chart (Appendix 5)* for further details.

15 Further Guidance

- 15.1 Further support and guidance on any aspect of this Policy can be sought from the CO HR and Recruitment Team.

INTERNAL APPLICATION FORM

APPENDIX 1

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Internal Application Form (Appendix A)

Name					
Current School			Current Position		
Employment Start Date		Current Contract Start Date:		Current Contract End Date:	
Details of Internal Application					
Date of intended start:					
School applying to:					
Position applying to:					
Reasons for application to another Taaleem school:					
Employee Signed:			Date:		
*Approved by Principal:	Name:		Date:		
	Signature:				
*Please note that an internal application will not be considered without approval by the current Principal					

Please submit this completed (and approved) form, along with a covering letter/email and your current CV to the Principal of the proposed school.

INTERVIEW GUIDE & INTERVIEW QUESTIONS BANK

APPENDIX 2

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Research has shown that the more stringent a company is during the hiring process and the more thorough the interviewing panel and preparation is the higher the chances that you will make a strong and value added hiring decision.

It is also well known that we crave familiarity and favor people that are similar to us, hence it is very important to remember to put personal biases and opinions aside on color, gender, religion, nationality etc and focus on competency to do the job.

It is vital for us to remember that we represent the Company, hence all comments, remarks and behaviors in front of candidates being interviewed must always reflect positively the image and brand of the Company.

Here are some steps below that will help guide you when preparing, conducting and closing interviews.



Plan Ahead

Many managers, starved for time, go into interviews ill prepared. This leads to inefficient interviews that don't reveal enough about the candidate.

Planning your questions and interview structure in advance, makes your interviews more consistent, focused, and fair. It also helps you maintain control of the interview. Using the interview evaluation form, you can plan and agree on your interview questions to structure the flow and direction of the interview, ensuring all areas of the job description are covered. During the interview, you can use the interview form as a roadmap and a place to take notes.

Before each interview, you should prepare:

- A summary of the job requirements as outlined in your job description
- Re-read the candidate's résumé and cover letter, ensuring you are familiar with the individual and address them properly
- Understand where the candidate is in the interview process (if relevant), who he or she has previously interviewed with, what additional information the candidate may have provided in previous interviews and review feedback from previous interviewers (if relevant).
- The interview questions to determine if the candidate has the qualities you require
- Incorporate standardised questions for all candidates so that you can make comparisons
- Customize some questions for each candidate based on their experience
- Know what Taaleem has to offer candidates and what the candidate is looking for, so you can market Taaleem, your department and the job opportunity
- Be up-to-date on Taaleem/your school's reputation and recent activity. The candidate will research prior to interview and will likely ask you questions too



Conduct the interview

To conduct an interview, you'll need to effectively manage the opening, body, and close.

Opening

Use these tips to set the right tone during the opening of the interview:

- **Prevent interruptions.** Whether you're meeting in person or interviewing the candidate virtually, don't take any calls or visits from colleagues during the interview.
- **Greet the candidate.** Put the candidate at ease: Be warm and friendly. Introduce yourself. Smile, make eye contact, and, if you're meeting face-to-face, shake hands. Include the candidate's name in your greeting. If you're unsure how to pronounce it, ask.
- **Make the candidate physically comfortable.** If you're conducting the interview in person, show the candidate where to put his or her jacket and where to sit. Offer a beverage.
- **Establish rapport.** Acknowledge some of the difficulties or awkwardness related to being interviewed, such as meeting a lot of new people or being tired at the end of the day. If you're the first to interview the candidate, ask how his or her commute was. Or if you're meeting virtually, ask where the candidate is calling from and what the weather is like there. Compliment the candidate on some aspect of the experience displayed in his or her CV. And if you have something in common, such as attending the same college or sharing an outside interest, mention that. Ask questions such as, "How did you hear about the job opening?" and "What attracted you to Taaleem?"
- **Introduce yourself.** Explain your role in Taaleem/your school and how it relates to the open position.
- **Explain the structure of the interview.** For example, tell that candidate that you're going to ask about his or her experience, assess the fit between his or her interests and abilities and Taaleem's needs, and take questions from the candidate at the end of the interview.

Body

During the body of the interview, encourage the candidate to talk about his or her qualifications, skills, knowledge, and experience. Start comparing these to the job description.

Refer to your prepared interview questions as a guide and ask the questions in it. Also, encourage the candidate to talk in specific terms about accomplishments listed on his or her CV:

- Ask for details, and probe for tangible measures of success.
- If appropriate, ask for samples of work, transcripts, and references to review after the interview.
- Use questions about past experiences to assess personal qualities, such as leadership, problem solving, communication, teamwork skills, and motivation.

Keep the candidate talking

The more the candidate talks, the more accurate your picture of him or her will be. Try these techniques:

- **Show encouragement.** Smile, nod, and leave pauses before you jump in with a comment or another question.
- **Ask follow-up questions.** Don't be afraid to deviate from your interview structure. These questions can lead to more elaboration and specific examples of key information about the candidate.

- Use the candidate's response in your follow-up questions. For instance, "You've said that you especially enjoyed the project management aspects of your previous job. What aspects appealed to you most?" And later, "Are there aspects that did not appeal to you?"
- Use open-ended questions. Such questions incorporate language such as "how," "why," and "what." They generate more detailed responses than closed questions—those requiring only a yes-or-no answer.
- Avoid leading questions. Questions like, "Would you say you have the motivation needed for this job?" and "Do you enjoy working in teams?" These steer the candidate to answers you'd like to hear, rather than uncovering his or her priorities and experiences.

Close the Interview

Wrap up the interview and explain the remainder of the hiring process. Give the candidate an opportunity to augment his or her comments.

"Is there anything else you wanted to tell me about or ask me that we didn't have a chance to discuss?"

Explain next steps.

"We'll review all of the information and be in touch with you by (date)."

Invite follow-up.

"Here's my contact information. Feel free to contact me if you have any other questions."

Promote your school / Taaleem.

"Thank you for your time and for helping us learn more about you. I believe you're meeting with ----- next. Let me walk you to his/her office."

INTERVIEW QUESTIONS BANK

TEACHER

- How do you plan for and design units of instruction?
- If we were to watch you teach a lesson, what would I expect to see?
- What strategies do you use to engage a range of students, based on their individual needs?
- Describe a time where you have had to modify your instruction based on student performance.
- What strategies have you used in managing class behavior?
- What are some of the ways that you connect with your families and school community?
- Tell us about a time you have experienced a conflict in the workplace. How did you go about resolving the issue?



LEARNING SUPPORT ASSISTANT / SEN SUPPORT STAFF

- What is the most important quality of an effective Learning Support Assistant?
- What do you do to motivate students / manage students' behaviour?
- Why is feeling safe so important in a child's learning journey?
- Explain how you work effectively as part of a team.
- How do you support individual needs within a class?

Example Interview Questions

PRINCIPAL

- What is your vision for the school and how will you put this into practice?
- What do you think are your leadership strengths and areas for development and how do you know? Give evidence of your behaviours and the impact of your behaviours on your current school community.
- Based on your visit to the school so far, what do you anticipate are the major challenges in the role of Head of School? Explain why.
- What strategies will you employ to gain the trust and inspire enthusiasm of the whole school staff to share their passion?
- How will you grow leaders within the school? Give us an example of how you have developed others in your current role.
- How do you involve and engage parents in the education of their children? Give specific examples of how you have done this.
- Pastoral Care – what do you consider the three most common objectives for any pastoral care system?
- How would you see your role in marketing and admissions of the school? What techniques have you used in the past to drive enrolment and how has your school team delivered your plan?
- As a School leader, how do you bring out the best from the teaching staff in the school? How do you motivate staff?
- What is important to consider in a school located in a country of rich cultural diversity – what do / would you focus on and how would you do this? Tell us about how you have adjusted to this in your International career?
- What knowledge and skill gaps do you believe you have for this post, and how would you prioritise these in order to prepare for the position?
- How do you work in very pressurised circumstances? Does your behaviour or leadership style change?

SENIOR LEADERSHIP TEAM

- Can you very briefly talk me through two key highlights of your career history to date and why they are relevant to the post of for Taaleem?
- What do you think are your leadership strengths and areas for development and how do you know? Give evidence of your behaviours and the impact of your behaviours on your current school community.
- Please take time to outline your education philosophy? What are your values and beliefs? What is it about School Leadership that drive you on a daily basis?
- What are the key factors in leading a school faculty to ensure the highest levels of student progress and maximising student attainment?
- Tell us about a specific example of your experience of leadership & management of transformational change?
- If you were appointed as, how would you measure success in the role in the first 3 months? After 6 months?
- As a School leader, how do you bring out the best from the teaching staff in the school? How do you motivate staff?
- What is important to consider in a school located in a country of rich cultural diversity – what do / would you focus on and how would you do this? Tell us about how you have adjusted to this in your International career?

ADMIN

- Give me an example of a time when you have had to communicate an unpopular message to clients / customers / colleagues.
- Would you say you work best in a team or as an individual?
- What are the most important attributes / skills for someone working in admin/customer-facing?
- How do you organise your time?
- Talk to us about the time you were under the most pressure. How did you manage it? How did you prioritise to ensure you were able to deliver?
- Describe a time when you have had to adjust your daily schedule to deal with an unexpected emergency – how did you deal with it? How did you adjust your priorities for that day?

HUMAN RESOURCES

- What are the most important attributes / skills for someone working in HR?
- Give me an example of a time when you have had to communicate an unpopular message to an employee / employees.
- Can you give an example where you have been under pressure from a Senior employee / Director to do something against policy. How have you dealt with it?
- What is your knowledge of UAE Labour Law?
- What is your favourite part of HR and why?
- What are the most important metrics in HR to measure and record?
- How do you organise your time?
- What are your IT skills? Which packages can you use? Any experience of HRMS / ERP?
- Talk to us about the time you were under the most pressure. How did you manage it? How did you prioritise to ensure you were able to deliver?

OPERATIONS

- Can you provide us with an example of having to say no to a request from a senior management?
- What would you say are the most important aspects of customer service?
- Describe your approach to working with colleagues? How do you quickly build rapport and gain credibility?
- What are the main factors that contribute toward the procurement of goods or services?
- If you are successful in this role, describe your first 30 days and what you understand would be your key priorities?

FINANCE

- Which accounting platforms have you worked on? Which one are you best skilled at?
- How do you maintain accounting accuracy?
- What tools are you familiar with? What functions?
- Are you able to convey technical information to someone of more or less technical ability? Please give an example.
- What is the difference between 'accounts payable (AP)' and 'accounts receivable (AR)'?
- What are the common mistakes in accounting?
- Can you give examples of when you've helped a team be successful?
- Why do you want to work for at Taaleem?
- What is your background working in various industries?

STANDARDISED INTERVIEW EVALUATION FORM

APPENDIX 3

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Interview Evaluation Form

Interviewer:	Click here to enter text.		Date of Interview:		
Candidate Name:	Click here to enter text.		Vacant Position:	Click here to enter text.	
<p>Interview evaluation forms are to be completed by the interviewer to rank the candidate's overall qualifications for the position for which they have applied. Under each heading, the interviewer should give the candidate a numerical rating and write specific job-related comments in the space provided. The numerical rating system is based on the scale below.</p>					
Scale:	5 – Exceptional	4 – Above Average	3 – Average	2 – Satisfactory	1 – Unsatisfactory
				Rating	
				5	4
				3	2
				1	
Educational Background – Does the candidate have the appropriate educational qualifications or training for this position? Comments : Click here to enter text.				<input type="checkbox"/>	<input type="checkbox"/>
Prior Work Experience – Has the candidate acquired similar skills or qualifications through past work experiences? Comments: Click here to enter text.				<input type="checkbox"/>	<input type="checkbox"/>
Technical Qualifications/Experience – Does the candidate have the technical skills necessary for this position? Comments: Click here to enter text.				<input type="checkbox"/>	<input type="checkbox"/>
Verbal Communication – How were the candidate's communication skills during the interview? Comments:– Click here to enter text.				<input type="checkbox"/>	<input type="checkbox"/>
Candidate Interest – How much interest did the candidate show in the position and the organization? Comments: Click here to enter text.				<input type="checkbox"/>	<input type="checkbox"/>

Interview Evaluation Form

Knowledge of Organization – Did the candidate research the organization prior to the interview? Comments: Click here to enter text.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teambuilding/Interpersonal Skills – Did the candidate demonstrate, through their answers, good teambuilding/interpersonal skills? Comments: Click here to enter text.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative – Did the candidate demonstrate, through their answers, a high degree of initiative? Comments: Click here to enter text.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time Management – Did the candidate demonstrate, through their answers, good time management skills? Comments: Click here to enter text.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Service – Did the candidate demonstrate, through their answers, a high level of customer service skills/abilities? Comments: Click here to enter text.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Impression and Recommendation – Summary of your perceptions of the candidate's strengths/weaknesses. Final comments and recommendations for proceeding with the candidate. Comments : Click here to enter text.	Advance	Advance with reservations		Do not advance		
	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		

STAFF INFORMATION FORM

APPENDIX 4

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STAFF INFORMATION FORM

Name

First _____ Middle _____ Last _____

Permanent Home Country Address

Number _____ Street _____ PO Box _____
 City _____ Country _____ Postal Code _____

Email Address _____

Tel _____ Mobile _____ Fax _____

Domicile City/Country of Origin if different from above

Nearest recognised international airport _____

Nationality as in Passport Canadian _____ Passport No. _____

Date of Issue _____ Place of Issue _____

Passport Expiry Date _____ Date of Birth _____

Note Passport must be valid for at least six months from the date of arrival in the UAE

Marital single ☐ Married ☐ Divorced ☐ Separated ☐ Widowed ☐

Status

If Married

Spouse's Name _____

Spouse's Current Address _____

No. _____ Street _____ PO Box _____

City _____ Country _____ Postal Code _____

Email Address _____

Tel _____ Mobile _____

Nationality as in Passport _____ Passport No. _____

Date of Issue _____ Place of Issue _____

Passport Expiry Date _____ Date of Birth _____

Note Passport must be valid for at least six months from the date of arrival in the UAE

Number of Dependents

If accompanying you, please include name(s) and age(s)

Next of Kin _____

Relationship _____ **Contact No.** _____

If your spouse is or will be working in the UAE, please answer the following

Will your spouse and/or family be eligible to receive medical cover? Yes ☐ No ☐

Will your children receive any school fee benefits? Yes ☐ No ☐

Your Qualifications

List, beginning with the most recent University Degree and including High School Graduation

Date	Institution	Degree / Certificate / Diploma
-------------	--------------------	---------------------------------------

_____	_____	_____
_____	_____	_____

Professional Memberships

Date	Institution
-------------	--------------------

_____	_____
_____	_____
_____	_____

Employment History *(List most recent first)*

Institution	Position(s) Held	Dates of Employment
--------------------	-------------------------	----------------------------

_____	_____	_____
_____	_____	_____

References

Name	Relationship to Applicant	Contact Information
-------------	----------------------------------	----------------------------

_____	_____	_____
_____	_____	_____

Please attach the following documents

- | | | | |
|---|--------------------------|---|--------------------------|
| Satisfactory references
(at least two) from recent
employers | <input type="checkbox"/> | Copy of Passport (include passport copies
of all dependents) with UAE visa or entry
stamp (if applicable) | <input type="checkbox"/> |
| Police Check/Clearance | <input type="checkbox"/> | | |
| Latest copy of your CV | <input type="checkbox"/> | Copy of High School Diploma / 'A' Level | <input type="checkbox"/> |
| Copies of all
degrees/certificates
(to be attested before
arrival) | <input type="checkbox"/> | Copies of transcripts of all
degrees/certificates
(to be attested before arrival) | <input type="checkbox"/> |

I hereby confirm that all the above information is true and correct to the best of my knowledge.

Print Name _____

Signature_____

Date _____

ONBOARDING DOCUMENT CHECKLIST

APPENDIX 5

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ONBOARDING DOCUMENT CHECKLIST



Document	Notes	
Passport Copy	Should have more than 6 months validity	
Dependents' Passport Copies	If eligible for family benefits	
Passport size Photograph	Clear scan in colour. Front facing photograph (see current guidelines)	
Education Certificates	Duly attested by Ministry of Foreign Affairs and UAE Embassy, as well as relevant authority in country of origin	
Marriage Certificate	Duly attested by relevant authority if applicable	
Birth Certificate of Children	Duly attested by relevant authority if applicable	
Completed Staff Information Form		
Experience Letters	If applicable	
Academic Transcripts	If applicable	
Visa Copy	If sponsored	
Emirates ID (front and back)	If sponsored	
Medical Insurance Card copy	If on sponsor's visa	

ONBOARDING DOCUMENT CHECKLIST

CONTINUED



Document	Notes	
Covid-19 Vaccination Card		
Verification of Benefits Form	Signed and stamped by spouse's employer	
Police Clearance	From country of origin and current place of residence, recently dated	
NOC	No Objection Certificate from sponsor	
Copy of up-to-date CV		
Reference 1		
Reference 2		
Reference 3	If applicable	
Signed LOI	Signed with all three signatures	
Signed Contract	Signed with all three signatures	

EMPLOYEE ONBOARDING FLOWCHART

APPENDIX 6

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HR-POL-008

Employee Onboarding Timeline

Pre-Start Date

Staff Handbook, and induction plan received

Employee checklist completed

Day 1

Orientation & Introductions

Any remaining documents submitted to HR

Week 4

Week 4

Catch up with Line Manager to review first month at Taaleem

Week 8

Employee's visa status / work permit should be complete

Week 12

Mid-term probation review

Week 16

Onboarding survey

Week 24

Final probation review

Following meeting with line manager, HR provides relevant probation letter

