

TASK A - Review on Human Resources Management Policies

You are a member of the Governance Review Sub-committee (GRSC) of ABC College. One of the selected review items for the 2014/15 school year is Staff Recruitment and Remuneration Policy. A meeting is now held to examine the school's *Staff Recruitment and Selection Procedure* (HRM R1). You can make reference to an extract from Chap. 6 of the *Best Practice Checklist: Governance and Internal Control in Schools*, ICAC (HRM R2) and an extract from Section 7.3 of the *School Administration Guide*, EDB (HRM R3) while conducting the review. Please note down your observations and recommendations in the table below.

Area to be reviewed: Policy on Staff Recruitment and Selection (the Policy)

	Review Items	Yes	No	Findings/Evidence	Recommendations	Actions Required
1.	Is the Policy on staff recruitment discussed and approved by the SMC/IMC?	✓		The Policy approved at the SMC meeting held on 24.9.2010 [Footnote of the Staff Recruitment and Selection Procedure (the Procedure)(HRM R1)].	-	-
2.	Does the school-based policy satisfy the following?					
a)	Covering all paid staff;		✓	Stated in Section 2 of Procedure that supply teachers are not covered. Section 4 does not include principal post.		To check if there are separate procedures for recruitment of supply teachers. To see if the existing procedures for appointment of

						principal are in accordance with the EDB's Guide to Selection and Appointment of a School Principal.
b)	Including mechanism for declaration of interest or avoidance of conflict of interest;		✓	Not stated in the Procedure.	Declaration of conflict of interest should be made before setting up a selection committee.	To examine if mechanism for handling conflict of interest is in place. To revise the Procedure to include the mechanism.
c)	Defining the entry requirements of each rank or post;		✓	Not stated in Section 3 or other part of the Procedure.	For fairness and openness, the entry requirements of each rank or post should be published clearly in the job advertisement and during the selection process.	To define the entry requirements of each rank or post, if not available. To revise the Procedure.
d)	Being transparent, fair and open in inviting applications;		✓	Section 3 – mainly publicly advertise on the school website.	The school should advertise job vacancies through other media, such as newspaper, and online recruitment website.	To revise the Procedure. To recruit through different channels.

e)	Being fair and objective in the assessment/ selection process; and	✓		Section 5 mentions about the selection procedures. Interviews are conducted by asking core questions based on the requirements of the posts.	To devise a standard assessment form including predetermined criteria, such as years of experience, academic qualifications, training and other attributes with weightings.	To refine the Procedure where relevant. To refer to ICAC's The Best Practice Checklist: Governance and Internal Control.
f)	Approval from majority of managers for appointment of a teacher for a term of not less than six months.		✓	Section 6 does not mention about obtaining approval from a majority of managers. It only states that once a consensus of the selection committee has been reached, the Principal will issue an appointment offer.	The appointment of teachers/staff for a term of not less than 6 months should be approved by the SMC/IMC	To revise the Procedure, if required.
3.	Are records in different processes of the recruitment exercise properly kept (e.g. assessment records and selection results)?	✓		Section 10 of the Procedure.	Separate records of individual assessment and overall recommendations should be kept. The decisions of the SMC/IMC should be properly recorded.	To handle with care in accordance with the Personal Data (Privacy) Ordinance. To refer to Appendix 7 of ICAC's The Best Practice Checklist:

						Governance and Internal Control on the retention period of documents.
4.	Are staff members informed of the policy?	✓		The policy is included in the school's Staff Administration Manual.	-	To confirm if all staff have easy access to the Staff Administration Manual.
5.	Are deviations from the laid down procedures to be approved by the SMC/ IMC and justifications recorded?	✓		Section 9 of the Procedure.		
6.	Is there mechanism to handle appeals and complaints?	✓		Section 7 of the Procedure. To be handled by the Principal according to the school's Public Complaint Handling Procedure. No mentioning on escalation of authority. The procedure on public complaints may not be relevant.	To define the composition of the appeal board and review procedures for appeal	To examine if the existing procedures are relevant, refine where necessary.