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RECRUITMENT POLICY

1. Purpose:

Kampala International School Uganda (KISU) is committed to recruiting staff who are suitably qualified, competent, appropriately experienced and committed to the School's values, while ensuring that recruitment processes protect children and young people from harm.

Recruitment is a safeguarding responsibility. KISU will therefore use fair, transparent, consistent and robust recruitment procedures designed to:

- Appoint the best candidate for each role.
- Provide equal opportunity to suitably qualified applicants.
- Comply with applicable Ugandan Employment and Immigration law.
- Prevent unsuitable individuals from gaining employment or access to children.
- Verify candidates' identity, qualifications, employment history, references and relevant safeguarding/criminal record information.
- Ensure that no employee begins work until the required pre-employment checks have been satisfactorily completed.
- Maintain an auditable record of recruitment and selection decisions.

2. Scope:

This policy applies to the recruitment and appointment of all KISU employees, including teaching, leadership, administrative, operational and support staff.

The principles of safer recruitment will also be applied proportionately to volunteers, coaches, contractors, consultants, agency workers and other individuals who may have access to students or work on the KISU campus.

3. Principles of Recruitment:

KISU will:

- Recruit on the basis of merit, qualifications, experience, competence, suitability and the requirements of the role.
- Apply the same job description, person specification and selection criteria to all candidates for the same position.
- Promote equality of opportunity and not unlawfully discriminate against candidates.
- Consider safeguarding and suitability alongside professional competence. A candidate who is technically strong but presents unresolved safeguarding concerns will not be appointed.
- Ensure that recruitment decisions are evidence-based and documented.
- Avoid conflicts of interest. Any member of a recruitment panel who has a personal, family or other significant relationship with a candidate must declare this to the School Director.

- Maintain confidentiality and process candidate information in accordance with applicable data-protection requirements and in alignment with the KISU 'Data Protection' policy.

4. Legal and Regulatory Framework:

KISU will conduct recruitment in accordance with applicable Ugandan legislation and regulatory requirements, including, as applicable:

- Employment Act, 2006 (as amended).
- Uganda Citizenship and Immigration Control Act and applicable immigration regulations.
- Equal Opportunities Commission Act, 2007.
- Data Protection and Privacy Act, 2019 and applicable regulations.
- Education (Pre-Primary, Primary and Post-Primary) Act, 2008, including requirements relating to teacher registration/licensing where applicable.
- Children Act, 1996 (as amended).

KISU will also comply with applicable guidance and requirements issued by the Government of Uganda, the Ministry of Education and Sports (MoES), the Ministry responsible for labour and the Directorate of Citizenship and Immigration Control.

Where legislation or official guidance changes, the legal requirement will take precedence over this policy and the policy will be updated at the next appropriate review.

5. Workforce Planning and Identification of Vacancies:

The Head of Primary/Secondary identifies staffing requirements for the Primary or Secondary School based on student numbers, staffing ratios, curriculum and programme requirements, staff turnover, organisational need, and the School's approved staffing structure and budget.

The School Director in consultation with the Advisory Board has overall responsibility for approving the recruitment of a vacancy.

6. Job Descriptions and Person Specification:

The School Director prepares the job description, with support from the relevant Head of School. Where a role is specialist in nature, the School Director may seek advice from appropriately qualified specialist staff.

Each job description will, where appropriate, include the job title, reporting line, key responsibilities, qualifications and experience, essential and desirable skills, safeguarding responsibilities, professional or regulatory requirements, specific checks required, and the knowledge, skills and personal attributes required for successful performance.

6.1) Advertising Vacancies:

KISU advertises all vacancies through the TES Jobs website. Vacancies are open to suitably qualified Ugandan and international candidates.

Where appropriate, KISU may also share vacancies through LinkedIn, school social media and other appropriate professional networks.

Advertisements will accurately describe the role, state essential qualifications and experience, make clear that the post is subject to satisfactory pre-employment and safeguarding checks, avoid discriminatory wording, identify professional or legal requirements, and where relevant state that appointment of a non-Ugandan candidate is subject to the candidate obtaining the appropriate immigration/work authorisation.

6.2) Recruitment of International Staff

KISU does not reserve particular positions for expatriate staff. All vacancies are advertised openly and are available to suitably qualified Ugandan and international candidates.

KISU will assess candidates against the requirements of the role rather than nationality. The successful candidate will be the person judged to be the best candidate for the role, taking into account qualifications, experience, professional competence, suitability, safeguarding considerations and the needs of the School.

KISU will maintain evidence of the recruitment process, including the vacancy advertisement, applications, shortlisting information, interview records, references and the reasons for the appointment decision.

This is particularly important where a non-Ugandan candidate is appointed. KISU will retain sufficient evidence to demonstrate that suitably qualified Ugandan candidates were given fair consideration and, where required for immigration purposes, to support the applicable requirement to demonstrate failure to employ a qualified Ugandan candidate.

KISU will comply with all immigration requirements applicable to the successful candidate. A non-Ugandan employee will not commence employment unless the School is satisfied that the individual has the lawful authority required to work in Uganda.

The Office Manager /Director's PA is responsible for coordinating the work-permit process, under the oversight of the School Director.

7. Application Process:

All candidates are required to apply through the standard TES Jobs Website.

Candidates will normally provide personal information, a current CV, a covering letter, employment history, qualifications and relevant professional information, references and referee details, and the candidate declaration required through the TES system.

The School may request additional information where necessary to establish suitability, qualifications, employment history or safeguarding information. Incomplete or misleading applications may be rejected.

7.1) Shortlisting:

Shortlisting is undertaken by the School Director and the relevant Head of Primary/Secondary. The Head of Primary participates in Primary recruitment and the Head of Secondary participates in Secondary recruitment.

Shortlisting will be based on the published job description and person specification and should consider qualifications, relevant experience, evidence of competence, career history, unexplained gaps in employment, consistency of information provided, safeguarding or suitability concerns disclosed by the candidate, and the specific needs of the role.

Where there are gaps in employment history or inconsistencies in a candidate's application, these will be explored during the recruitment process and, where appropriate, through references.

7.2) Interview and Selection Process:

KISU normally uses a staged interview process.

Stage 1 - Initial interview: The School Director conducts the initial interview.

Stage 2 - Panel interview: The candidate is interviewed by the appropriate panel.

For Secondary appointments: The panel normally includes the Head of Secondary, Deputy Head of Secondary and IB Coordinator.

For Primary appointments: The panel normally includes the Head of Primary and Deputy Head of Primary.

Stage 3 - Additional interview where appropriate: A further interview may be conducted by the relevant Key Stage Coordinator or Head of Department to whom the successful candidate will be line managed.

For all Senior Leadership Team appointments: Members of the Advisory Board will join the interview panel after the initial interview with the School Director. Advisory Board members may ask candidates questions directly or submit questions for the School Director to ask on their behalf.

The School Director makes the final appointment decision, taking into account the advice and evidence provided by the relevant Heads of School and interview panel/s.

8. Safer Recruitment Interviewing:

Interview questions will assess both professional competence and suitability to work with children.

Where relevant, interviews should explore the candidate's approach to safeguarding, professional boundaries, managing behaviour, responding to concerns raised by students, working with vulnerable students, appropriate use of technology and social media, confidentiality, teamwork and professional conduct, reasons for leaving previous employment, and any unexplained gaps, inconsistencies or concerns in employment history.

Interviewers must avoid questions that are discriminatory or unrelated to the requirements of the role.

Interview responses will be recorded using the KISU interview scoring system using Google Sheets.

Teaching Observations and Practical Tasks:

- Where a teaching candidate is already in Uganda, KISU may require a 30-45 minute demonstration lesson.
- The observation will assess relevant teaching and learning competencies, classroom management, student engagement, safeguarding awareness and suitability for the role.
- For non-teaching positions, KISU may use an appropriate practical task, presentation or work-based exercise.

8.1) Single Central Record (SCR):

KISU maintains a secure Single Central Record for all employees and other individuals engaged to work at or on behalf of the school. The Single Central Record provides a clear record that the required pre-employment and safer recruitment checks have been completed before an individual commences employment or, where this is not possible, that appropriate risk-management measures have been implemented and documented.

The Single Central Record is completed on Google Sheets and is accessible by the School Director, Heads of School, and the Office Manager/Director's PA. *It includes:*

- Identity verification and confirmation of the individual's personal details.
- Verification of academic and professional qualifications relevant to the role.
- Confirmation of previous employment and employment history.

- References obtained directly from the referee or institution using an official institutional email address. Once the reference has been received, the School Director will verify the reference by conducting a video call with the referee.
- Appropriate criminal record and safeguarding checks, including checks undertaken in the individual's country or countries of previous residence or employment.
- Additional overseas safeguarding checks for individuals who have lived or worked outside Uganda, where applicable and reasonably available.
- Verification of professional registration or membership of a relevant professional body, where required for the position.
- Completion of the KISU safeguarding and safer recruitment requirements.
- Any other checks considered necessary by the School Director, Head of Primary/Secondary or Designated Safeguarding Lead based on the nature of the role and the level of contact with students.

8.2) Record Keeping and Confidentiality

The Central Record will be maintained by authorised members of the KISU Senior Leadership Team and stored securely in accordance with the school's Data Protection Policy.

The Central Record will be reviewed regularly to ensure that required checks have been completed and that records remain accurate and up to date. Where an individual ceases to work for KISU, their information will not automatically be deleted where there is a legitimate legal, safeguarding or record-keeping requirement to retain it.

8.3) Induction:

All newly appointed employees must complete KISU induction before undertaking their full duties.

Induction will include, as appropriate, safeguarding and child protection, staff code of conduct, professional boundaries, health and safety, behaviour expectations, confidentiality and data protection, acceptable use of technology, reporting concerns, emergency procedures, and relevant school policies and procedures.

8.4) Volunteers, Coaches, Contractors, and Agency Staff:

KISU will apply proportionate safer recruitment checks to volunteers, coaches, contractors, agency workers and other adults who may have contact with students.

The level of checking will be determined by the nature, frequency and level of access to students.

No external coach, volunteer, contractor or agency worker will be permitted unrestricted access to students where the School has not completed the checks required by the relevant KISU procedure.

External coaches will also be required to comply with the 'KISU Code of Conduct for External Coaches'.

8.5) References:

KISU requires satisfactory professional references before an appointment is confirmed.

For teaching and school leadership appointments, references will normally be obtained from the candidate's two most recent schools or employers.

At least one reference from each of the two most recent schools must be provided by the Head of School or equivalent senior leader. Where appropriate, a direct line manager may also be contacted.

References should be obtained directly from the institution or referee using an official institutional email address. Once the reference has been received, the School Director will verify the reference by conducting a video call with the referee.

Reference requests should seek information about dates of employment, job title and responsibilities, performance and professional conduct, reason for leaving, safeguarding or child-protection concerns, disciplinary matters relevant to suitability, attendance where relevant, and whether the referee would recommend the individual for employment.

References must be reviewed by the School Director. Any discrepancy between a reference and the candidate's application will be investigated before a final decision is made.

8.6) Safeguarding and Pre-Employment Checks:

No candidate may commence employment at KISU until all required pre-employment and safeguarding checks have been satisfactorily completed.

The required checks will depend on the candidate's nationality, employment history, role and previous countries of residence or employment.

Checks may include identity verification; passport or other appropriate identity documentation; police/criminal record checks; international police or criminal record checks; DBS or equivalent criminal record checks from the candidate's home country, where applicable; International Child Protection Certificate (ICPC) or equivalent child-protection check, where available and appropriate; references; employment history; qualification verification; professional registration/licensing where applicable; immigration/work authorisation; right to work in Uganda; and any additional checks considered necessary following a risk assessment.

8.7) Police and Criminal Record Checks:

For local hires, KISU requires a Ugandan police clearance through the appropriate Interpol/police process used by the School.

For international hires, KISU requires appropriate criminal record/police clearance documentation.

Where a candidate has lived or worked in multiple countries, KISU may require checks from each relevant jurisdiction where such checks are reasonably available.

For international staff, KISU will seek a DBS check or equivalent check from the candidate's home country where applicable.

Where an International Child Protection Certificate or equivalent is available and appropriate, KISU may require it as an additional safeguarding check.

No single criminal record check will automatically be treated as sufficient where the candidate's history indicates that further checks are reasonably required.

8.9) Identity and Qualification Verification:

The School Office Manager/Director's PA is responsible for collecting and maintaining required documentation.

Identity will be verified against the candidate's passport or other acceptable official identity documentation.

Original qualification documents will be inspected and authenticated. Where KISU has concerns about the validity of a qualification, the School may contact the issuing institution or relevant authority directly.

For teaching staff, KISU will verify professional registration or licensing where this is required by Ugandan law or the relevant professional framework.

9. Immigration and Work Permits:

KISU will ensure that international employees hold the appropriate immigration authorisation to work in Uganda.

The School will not knowingly employ a non-Ugandan citizen who does not have the appropriate authority to work.

For expatriate employees, the School will comply with the applicable immigration process, including the requirements associated with the relevant work-permit category.

The Office Manager / Director's PA coordinates applications and renewals, with oversight from the School Director.

10. Conditional Offers:

Any offer of employment is conditional upon the satisfactory completion of all required checks and the provision of all required documentation.

The employment contract or offer letter will make clear that employment remains subject to satisfactory verification.

Where a check produces adverse information, the School Director will review the information and determine whether further investigation is required.

11. Adverse Information and Risk Assessment:

The School Director is responsible for reviewing adverse information arising during recruitment.

Where necessary, the School Director will conduct or commission a formal risk assessment, considering the nature of the concern, relevance to the role, age and circumstances of the matter, information provided by the candidate, evidence from references or other sources, safeguarding implications, and whether the concern can be satisfactorily resolved.

The School Director has authority to withdraw an offer where the candidate is considered unsuitable or where required checks are unsatisfactory.

Where a safeguarding concern is sufficiently serious, the School will follow its safeguarding and child-protection procedures and may seek appropriate external advice and notify relevant authorities.

12. Starting Work:

KISU does not permit an employee to commence work while required pre-employment or safeguarding checks remain outstanding.

There will be no arrangement whereby an employee begins work under reduced supervision while waiting for mandatory checks.

12.1) Record Keeping:

KISU will maintain an auditable recruitment record for every appointment.

Recruitment records may include the job description and person specification, vacancy advertisement, application, CV and covering letter, shortlisting record, interview scoring and comments, teaching observation or practical task records, references, police/criminal record checks, identity verification, qualification verification, professional registration/licensing, immigration/work-permit records, candidate declaration, final recruitment decision, and completed KISU Safer Recruitment Checklist.

Recruitment records will be stored securely and accessed only by the Senior Leadership Team and Advisory Board.

13. Data Protection and Confidentiality:

Candidate information is confidential and will be processed only for legitimate recruitment, employment, safeguarding, legal or regulatory purposes. KISU will handle candidate information in accordance with the Data Protection and Privacy Act, 2019 and applicable regulations. Information will be stored securely, retained only for an appropriate period and disclosed only where there is a lawful basis or a legitimate safeguarding, employment or regulatory requirement.

14. Safer Recruitment Checklist:

KISU will implement and maintain a Safer Recruitment Checklist for every appointment. The checklist is provided in **Appendix A** of this policy.

The checklist must be completed in full and retained as a physical record on the individual's personnel file.

15. Concerns Arising After Appointment:

If information emerges after appointment that raises concerns about an employee's suitability or safeguarding conduct, the matter will be referred immediately to the School Director and managed in accordance with KISU safeguarding, disciplinary and/or staff procedures.

Where appropriate, the School will notify or cooperate with relevant authorities.

16. Equal Opportunities:

KISU is committed to equality of opportunity in recruitment.

The School will not unlawfully discriminate on the basis of protected or prohibited characteristics under applicable Ugandan law.

KISU recognises that nationality is relevant to immigration and work-authorisation requirements, but nationality will not be used as a basis for excluding suitably qualified candidates from applying for vacancies where they are legally eligible to work.

The School will assess all candidates against the same published requirements, subject to lawful immigration, professional registration and other regulatory requirements.

17. Responsibilities:

School Director
The School Director has overall responsibility for the recruitment policy; approves appointments; prepares job descriptions with relevant Heads of School; conducts initial interviews; makes final appointment decisions; reviews adverse information; conducts or commissions risk assessments; may withdraw offers where appropriate; ensures recruitment processes are fair, documented and safeguarding-focused; and ensures relevant recruitment staff receive safer recruitment training.

Heads of School
Heads of School identify staffing needs, support the School Director in preparing job descriptions, participate in shortlisting, participate in relevant interviews, advise the School Director on appointments, and support effective induction.

Interview Panel Members
Interview panel members prepare appropriately, follow the approved selection criteria, use safeguarding-focused questions where relevant, record evidence and scores accurately, maintain confidentiality, and declare any conflicts of interest.

School Office Manager / Director's PA
The School Office Manager / Director's PA coordinates recruitment documentation; maintains recruitment and vetting records; collects and verifies required documentation; supports police/criminal record documentation; coordinates work-permit and immigration processes; and alerts the School Director to missing, inconsistent or adverse information.

18. Monitoring and Audit:

The School Director will monitor the implementation of this policy.

At least annually, KISU will review a sample of personnel and recruitment files to confirm that recruitment procedures have been followed, references have been obtained, required checks are complete, records are accurate and secure, expatriate recruitment documentation is retained, safeguarding checks were completed before employment commenced, and staff involved in recruitment have appropriate training.

Any identified gaps will be addressed through an agreed action plan.

Policy Review:

This policy will be reviewed annually, or earlier where Ugandan legislation or immigration requirements change, safeguarding requirements change, KISU recruitment procedures change, an audit identifies a significant weakness, or an incident or learning review identifies a need for amendment.

Related Policies/Documents:

This policy should be read alongside:

- KISU Safeguarding and Child Protection Policy (P.17)
- KISU Staff Code of Conduct
- KISU Staff Handbooks
- KISU External Coaches Code of Conduct
- KISU Data Protection / Privacy procedures (P.1)

Appendix A - Safer Recruitment Checklist

KISU Safer Recruitment checklist

Name of individual completing checklist:	
Role being recruited:	

Action	Guidance	Completed	Date completed	Notes
Advertising the role				
Create job description and person specification	Make sure the following information is included in the job description and person specification: • The skills, abilities, experience, attitude and behaviours required for the post	☐		
Create an advert	**The advert should include:** • Information about the job, e.g. job title, salary and hours of work. • Information about the school, e.g. size, pupil range and other factors of interest. • Essential requirements, e.g. qualifications, skills and experience. • The school's commitment to safeguarding and promoting the welfare of children, including	☐		

	making it clear that safeguarding checks will be undertaken. ● The pre-employment checks that will be required for the role. ● A statement on the school's commitment to equality. ● How to apply for the role and interview dates.			
Create an application on TES:	On TES, the application should include: ● Personal details, including current and former names, current address. ● Details of their present, or last, employment and the reason for leaving. ● Full employment history, including reasons for any gaps in employment. ● Qualifications. ● Details of referees. ● A cover letter. All details on TES need to be completed. We cannot solely accept a CV for an application.	☐		
Shortlisting and references				
Choose a selection panel	The selection panel will be responsible for shortlisting and interviewing candidates. An interview panel should: ● Have at least two members.	☐		

	• Have senior experience in regards to the role being applied for.			
Shortlist applicants	When shortlisting, you should: • Assess each application against the role's essential and desirable criteria. • Use the same criteria for each candidate. • Consider any inconsistencies, e.g. discrepancies provided in the applicant's CV and application form. • Look for gaps in employment and the reasons given for them. • Look for any repeated or frequent job changes. • Explore all potential concerns. • Consider carrying out an online search. • Record any issues that should be raised with candidates during an interview.	☐		
Invite shortlisted candidates to interview	The invitation to interview should include: • Details of the interview, including dates, times, location and selection activities. • Information about the interview (online/in person) • A reminder that the interview will assess the candidate's suitability for the post as well as their suitability to work with children.	☐		

	When inviting candidates to an interview, you should also ask whether they need any adjustments so they can fully participate in the selection process.			
Interviewing and selection				
Initial Interview	The School Director holds the initial interview. The School Director asks questions about the candidate's suitability for the role. These may include: ● Find out what attracted the candidate to the post being applied for and their motivation for working with children. ● Explore their skills and assess them against the requirements of the job. ● Probe any gaps in employment or frequent changes in employment. ● Disclose the salary, benefits, and package associated with the role. ● Explore potential areas of concern.			

Panel Interview	Should the candidate be successful at the initial interview stage, they will be invited to a panel interview. Prior to the panel interview, the School Director will provide the panel with a Google Sheet containing guidance on the areas to be explored, suggested questions, areas requiring further clarification, and any inconsistencies or concerns identified during the initial interview. The panel interview will focus on exploring these areas further, as well as assessing the candidate's pedagogy, teaching practice, subject knowledge, experience, safeguarding awareness, and other competencies relevant to the position.	☐		
Decide which candidate to offer the role to	You need to base your selection decision on a fair assessment of the skills and abilities demonstrated by all candidates during the selection process.	☐		
Make conditional offer of employment to the successful candidate	All offers of employment must be conditional until the satisfactory completion of the mandatory pre-employment checks. This will be explicit in the offer email.	☐		
Inform unsuccessful candidates	Once the conditional offer has been accepted by the successful candidate, you need to inform the unsuccessful candidates. If these candidates ask for feedback, you should provide this to them promptly.	☐		
Pre-employment checks				

Complete pre-employment checks	The appropriate pre-employment checks need to be conducted in relation to the candidate. These will be completed on the SCR as well as this checklist: ● Verify the candidate's identity - This should be done by checking the name on their birth certificate where this is available and passport. ● Verify the police clearance check. If any pre-employment checks are unsatisfactory, you will need to decide whether the conditional offer of employment should be withdrawn.	☐		
Make firm offer of employment	Upon the satisfactory completion of all relevant pre-employment checks, you should make a firm offer of employment to the candidate in writing.	☐		
Update the SCR	The school's SCR will need to be updated to include the new staff member's information, including the pre-employment checks that have been carried out.	☐		
Induction				
Provide staff member with the relevant information during their induction	All new staff members should receive an induction. During an induction, you should: ● Give the staff member a tour of the school and an introduction to the school facilities. ● Introduce the staff member to their colleagues.	☐		

	• Provide the staff member with the school's health and safety protocols and requirements. Including the Health and Safety Policy. • Ensure the staff member understands the terms and conditions of their employment. • Provide the staff member with relevant school policies. This can be done electronically via Google Drive. In line with 'Keeping children safe in education' (KCSIE), all staff members should receive the following information upon their induction: • **Child Protection and Safeguarding Policy** • **Behaviour Policy** • Role and identity of the DSL and their deputies			
Receive confirmation that relevant school policies and documents have been read	Once all the relevant school policies and procedures have been provided to the staff member, you need to make sure you receive confirmation from them that they have read and understood all the documentation. This will be done via the National College Leadership and Governance platform.	☐		
Provide relevant training	All new staff members need to be provided with training. This will include whole-school training, e.g. health and safety, and training that is specific to their role. All staff also need to receive appropriate safeguarding training, including online safety, during their induction.	☐		

	At KISU, all new staff are required to complete mandatory courses via the National College. These courses are: • **Certificate in Understanding Child Neglect & Abuse for International Schools** • **Certificate in Safeguarding** • **Certificate in Health and Safety** • **Certificate in Child Protection.**			

The staff members identified below may only sign this form once the Safer Recruitment Checklist has been completed in full. Their signature confirms that the required recruitment checks were in place and completed, and that the staff member has been appropriately supervised throughout the recruitment and induction process.

By signing the form, both the Head of Primary/Secondary and School Director confirm that they are satisfied that the recruitment process has been conducted in accordance with the KISU Recruitment Policy, safer recruitment protocols, the Central Record of Recruitment and Safeguarding Checks (SCR), and the Safer Recruitment Checklist.

Staff Member's Name	**Designation**	**Date**	**Signature**
Staff Member's Name	**Designation**	**Date**	**Signature**
Daniel Grimshawe	School Director		