



# Recruitment and selection

## Process Objective

Following are be the objectives of the Recruitment and selection process :

- Hiring people with right skills at the right time
- Exploring the most cost efficient source of recruitment
- Interviewing and selecting candidates as per the criteria defined
- Evaluating candidates and performing back ground verifications
- Issuing offer & appointment letter

## Recruitment and selection

- Minimum Qualification criteria (Academic Staff) – Full time and part time**

Level	Qualifications Required	Relevant Experience
<b>KG Teacher (KGT)</b>	Bachelor's degree with a teaching degree or CACHE Level 3 (mandatory)	1- 2 years (Minimum)
<b>Primary Teacher (PRT)</b>	Bachelors degree (subject specialization) with teaching a degree	2- 3 years (Minimum)
<b>Trained Grad Teacher (TGT)</b>	Bachelors degree (subject specialization) with a teaching degree	2- 3 years (Minimum)
<b>Post Grad Teacher (PGT)</b>	Master's Degree with a teaching degree or its equivalent	3- 5 years (Minimum)

- Minimum Qualification criteria (Non - Academic Staff) – Full time and part time**

Level	Qualifications Required	Relevant Experience
<b>Admin Assistant / school support staff</b>	O levels/Diploma	0 - 2 years (Minimum)
<b>Executives</b>	Bachelors degree in applicable discipline	3 - 9 years (Minimum)
<b>Middle Management</b> (Assistant Managers, Managers, and Senior Managers)	Master's Degree/Diploma in applicable discipline	9 - 15 years (Minimum)
<b>Senior Management</b> (Directors and Above)	Master's Degree/Diploma in applicable discipline	15+ years (Minimum)

- Relaxation in Minimum qualifications can be considered in exceptional cases after approval from Academic Board.



- Academic board shall comprise of the following : 1. Principals (all campuses) 2. Supervisors

## **Recruitment**

- For all hiring (replacement or new hiring) , Request For Hire (RFH) shall be prepared by the respective supervisor / HOD and approved as per the [Authority Level Matrix](#).
- All unbudgeted hiring shall be approved by the Country Director, Head – HR and COO (Academic and Non Academic) .
- All RFHs shall be either closed prior to the Last Working Day (LWD) of an employee or end of notice period, whichever is earlier (in case of replacement) or with 30 – 45 days from receiving approved RFH.
- All open RFHs shall be escalated to Head – HR (Corporate) and on fortnightly basis.

## **Pre Interview**

- JDs shall clearly outline the level of experience / skills / qualifications are “Desirable” and “Essential”.

## **Source of Hiring**

- The intended position may be sourced through one or more of the following channels in the following Order
  - a. GIIS career portals
  - b. Job bank
  - c. E- Recruitment portals
  - d. Recruitment Consultants
  - e. Employee Referrals
  - f. Advertisement in Newspaper
  - g. Internal resume database
- Resumes / details of all candidates (except the one received from consultants) shall be updated on the GIIS career portals.
- In case of opting Advertisements, Recruitment consultants, Employee Referrals as source of hiring i.e. (hiring involving financial cost to the company) shall be approved by the CD
- Organization must enter into agreements with the consultants providing details such as percentage of commission, response time, payment terms and frequency of payment etc.



- In case of employee referrals , referral bonus shall be paid as per the amount decided by the management only via bank transfer.
- All the agreements with placement consultants shall be signed by Country Director post approval from Head – HR.

## **Interview and selection**

- Following shall be the Selection committee / Panel :
  - Teaching staff – Principal, Academic Supervisor and Subject Expert (including HR Department)
  - Non Teaching staff – Concerned Supervisor and HOD (including HR department)
- For teachers, an additional Class Demo is performed and final evaluation shall be based on both – Interview and Class Demo Report.



GIIS – IEF



GIIS\_Demo class

- Selection Committee shall go through the original documents viz. marks-list and certificates to make sure that the candidate have the requisite qualifications and experience as required under the Rules.
- Members should select the candidate objectively and without any bias to select and appoint only the best person for the job.
- Resumes along with Interview Evaluation Forms (IEFs) shall be maintained for all the candidates interviewed.
- Candidate under the status “Rejected” or “Offer not accepted” shall not be considered eligible to apply for the interview for the next six (6) months from the date of the interview.



## **Post Interview**

- Director Operations, Principal and Local HR finalizes the salary figure on the basis of the following attributes and current salary grid :
  - a. Academic & Professional qualification of the respective candidates
  - b. Experience Profile
  - c. Existing Compensation & benefits
  - d. Market synergy
- Any deviation from the defined salary grid shall be approved by the COO

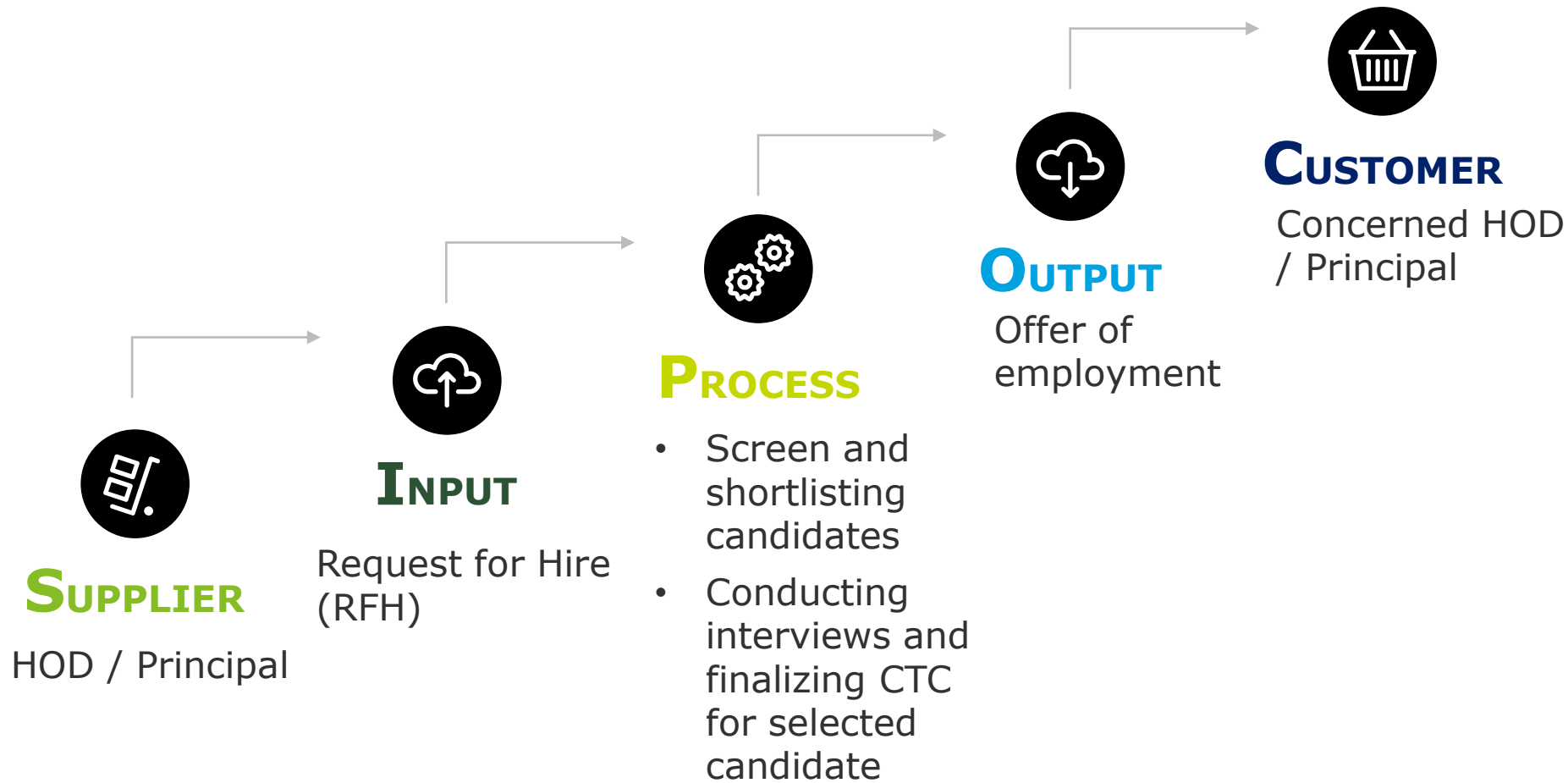
## **Reference Checks**

- Every candidate shall be required to give at least two references out of which at least one should be from his immediate previous employer.



### **Reference Check Form**

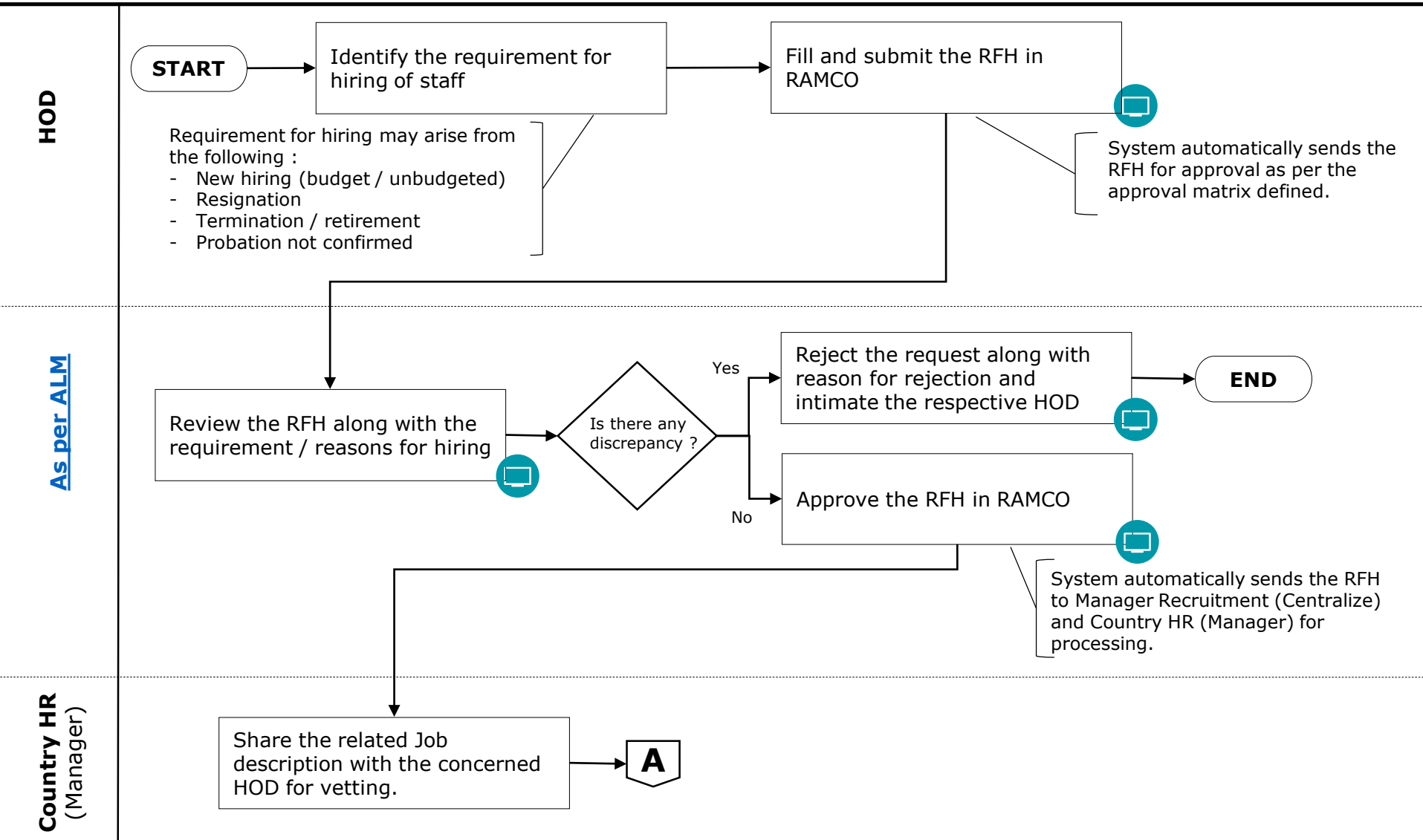
- Reference check shall be completed prior to 48 hours of Date of Joining (in case of domestic employee) and prior to submitting the application for Visa (in case employee is from out of country)
- The appointment letter issued to a prospective employee shall be contingent upon the results of reference check feedback.



# Process Flowchart – Recruitment and Selection



## Recruitment and Selection



### Legend |



Automated



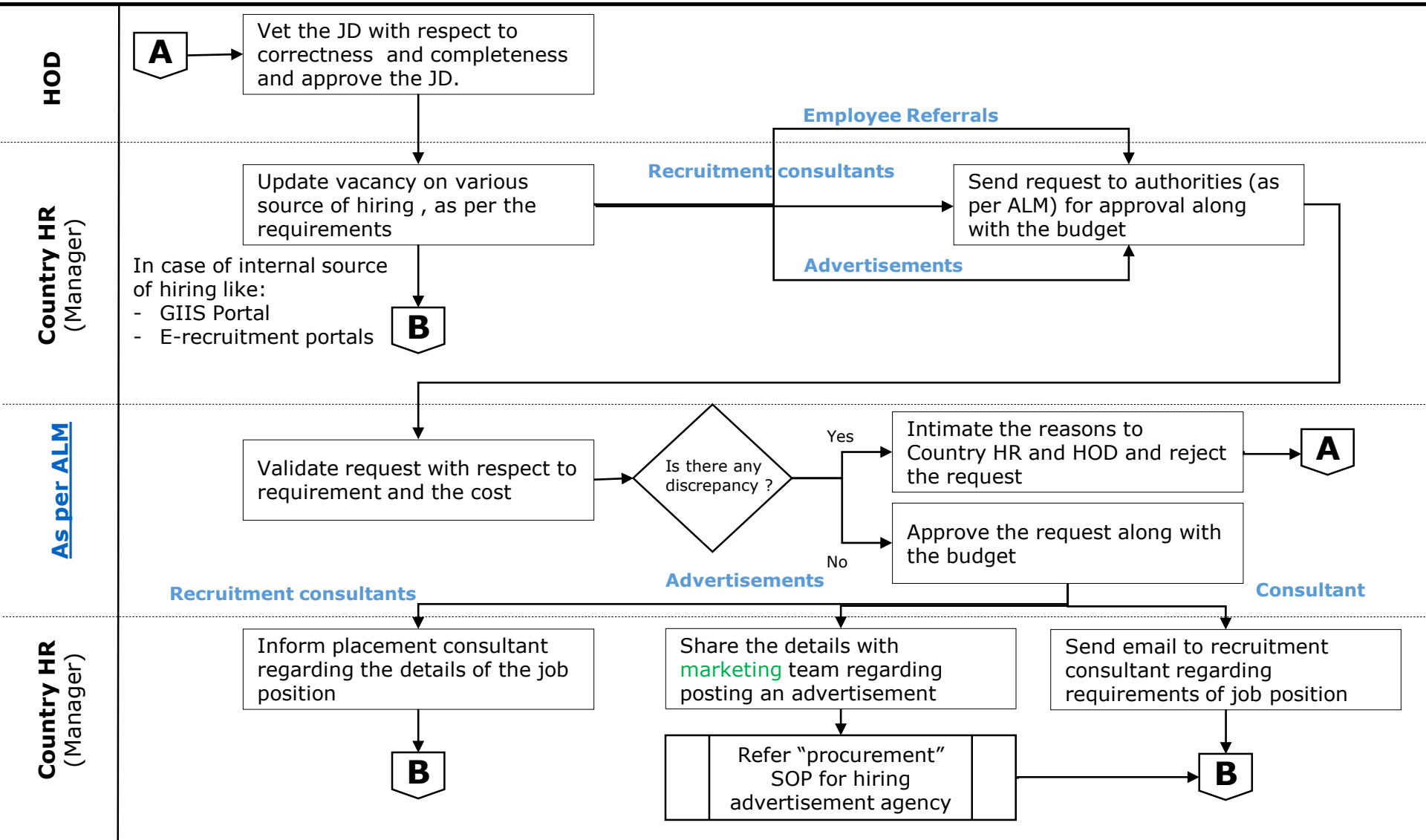
Manual



RAMCO



Biometric

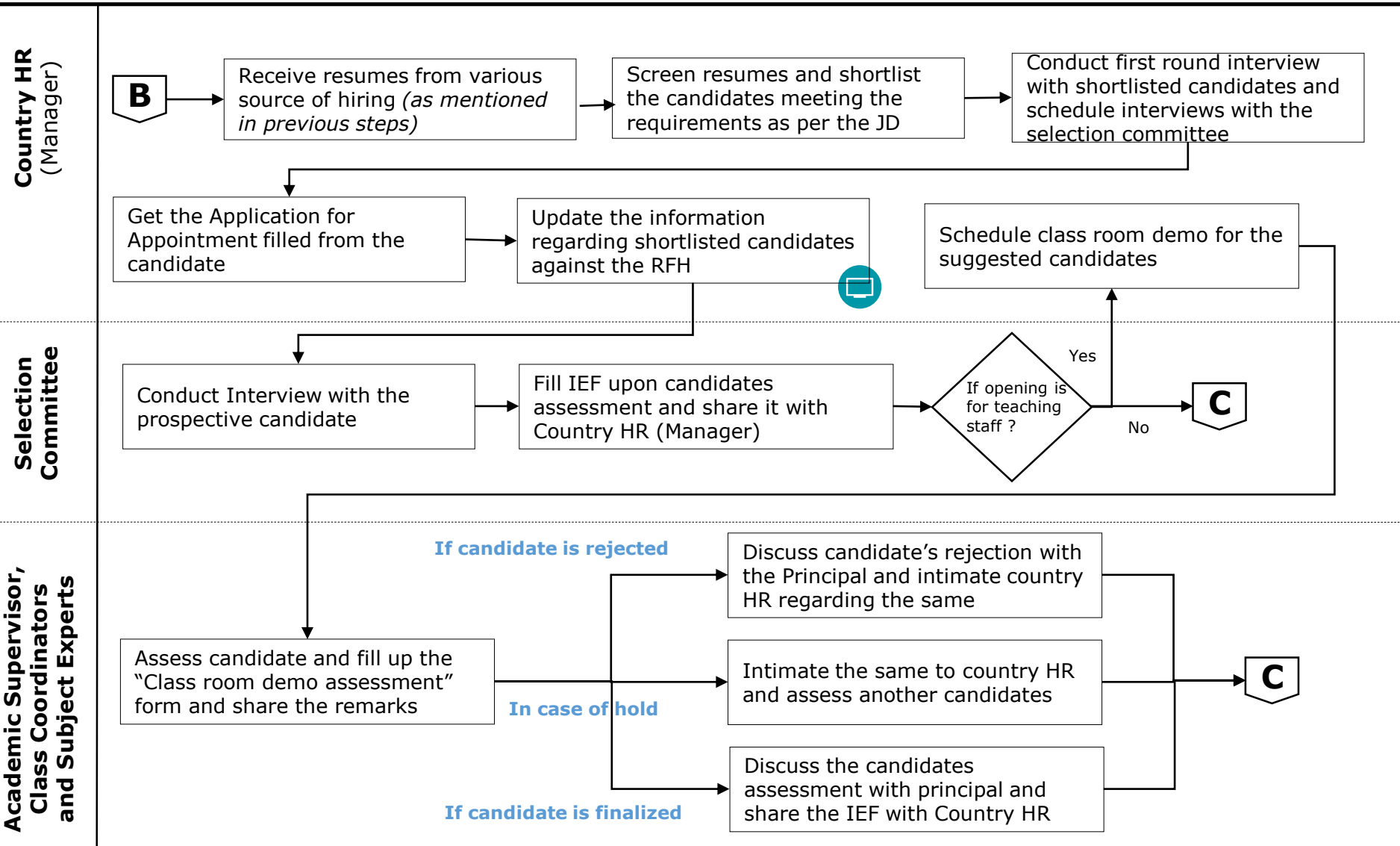




# Process Flowchart – Recruitment and Selection



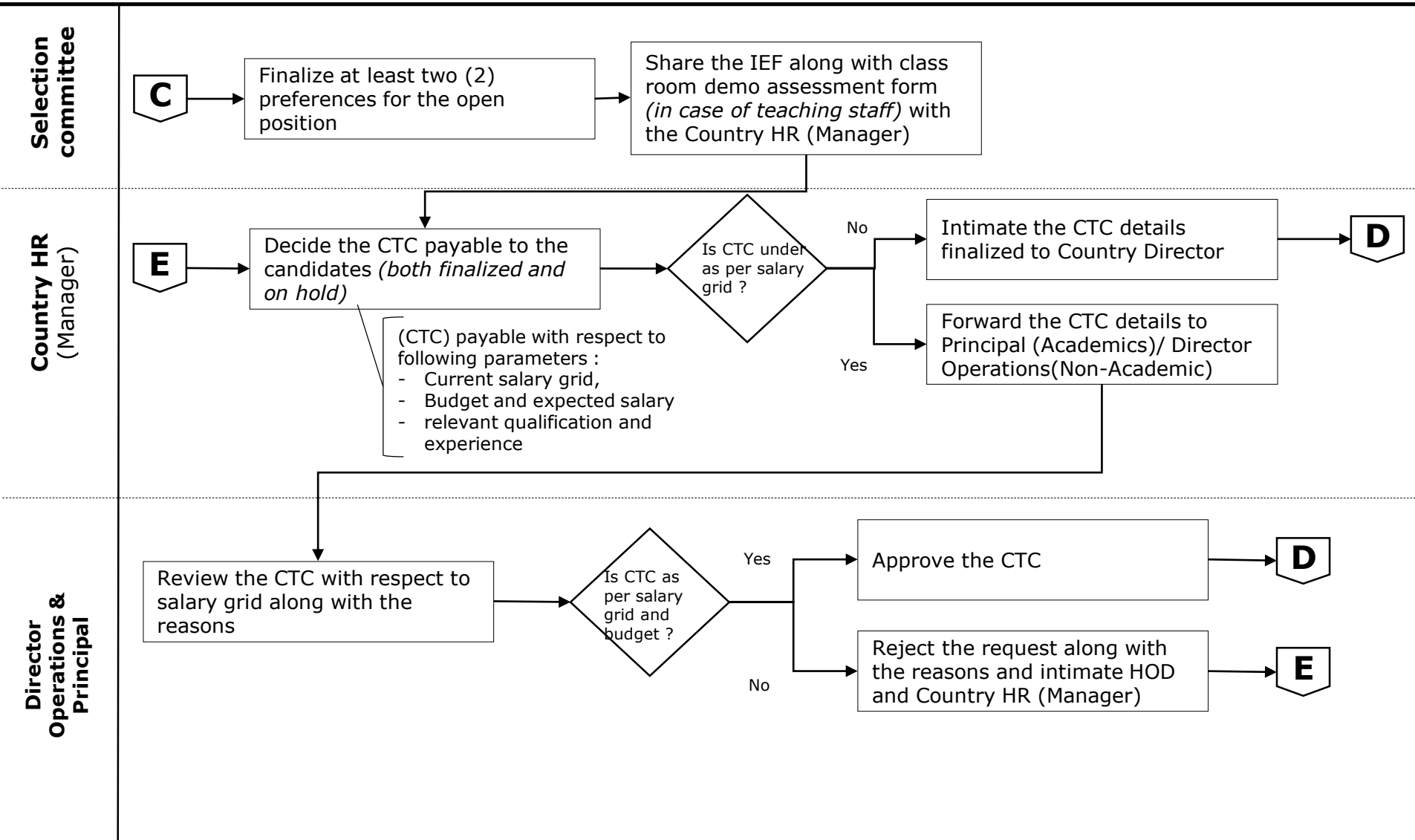
## Recruitment and Selection



# Process Flowchart – Recruitment and Selection



## Recruitment and Selection



### Legend |



Automated



Manual



RAMCO

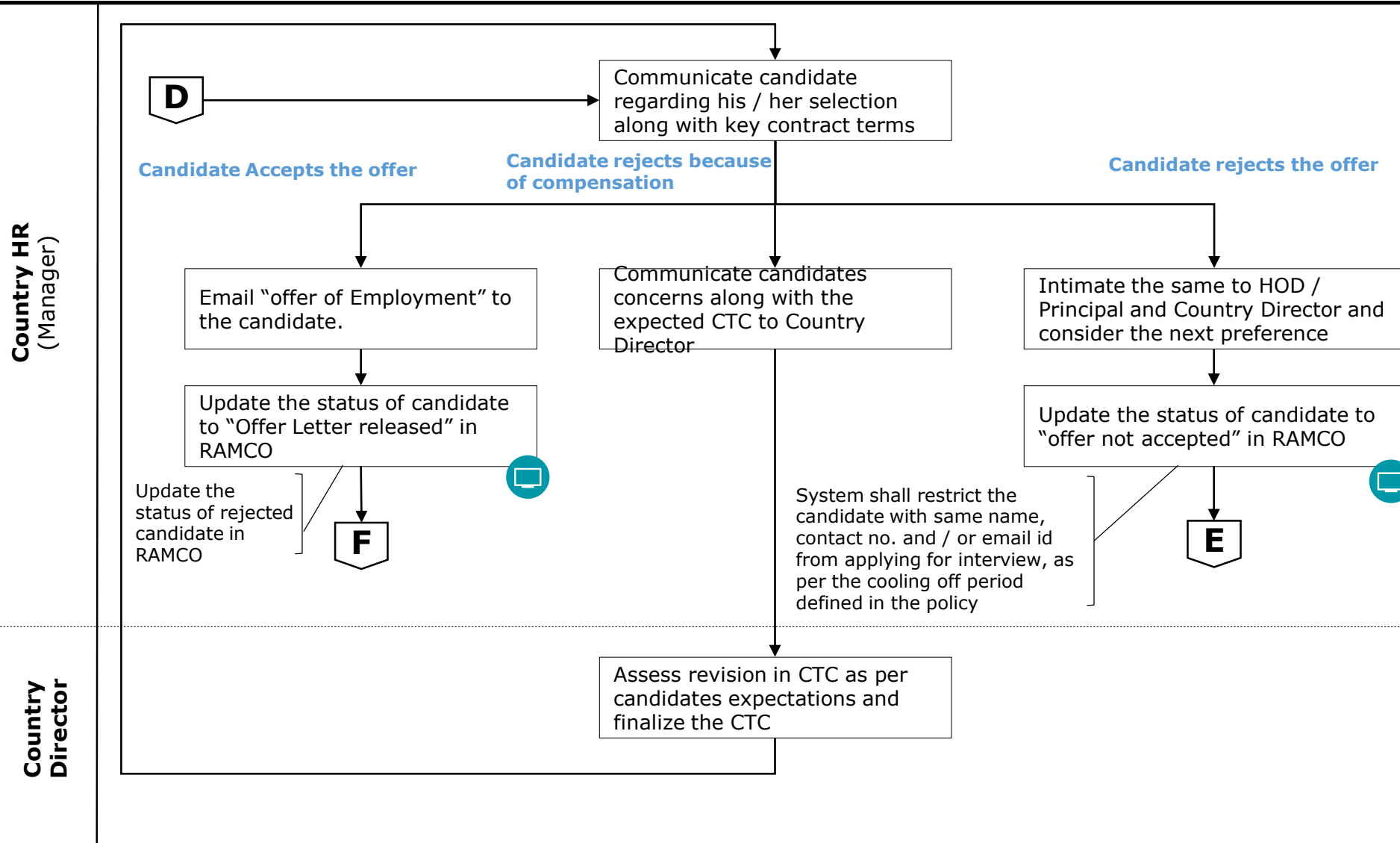


Biometric

# Process Flowchart – Recruitment and Selection



## Recruitment and Selection

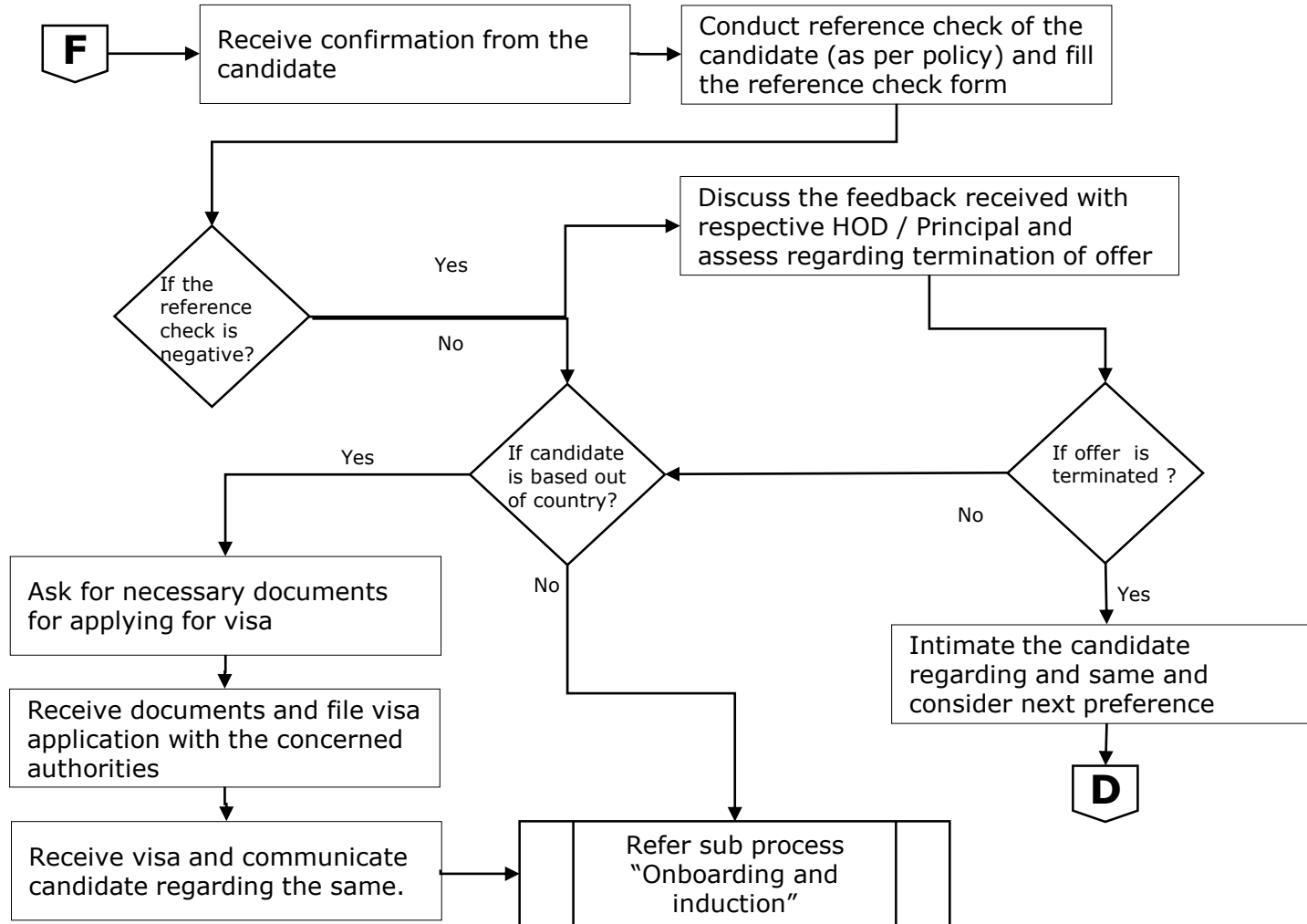


# Process Flowchart – Recruitment and Selection



## Recruitment and Selection

Country HR  
(Manager)



Legend |



Automated



Manual



RAMCO



Biometric



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines														
2.1.1	Identifying vacancy	<p>Identify the need for hiring based on the Manpower Budget, and vacancies arising due to resignation, termination and retirement of employees</p> <p><i>(Refer "Manpower planning and budgeting" process for budgeting, "Exit management" for resignations, terminations and retirement)</i></p>	Manual	HODs / Principals	As per requirement														
2.1.2	Verification of Input sheet	<p>Raise Request For Hire (RFH) by filling the following details and <a href="#">go to step 2.1.4</a></p> <table><tr><td><b>Key particulars</b></td><td><b>Hiring specifications</b></td></tr><tr><td>- Position</td><td>- Total required experience</td></tr><tr><td>- Number required</td><td>- Relevant experience</td></tr><tr><td>- Hiring department</td><td>- Qualification Required</td></tr><tr><td>- Grade Set and Grade</td><td>- Additional hiring specifications</td></tr><tr><td>- Required by Date</td><td>- Budget / Unbudgeted</td></tr><tr><td>- Budget for hiring</td><td></td></tr></table> <p><b><i>System automatically share the RFH with the concerned person for approval as per the ALM defined.</i></b></p> <p><b><i>In case, vacancy is out of the manpower budget, RAMCO automatically sends the RFH to COO and Head – HR for approval</i></b></p>	<b>Key particulars</b>	<b>Hiring specifications</b>	- Position	- Total required experience	- Number required	- Relevant experience	- Hiring department	- Qualification Required	- Grade Set and Grade	- Additional hiring specifications	- Required by Date	- Budget / Unbudgeted	- Budget for hiring		RAMCO	HODs / Principals	As per requirement
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- Position	- Total required experience																		
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S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.3	Approving RFH	<p>Receive RFH and validate with respect to requirement and the manpower budget.</p> <p>In case of any discrepancy, reject the request with adequate reasoning and inform the concerned Supervisor / HOD and go to step 2.1.1 (if required), else approve the RFH.</p> <p><b><i>System automatically shares the approved RFH with Manager – Recruitment and country HR (Manager) for processing</i></b></p>	RAMCO	<a href="#">As per ALM</a>	Within 2-3 days of receiving request
2.1.4	Sharing JD for vetting	Share the related Job Description (JD) with the concerned HOD for vetting and proceed to next step.	Manual	Country HR (Manager)	Within 2 days of receiving RFH
2.1.5	Verification of JD	<p>Vet the Job Descriptions (JDs) with respect to correctness and completeness of all roles and responsibilities being captured.</p> <p>In case of any changes required in the JD, intimate the changes and share the revised JD with the corporate HR, else confirm the JD to Country HR</p>	Manual	Concerned HOD / Principal	Within 2 days of receiving request



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.6	Selection of source of hiring	<p>Update the vacancy, as per the requirement and go to step 2.1.12 :</p> <ol style="list-style-type: none"> <li>1) GIIS Career portal</li> <li>2) E- recruitments (job portals)</li> <li>3) Recruitment consultants – Follow step 2.1.7 to 2.1.8</li> <li>4) Advertisements – Follow step 2.1.7, 2.1.9 and 2.1.10</li> <li>5) Employee referrals – Follow step 2.1.11</li> </ol> <p>In case of option 4,5 and 6 mentioned above, share the request for approval and go to step 2.1.7.</p>	Manual	Country HR (Manager)	Within 1 day of receiving request
2.1.7	Approval of source of hiring	<p>Receive and validate the request.</p> <p>In case of any discrepancy, reject the request with adequate reasons and <a href="#">repeat step 2.1.6</a>, else approve the request.</p>	Manual	<a href="#">As per ALM</a>	Within 2 days of receiving RFH
2.1.8	Recruitment consultants	<p>Inform and send an email to the placement consultants specifying the following details with regard to the vacant job position and go to step 2.1.12</p> <ul style="list-style-type: none"> <li>✓ Job Position and Band Category</li> <li>✓ Job Description</li> <li>✓ Salary Range- (Variable and Fixed Component)</li> <li>✓ Number of vacant positions</li> <li>✓ Minimum eligibility requirement</li> <li>✓ Skill set required</li> <li>✓ Required Date etc.</li> </ul>	Manual	Country HR	As per the requirement



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.9	Advertisement	<p>Share the following details with Operations team regarding posting of advertisement on the relevant media along with budget and other vacancy details for negotiations with the vendor</p> <ul style="list-style-type: none"> <li>- Job position</li> <li>- Job description</li> <li>- Required qualification and experience</li> <li>- Contact details</li> </ul> <p><i>(Refer Procurement SOP for selection and finalization of advertisement media and negotiations)</i></p>	Manual	Country HR	Within 1 day of receiving request
2.1.10	Advertisement	<p>Receive draft advertisement from respective media house and validate the same with respect to correctness of description and information captured.</p> <p>In case of any changes required, intimate the same to vendor and <a href="#">go to step 2.1.9</a>, else approve the advertisement and <a href="#">go to step 2.1.12</a></p>	Manual	Country HR	Within 1 day of receiving request
2.1.11	Employee Referrals	<p>Send an e-mail along with the following details to all the employees and <a href="#">go to step 2.1.12</a></p> <ul style="list-style-type: none"> <li>✓ Job Position</li> <li>✓ Number of vacant positions</li> <li>✓ Minimum eligibility requirement</li> <li>✓ Skill set required</li> <li>✓ Last date of referral etc.</li> <li>✓ Referral bonus</li> </ul> <p><b><i>Amount of Referral bonus shall be approved by Country Director while approving the source of hiring</i></b></p>	Manual	Country HR	Within 2 days of receiving request





**Legend | *Key Control***



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.13	Selection / rejection of candidate	<p>Conduct Interview with the prospective candidate</p> <p>Fill the Interview Evaluation Form (IEF) based upon candidates assessment and share it with country HR</p>	Manual	Selection committee / Panel	On the date of interview
2.1.14	Selection / rejection of candidate	<p>Receive IEF for the all the candidates.</p> <p>In case of teaching staff, Schedule Class Room demo for the shortlisted candidates and <a href="#">go to next step</a></p> <p>In case of non teaching staff, if candidate is rejected, file the candidate resume along with his/her IEF for future reference, else <a href="#">go to step 2.1.6</a></p>	Manual	Country HR	Within 1 day of receiving IEF
2.1.15	Class Room Demo	<p>Conduct Class Room Demo for the shortlisted candidate</p> <p>Assess candidate and fill up the "Class room demo assessment" form and share their remark on selection / rejection of the candidate</p> <p>In case candidate is rejected, discuss the same with the Principal and intimate country HR regarding the same</p> <p>In case candidate needs to be put on hold, intimate the same to country HR and assess another candidates and go to step 2.1.13</p> <p>In case candidate is finalized, discuss the same with the Principal and go to step 2.1.16</p>	Manual	<p>Academic Supervisor, Class Coordinators and Subject Experts</p> <p><i>(in consultation with respective principals)</i></p>	On the date of class room demo

Legend | **Key Control**



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.16	Finalize Candidate	<p>Finalize at least two (2) preferences for the open position</p> <p>Share the IEF along with class room demo assessment form <i>(in case of teaching staff)</i> with the Country HR (Manager)</p> <p><b><i>No salary figures shall be agreed with the candidate during the interviews or any formal or informal discussions.</i></b></p>	Manual	Selection Committee	Once candidate is finalized
2.1.17	Deciding compensation	<p>Receive IEF of the candidates (both on hold and finalized) and decide their Cost To Company (CTC) payable with respect to following parameters :</p> <ul style="list-style-type: none"> <li>- current salary grid,</li> <li>- Budget and expected salary</li> <li>- relevant qualification and experience</li> </ul> <p>Intimate the CTC details to Country Director</p> <p><b><i>In case finalized CTC is over and above the budget and / or salary grid, the same shall be approved by the COO and Head - HR</i></b></p>	Manual	<p>Country HR (Manager)</p> <p><i>- In consultation with Country Director</i></p>	Within 2 – 3 days of receiving candidate



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.18	Finalizing compensation	Finalize CTC / compensation to be paid	Manual	Country HR (Manager) and Country Director	Within 1 day of receiving details
2.1.19	Communication offer	<p>Communicate candidate regarding its selection and key contract terms over the call.</p> <p>In case of candidate accepts the offer, <a href="#">go to step 2.1.21</a></p> <p>If candidate rejects the offer because of compensation, communicate the same to Country Director along with candidates expectation and <a href="#">go to step 2.1.20</a></p> <p>In case of clear rejection by the candidate, intimate the same to Principal / HOD and Director – Operation and consider the second preference provide by concerned HOD / Principal (Refer step 1.1.16) and <a href="#">go to step 2.1.18</a></p>	Manual	Country HR (Manager)	Within 1 day of finalization
2.1.20	Revising compensation	<p>Assess revision in compensation with regards to expected compensation by the candidate.</p> <p>In case compensation is accepted, finalize the compensation and go to step 2.1.21</p> <p>In case compensation is not accepted, communicate final offer to the candidate and <a href="#">go to step 2.1.19</a></p> <p><b>Revised offer is above the defined salary grid or the budget, approval shall be obtained from COO and Head – HR.</b></p>	Manual	Country Director, Country HR and Concerned HODs / Principals	Within 2 days of receiving communication

Legend | **Key Control**



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.21	Communication offer	<p>Email "Offer of Employment" to the candidate capturing the following details :</p> <ul style="list-style-type: none"> <li>- Salary structure and other benefits</li> <li>- Documents required at the time of joining</li> <li>- Probation period</li> <li>- Tentative Joining date</li> </ul> <p>Update the status of candidate to "Offer Letter released" in RAMCO</p> <p>Update the status of rejected candidates in RAMCO as "Rejected".</p>	<p>Manual</p> <p>RAMCO</p>	Country HR (Manager)	Within 1 day of finalization of offer
2.1.22	Conducting reference check	<p>Receive confirmation from the candidate</p> <p>Conduct reference check of the candidate (as per policy) and fill the reference check form.</p> <p>In case negative feedback is received, share the details of negative feedback with concerned HOD / Principal and go to next step, else go to step 2.1.24</p>	Manual	Country HR (Manager)	Within 1 day of finalization
2.1.23	Negative feedback discussion	<p>Assess the potential risk and liabilities with respect to the negative feedback and requirement for revoking / terminating the offer.</p> <p>In case the offer needs to be revoke, intimate employee regarding the same and consider the next preference for hiring and go to step 2.1.19, else go to step 2.1.24</p>	Manual	HOD / Principal <i>in consultation with Country HR (Manager)</i>	Within 1 day of finalization



S. No.	Activity Name	Activity Description	Execution	Responsibility	Timelines
2.1.24	Communication offer	<p>Receive confirmation from the candidate and :</p> <p>In case candidate is based out of the country, ask for necessary documents for applying for the Visa.</p>	Manual	Country HR (Manager)	Within 1 day of finalization of offer
2.1.25	Visa Application	File Visa application for the candidate with the concerned authorities	Manual	Country HR	Within 1 – 2 days of finalization of candidate
2.1.26	Confirmation on visa application	<p>Receive Visa from the concerned authorities and communicate candidate regarding the same for travelling to UAE</p> <p><i>(Refer sub process Onboarding and induction for further steps)</i></p> <p>In case of Visa rejection, communicate the same to the candidate, Country Director and the Concerned HODs / principals and <a href="#">go to step 2.1.16</a></p>	Manual	Country HR	Within 1 – 2 days of receiving communication



## Authority Level matrix – Recruitment and Selection

Activity	HODs / Principal	Approving Authorities	Country HR	Director/ Principal/ Local HR	Selection committee / panel	SE/ AS and CCO
Manpower Requisition form / Request For Hire (RFH)	I	A	I	-	-	-
Conducting interviews and Selecting prospective candidates	-	-	I	-	A	A <sup>#</sup>
Finalizing compensation	I	-	A	A	-	-
Conducting reference checks	A		I			

\* Subject experts (SE), Academic Supervisor (AS) and Class Coordinators (CCO) assess the candidate for class room demo (applicable in case of teaching staff)

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**Legend |** **I** Initiate **C** Consult **R** Review **A** Approve



## Authorization Level Matrix (Request For Hire)

S.N O	Non - Academic			Academic		
	Position	Concerned Hiring Manager	Approving Authority - Budget/Hiring/ Remuneration	Position	Concerned Hiring Manager	Approving Authority - Budget/Hiring/ Remuneration
1	Country Director	COO/Dy.CEO	Chairman	Campus Director	Country Director	COO/Dy.CEO
2	Functional Head (CFO/CMO/CAO etc.)	COO/Dy.CEO	Chairman	Principal	Country Director	COO/Dy.CEO
3	Department Heads (HR/Admin, FC etc.)	Country Director	COO/Dy.CEO	Vice Principal	Country Director/Principal	COO
4	Manager/Lead/Executive	Functional Head/Dept.Head	Country Director	Teachers	Principal/Vice Principal	Country Director

**All unbudgeted hiring shall be approved by the Country Director, Head – HR and COO (*Academic and Non Academic*).**