	Human Resources Policy Document	
		Effective Date:
	Recruitment Policy	10 June, 2009


Title : **Recruitment Policy**

Status : ***New Policy***

Approval Date : **9 June, 2009**

Date for Next Review : **July, 2010**

Originator : **Keith Tucker, Director, Human Resources**


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Originator: *Human Resources, ESF Centre*

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Keith Tucker Director, Human Resources	SMT	Functional Director/ Chief Executive
Date:	Date:	Date:


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REVISION STATUS TABLE

Revision No	Effective Date	Summary of Revision	Reviewed		Approved	
			By	Date	By	Date
A	1 April 2009	New Policy	Keith Tucker	8 Jun 2009	SMT	9 Jun 2009

POLICY DOCUMENT ANNUAL REVIEW

This Policy document is subject to an Annual Review by ESF that is formally documented to ensure its continuing suitability, adequacy and effectiveness. Areas subject to review include, but are not limited to, follow-up action from previous reviews, policy conformity, review of complaints, status of corrective and preventive actions, and improvements for the forthcoming year. ESF reserves the right to amend this Policy by notice following such review in circumstances in which it considers such change to be necessary or appropriate.

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1. PURPOSE

The English Schools Foundation (ESF) is committed to having fully competent Staff Members in all roles to ensure the educational and organisational objectives are achieved. Therefore, obtaining the best possible person-to-job fit will contribute significantly towards its effectiveness.

The Recruitment Policy outlines the resourcing and recruitment and selection processes required to fill all Staff Member roles in ESF. It is intended to assist Hiring Managers in recruitment decisions that are transparent, fair and compliant.

The Policy outlines the provisions that are made available to all Staff Members on the intranet to support such activities. All provisions in this Policy are designed to meet the provisions of the ESF Equal Employment Opportunity Policy. Recruitment and selection decisions at all times shall be based on the relevant and justifiable requirement of the role.


2. SCOPE

This Policy applies to all Staff Members involved in recruitment exercises including Principals, Senior Managers, Hiring Managers and School Administrators in all ESF and ESL entities, namely: -

1. Primary Schools;
2. Secondary Schools;
3. Private Independent Schools;
4. Kindergartens;
5. ESL Head Office;
6. ESF Centre.

3 DEFINITIONS / ABBREVIATIONS

ESF	-	The English Schools Foundation
ESL	-	ESF Educational Services Limited
Board	-	Board of Governors of ESF
School Council	-	School Council of the relevant ESF School
Chief Executive	-	Chief Executive of ESF
Director HR	-	Director of Human Resources
Senior Managers	-	Senior Management Team at ESF and the management team at ESL
Principal	-	Principal of the relevant ESF School or ESL school or kindergarten
Vice Principal	-	Vice Principal of an ESF school or ESL school or kindergarten
Line Manager	-	Manager of the relevant function within the school or ESF office
Head of Department	-	Head of the relevant department within the school or ESF office
HR Department	-	Human Resources Department of ESF
Hiring Manager	-	The Staff Member who is responsible for managing the recruitment, often the intended direct supervisor of the incumbent eventually recruited.

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- School Administrators - Any Business Manager, Office Manager or other Staff Member in a school with the responsibility for hiring decisions
- Staff Member - Any employee of ESF and/or ESL

4. RESPONSIBILITIES

4.1 The Board of Governors

The Board shall have the responsibility for confirming the appointment of Senior Managers and approving the appointment of ESF Principals to the Education Bureau in Hong Kong. The Board may delegate to the Chief Executive the power of confirmation of appointment.

Independent Board Members may be involved in the selection of Principals and Senior Managers as members of selection committees.

4.2 The Staffing Sub Committee of the Board of Governors

On the recommendation of the Director HR, the Staffing Sub Committee shall approve the remuneration package for new Principals and Senior Managers

4.3 School Councils

School Councils shall assist the Chief Executive or her delegated officer in the recruitment of Principals to ESF schools. The School Councils or their appointment staff sub committees shall be advised on all matters relating to the recruitment of teachers or other Staff Members to a school. As appropriate, the Principal may invite members of the School Council to be members of selection committees.

4.4 Chief Executive

The Chief Executive is responsible for all staffing in ESF. The Chief Executive shall provide confirmation of appointment of each Principal and Senior Manager and seek the Board's approval to seek approval for appointment from the Education Bureau.

4.5 Principals and Senior Managers

Principals are responsible for staffing ESF schools. Principals and Senior Managers shall initiate the recruitment of staff to meet the needs of their schools or departments. Principals shall advise the School Councils or staffing sub committees of all recruitment decisions. Principals and Senior Managers will liaise with the Director HR on all recruitment matters.


Principals and Senior Managers are responsible for keeping their staffing within the approved headcount and budget limits.

4.6 Vice Principals and Line Managers

Vice Principals and Line Managers will assist in the recruitment process as delegated by Principals and Senior Managers.

4.7 HR Department

The HR Department's Resourcing team is responsible for providing professional advice, guidance and administrative support to Hiring Managers during the recruitment process.

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Specifically, the Resourcing team shall directly support the recruitment of Principals, Vice Principals and teachers as part of the annual recruitment campaign, or as required. The HR team shall provide all employment contracts to successful candidates and assist in the orientation and induction of new Staff Members.

5. TYPES OF POSITIONS

ESF generally recruits to the following types of positions. Contracts (Conditions of Service) generally align to the type of Position.

5.1 Senior Managers and Other Management Positions (Full-time)

These positions comprise the Senior Management Team of ESF and other senior management positions at ESF such as Education Advisers. Generally these positions are offered as either two-year or three-year finite contracts.

5.2 Principal / Vice Principal (Full-time)

These positions comprise the Principals and Vice Principals of ESF's schools and ESL's Private Independent schools and kindergartens. Generally these positions are offered as two-year finite contracts.

5.3 Teacher (Full-time / Part-time / Temporary)

These positions include all teaching positions where full-time two-year finite contracts, part-time or temporary contracts are offered.

5.4 Support Staff (Full-time / Term-time / Part-time / Hourly-paid)

Support Staff positions include all non teaching ESF Staff Members (inclusive of Senior Managers, other management positions and Education Assistants). Support staff may be employed on a variety of contract types: continuous; finite; part-time; temporary; term-time; or hourly paid. The employment contract will outline the conditions of service to apply. Support staff may be employed by ESF for work either in schools, kindergartens or in ESF or ESL offices.


5.5 Supply Teacher / Invigilator (Hourly-paid)

A pool of supply teachers and invigilators is maintained by ESF Centre to be shared among all relevant ESF / ESL schools via the Supply Teacher System. Supply teachers and invigilators are recruited centrally by HR Department and paid on an hourly, daily or half daily rate. Schools should not recruit their own supply teachers or invigilators.

6. TYPES OF VACANCIES

6.1 New Positions

Principals and Senior Managers shall determine the need for new positions or changes to positions and request approval to fill the position before any recruitment activity commences. Any new position must be approved by the Chief Executive in her capacity as head of staff (see Section 4.4 above) and be accommodated within approved annual budgets for schools, ESF Centre departments, and ESL.

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6.2 Routine Vacancies (replacement)

Principals and Senior Managers shall fill vacancies that arise due to the movement, resignation or retirement of an existing position holder. The assumption in filling a routine vacancy is that the job description is unchanged and the vacancy has not arisen by way of redundancy (see Section 6.5 below).

6.3 Leave Cover

Principals and Senior Managers shall seek temporary contracts to provide leave cover in cases such as maternity leave or long-term sick leave.

Supply Teachers, Supply Educational Assistants and Invigilators are recruited throughout the year for substitution.

6.4 Annual Teacher Recruitment

Teachers who are under a two year finite contract are asked to indicate by 2 January of their second year whether they will renew their contract for a further two years. Principals shall provide formal notice to any teacher who shall not have a contract renewed by 30 November in the second academic year of a two year finite contract.

Principals shall advise the HR Department and Resourcing Team of the positions to fill for each subsequent academic year by 3 January and the annual teacher recruitment process shall be undertaken to ensure that all positions are filled for the start of the subsequent academic year. External teacher recruitment normally takes place annually between January and April.

6.5 Redundant Positions

Redundant positions by their nature can not be filled.

7. RECRUITMENT PROCEDURE

This section outlines the procedure to be followed in recruiting to an open position.


7.1 Role Definitions and Job Description

7.1.1 The Hiring Manager shall carefully consider the requirements of the job and define the role by drafting a job description, as follows:

- (a) If it is an existing position, specify whether an exact replacement is required or if the requirements need to be revised, and if so, detail the revisions.
- (b) If it is a newly established position, be clear on the exact requirements, draw up a job description and consult the HR Department in relation to the appropriate salary and benchmark.

7.1.2 Once the Hiring Manager has outlined the requirements of the job, he shall discuss the recruitment needs with the HR Department's Resourcing team. Revisions may be required to the draft job description following this discussion.

7.1.3 The Hiring Manager must confirm to the HR Resourcing Team that the Principal or Senior Manager has approved the budget and the hire for the required role before recruitment commences.

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7.2 Position Requisition

7.2.1 The Hiring Manager should complete and submit a Position Requisition Form (PRF) online, using iRecruitment.

The PRF shall confirm details of the position such as the job description, salary recommendation, closing date etc (subject to review and amendment by HR Department). Instructions on how to fill in the form are provided in the iRecruitment manual which is posted on the intranet.

No vacancies can be processed without this authorisation. Hiring Managers may contact the HR Department for advice or assistance in completing the PRF.

7.2.2 The Hiring Manager shall then collate the information package appropriate for the position, make it available to the HR Department Resourcing Team, and place on the school website, if appropriate. The package shall include:

- (a) Information on the department and/or school and location;
- (b) Job description and if appropriate to the role, a person specification;
- (c) Brief selection timeline and procedure for selection.

It is important that the information pack is clear, concise, complete and correct in order to present a professional image consistent with ESF branding. The marketing and communication team at ESF Centre shall advise on appropriateness of material.

7.3 Sourcing


Upon receipt of an appropriately approved PRF, the HR Department Resourcing Team shall plan and organise the recruitment initiative.

In collaboration with the Hiring Manager, and considering the urgency to fill the role, the HR Department will advertise the vacancy via the most relevant media so as to target the most suitable candidates. No less than five working days are required from the date of approval of the PRF to when the vacancy will be advertised.

The following options shall be explored (in order):

- (a) Internal advertisement within ESF by email circular
- (b) External advertisement on ESF/ESL and School websites
- (c) External advertisement with local online media
- (d) External advertisement with local press
- (e) External advertisement with international online media
- (f) External advertisement with international press
- (g) The use of a recruitment/contingency agency
- (h) The use of an executive search firm.

ESF encourages the internal movement of Staff Members as a means of developing and retaining them. Accordingly, internal advertisements shall normally be posted alongside external advertisements. In cases where Hiring Managers determine they have the right skills to do the job internally they may opt for internal recruitment only. As a minimum requirement in such cases the advertisement will be posted within the school or department. If the role is to be advertised across ESF it shall be placed on

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iRecruitment or Application Management System (stating clearly that it is an internal vacancy) and circulated through internal email.

All advertisements should present a professional image of ESF and contain all relevant information on the job vacancy. Size and presentation should aim to be as cost-effective as possible. Advertisements for all Principal and Senior Manager posts shall be submitted to the Director HR for approval before being placed.

7.4 Application Process

7.4.1 Internal Transfers

A Staff Member who feels that they meet the job requirements outlined in an advertisement may apply for the vacancy after discussion with their line manager / Principal or Senior Manager (as appropriate). The Staff Member should apply through iRecruitment or the Application Management System (for annual teacher recruitment posts) on or before midnight of the closing date, Hong Kong time. Late applications will not be considered.

7.4.2 External Hires

Any person who meets the job requirements outlined in an advertisement may apply for a vacancy through iRecruitment or the Application Management System (for annual teacher recruitment posts) on or before midnight of the closing date, Hong Kong time. Late applications will not be considered.

7.4.3 Declarations on Applications

Each application form shall require declarations from candidates (as appropriate):

- (a) relating to the existence of any criminal record; and,
- (b) if the role requires contact with children/students, relating to any reason why a candidate should not work with children.

Such statements shall be considered to the extent they can be under the law for determining whether any candidate should be excluded from selection.

7.4.4 Documentation

Applicants are required to submit copies of all academic certificates and transcripts, passport and / or Hong Kong Identity Card, and other relevant documents at the interview.


All documents submitted by unsuccessful applicants shall be kept for no more than one year from the time of successful placement of a candidate, and then destroyed.

All documents relating to a successful candidate shall become part of the Staff Member's personnel file and retained electronically and/or in hard copy in accordance with the provisions of the Personal Data Handling (Data Privacy) Policy.

7.5 Interview and Selection

The Hiring Manager shall determine an appropriate method of interview and selection prior to these processes being undertaken.

7.5.1 Selection Panel

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A selection panel consisting no fewer than two appropriate Staff Members, or stakeholder Committee members from the following list, shall be set up by the Hiring Manager before the start of the selection process:

- (a) Hiring Manager
- (b) Representative(s) from the senior management at the hiring location
- (c) Representative(s) from the School Council or Staffing Sub Committee (if appropriate)
- (d) A Representative(s) from the HR Department (as appropriate)
- (e) A member of staff from the relevant department at the hiring location
- (f) A member of staff from the relevant department from another school / ESF office

Members of the selection panel shall declare any conflict of interest relating to the selection (for example, relationships with any candidate, a vested interest in the role being filled). In cases where such a declaration is made the Hiring Manager shall consult with the Principal, Senior Manager, or Director HR. If a conflict of interest is evident the Hiring Manager shall find a replacement panelist.

The HR Department at the hiring location will be responsible for the provision of administrative support to any selection panel. He may provide comment on the applications or applicants, make the panel aware of any declarations by the candidate or information germane to the selection, but will not have any voting rights.

The selection panel may, at its discretion, seek expert advice from within or outside ESF on any candidate.

7.5.2 Selection Criteria

The Hiring Manager in consultation with the Selection Panel shall determine the selection criteria to apply to all candidates prior to any interview being conducted. Selection criteria shall reflect the information contained in the job description, namely:


- (a) Relevant academic qualifications
- (b) Relevant work experience and achievements (both by job area and industry)
- (c) Relevant professional competence/skills
- (d) References
- (e) Compliance with ESF Retirement Policy

7.5.3 Short-listing for Interview

Short-listing shall take place as soon as possible after the closing date for application and no longer than four weeks of this date. In consultation with the Selection Panel, each Hiring Manager is responsible for the short-listing of candidates. Agreement on who shall be interviewed is reached by consensus at the short-listing meeting. The short-listing meeting will be chaired by the Hiring Manager. Depending on the seniority of the role and pool of candidates, no fewer than two and no more than six candidates would normally be short-listed.

7.5.4 Interviewing and Assessment

The interview process may vary depending on the level of job being filled. The Hiring Manager shall determine both the interview questions and any tests or behaviourally relevant assessment tasks for candidates. Questions and tasks shall be determined in consultation with the selection panel. Once the questions and / or tests are agreed

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they are to be used for all candidates as a standard process to select the best possible candidate(s).

Normally, any assessment instrument should be taken by all candidates prior to interview and results should be available to all members of the interview panel.

The following means of interview shall be used (as appropriate):

- (a) Face- to- face interview when the candidate resides in Hong Kong or is requested to travel to Hong Kong for such purpose
- (b) Face-to-face interview overseas where a panel travels for this purpose (for example, with annual teacher recruitment)
- (c) Video conference over ISDN line
- (d) Video conference over the internet
- (e) Teleconference

Arrangements for all candidates should be established prior to interview to ensure that the means of interviewing does not disadvantage any one candidate.

An assessment form must be completed by each interview panel member for each candidate. Whenever the vacancy is for a position that involves contact with children, the following question must be asked during the interview, 'Is there any reasons why you should not be working with children?' This applies to candidates for both teacher and support staff roles.

7.5.5 Selection

Final selection meetings shall be convened immediately following the last interview. At this meeting, the Hiring Manager shall convene a discussion with the aim to reach a consensus view on the most suitable candidate to appoint.


In cases such as teacher recruitment, where two or more Hiring Managers may seek the same candidate, the method of allocation of candidates shall be established prior to selection for specific schools. If appropriate to the selection, the more senior position shall have priority in allocating candidates. It may be considered appropriate among the Hiring Managers that a candidate be given the opportunity to decide on a school. Rules to resolve disputes should typically be agreed by Hiring Managers prior to selection.

Where there are multiple hires to a role within a school or department (for example, two technicians, or two office administrators, roles should be offered on a suitability basis: places being offered to the most suitable candidate, followed by the next most suitable candidate and so on until all roles are filled with suitable candidates.

The selection process shall be compliant with the Equal Employment Opportunity Policy. Specifically, that selection is based on merit and qualifications to do the job and not on gender, race or any other discriminatory basis.

7.5.6 Offers to successful candidates

The Hiring Manager shall make the verbal offer to the successful candidate(s) based on terms and conditions of employment that formed part of the PRF and as agreed by the Principal or Senior Manager in consultation with the Director HR.

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A review of the successful candidate's background in relation to the salary, terms and conditions must be carried out by the HR Department if the successful candidate, is offered:

- (a) a Senior Manager role
- (b) a Principal position
- (c) a teaching position
- (d) a position that carries a different job title to that which appears on the original PRF
- (e) a position that does not match exactly with the original job description

Once the offer is accepted verbally, the Hiring Manager will inform the HR Department through iRecruitment. As part of this process, the candidate's personal information will be transferred to ENet. The letter of appointment and contract will be mailed directly to the candidate within five working days of verbal acceptance of the offer. The candidate has two weeks to sign and return the contract. It is important to note that for contractual reasons letters of appointment and contracts shall only be sent to selected candidates from the HR Department.

Internal candidates and unsuccessful short-listed candidates will be informed by the HR Department within one week following the successful candidate returning a signed contract.

Other Applicants who have not been short-listed will not receive any notifications from ESF.

7.6 Reference Checks


All offers of employment with ESF shall be provisional on reference checks being conducted confirming a candidates suitability for a role. Such checks shall be conducted to the extent possible under the law. The Hiring Manager is responsible for ensuring reference checks appropriate to the role are completed. Reference checks shall be made by phone to the most recent employer/organisation to confirm, as appropriate:

- (a) validation of employment with that organisation
- (b) reasons for leaving
- (c) suitability to work with children
- (d) suitability to handle money
- (e) any other information that may be relevant to the employment of the candidate in the identified role .

7.7 Non Selection

If there is any doubt about the suitability of a candidate for a role, non selection is often the most appropriate course of action. On other occasions, further interviews or assessments may be desirable. Assistance in such cases should be sought from the Director HR.

At times, a suitable candidate may not be forthcoming for a role. In such cases, Hiring Managers, in consultation with their selection panel, may choose not to appoint. In such cases the Hiring Manager shall confer with their Principal, Senior Manager or Chief Executive to examine the ramifications of not appointing.

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7.8 Recruitment Expenses

Please refer to the relevant Policy (Local Expenses Policy or Overseas Travel and Expenses Policy) for information on reimbursable items related to recruitment for Hiring Managers and recruiters. Expenses relating to applicants are outlined in Appendix IV.

7.9 Orientation and Induction

From the time a Staff Member signs a contract of employment, they should be engaged in a process to assist with their orientation to ESF, their school (as appropriate) and to working in Hong Kong (if appropriate).

New teachers to ESF starting the academic year in August shall be invited to join an induction session which is held at the beginning of August. The induction session shall provide information relating to living and working in Hong Kong and working with ESF. New teachers joining at other times shall have their induction organised on a needs basis by the Principal or Senior Manager and assisted by the HR Department.


Normally orientation and induction commences before employment and extends up to three months following employment. The Staff Member, line manager and HR Department play complementary roles in orientation and induction. Induction is generally regarded as complete when a Staff Member has a completed Performance Management Plan (see the Performance Management Policy)

Schools shall conduct school based orientation for new teachers.

Other Staff Members will receive orientation arranged by their line manager at the start of their employment.

8. COMPLIANCE

Any matters concerning the implementation of this Policy in a particular school / organisation should be raised with the Principal or Senior Managers with a view to reaching a mutually workable solution. Any matters of non compliance should be raised with the Director, HR, ESF Centre.


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Appendix I: Job Description Template

JOB FAMILY:

Role Name	
Job Code	
Role Summary	
Main Accountabilities	
Typical reporting relationship	
Minimum typical education	
Minimum typical experience	
Core Professional / Technical Competencies required	<u>Abilities</u> <u>Knowledge</u>
Core Soft / Transferable Competencies required	
Development / Training to support role competencies	<u>Development activities</u> To be negotiated as part of the performance management process <u>Relevant courses</u> To be negotiated as part of the performance management plan
Notes:	


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Appendix II: Job Description Sample (Business Manager)

JOB FAMILY: SUPPORT STAFF

Role Name	Business Manager
Job Code	
Role Summary	The Business Manager role exists in ESF and PI Secondary Schools to manage the finance, operations and organisation processes and to liaise with ESF Centre on same for ensure effective non-educational management of the school
Main Accountabilities	<p><u>Governance and Compliance</u></p> <ul style="list-style-type: none"> - ensure compliance with relevant school policies and procedures and resolve or escalates matters of non compliance, as appropriate - maintain school's policies and procedures - ensure compliance with relevant HK legislation as they apply to the school <p><u>Finance</u></p> <ul style="list-style-type: none"> - manage the school's allocated budget and budgeting process, including non-teaching staff INSET budget - manage school's resources within delegated authority and budget - manage the school assets and asset register - manage the procurement procedures for the purchase of resources - develop and generate non-feebased income from sponsorship, corporate and donor support <p><u>Operational</u></p> <ul style="list-style-type: none"> - manage the school's site and buildings including maintenance and security - co-ordinate in the development of the school's administrative systems and as appropriate, liaise with ESF Centre on same - manage school lettings with both internal (ESL) and external providers <p><u>People Maintain Management</u></p> <ul style="list-style-type: none"> - maintain oversight of support staff functions including performance management and professional development <p><u>Relationship Management</u></p> <ul style="list-style-type: none"> - represent the school in managing non-educational, non-teaching accountabilities with internal (School Council and ESF) and external stakeholders - manage admissions through close liaison with ESF Centre - liaise and manage external contractors
Typical reporting relationship	Principal Act as a member of the School Leadership Team

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Minimum typical education	Degree with major in business management, accounting or equivalent Post-graduate degree in finance, business management
Minimum typical experience	10-15 years in organisational/financial management role
Core Professional / Technical Competencies required	<u>Abilities</u> <ul style="list-style-type: none"> - manage an allocated budget - multi-task across financial and operational matters - manage staff - liaise with internal and external stakeholders <u>Knowledge</u> <ul style="list-style-type: none"> - HK legislation - School environment
Core Soft / Transferable Competencies required	<ul style="list-style-type: none"> - financial acumen - building strong (client) relationships - customer service - collaboration/teamwork - delegating responsibility/holding people accountable - planning and organizing work - result orientation - acts in the best interest of the school and ESF - judgement/decision making
Development / Training to support role competencies	<u>Development activities</u> To be negotiated as part of the performance management process <u>Relevant courses</u> To be negotiated as part of the performance management plan
Notes:	

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Appendix III: Standard Assessment Form

ESF Assessment Form

Candidate	
Position(s)	
Panel members	
Date and Time	
Location	

Rating Scale


O – Outstanding

HC – Highly Competent

C – Competent

NS – Not suitable

Areas of questioning	Notes	Grades O,HC,C,NS
Recommendation	Summary	Overall Grade
Short list		
Definite job offer		
Possible job offer		
No offer		

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Appendix IV Claimable Expenses for Interview Candidates

ESF will reimburse interview candidates for expenses incurred upon the production of original receipts to the HR Department. The Finance Department will reimburse candidates by way of a cheque in Hong Kong Dollar made out to the candidate personally.

- 1 Interview Candidates from outside Hong Kong
 - (a) Round-trip flights between Hong Kong and the Interview Candidate's nearest international airport
 - (i) Flights should be booked to arrive 24 hours in advance of the first event or appointment if the time difference between Hong Kong and their home location is 6 hours or over, or
 - (ii) Flights should be booked to arrive 6 hours in advance of the first event or appointment if the time difference between Hong Kong and their home location is under 6 hours.
 - (b) Transportation between HK International Airport and hotel
 - (c) Transportation between interview venues and the hotel
 - (d) When meals are not included in the interview programme, Interview Candidates may claim for such expenses on a fair and reasonable basis (excluding alcoholic beverages), by submission of original receipts to the HR department.
 - (e) Hotel accommodation will be booked and paid for by ESF directly throughout the course of the interview programme (room rate only excluding other services on a request basis)

- 2 Interview Candidates from Hong Kong
 - (a) Transportation between interview venues and their Hong Kong address
 - (b) A maximum of two trips can be claimed per interviewing day
 - (c) Meals are sometimes included in the interview programme, these are arranged and paid for by ESF directly. Meals that are outside of the programme are not covered by ESF.

- 3 Expenses Not Reimbursed

The following expenses will not be reimbursed by ESF:

 - (a) Domestic transportation outside Hong Kong
 - (b) Transportation within Hong Kong which is not directly related to the interview programme