



Staff Recruitment Policy

Date reviewed	Reviewer	Next review date
May 2024	Director of Human Resources	May 2026

1. Introduction and Rationale

At KTJ, we are committed to providing the best possible care and education to our students and to safeguarding and promoting the welfare of students at all times. We expect all members of staff to share this commitment. We are also committed to providing a supportive working environment to all of our staff. We recognise that in order to achieve these aims, it is fundamental that we attract, recruit and retain staff of the highest calibre who share this commitment.

This policy applies to the recruitment and selection of all staff across the School, including visiting teachers. (A visiting teacher is a teacher who leads an co-curricular activity and invoices the School for their services.) With some exceptions, the policy also applies to the recruitment and selection of interns and volunteers. Please see the section entitled, 'Internships and Volunteer Positions' below for further details.

2. General Principles

Members of staff will be appointed with due regard to statutory guidance on employment law and other legislation concerning all forms of discrimination.

Additionally, KTJ aims to ensure that:

- all job applicants are considered equally and consistently;
- no job applicant is treated unfairly on the grounds of ethnicity, culture, religion, gender and ability / disability;
- the School meets its commitment to safeguarding and promoting the welfare of students by carrying out all necessary pre-employment checks in the recruitment of our staff.

3. Responsibilities

The Trustees and the Senior Leadership Team (SLT) play an active role in monitoring the implementation of this policy.

Employees involved in the recruitment and selection of staff are responsible for familiarising themselves with our guiding principles (our vision, mission and values), which underpin everything we do at KTJ, as well as complying with the provisions of this policy and with the Council of International Schools (CIS) Code of Ethics ([click here](#)).



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4. Recruitment Philosophy

Effective recruitment and selection, in a cost effective manner, is central and crucial to the successful running of the School. The School employs appropriately skilled and highly qualified staff for all positions, which includes maintaining a balance between the number of expatriate and local staff.

Expatriate staff employed as teachers must, under Malaysian law, have a minimum of two (2) years' relevant teaching experience. All teachers are expected to hold at least a degree in the subject to be taught and, usually, a teaching certificate recognised by the School. Exceptions are made for members of staff employed as trainee teachers, in which case they should hold a degree in the subject to be taught and will be provided with a programme of development and mentoring support whilst also studying for their teaching qualification.

Necessary skills, expertise and qualifications to deliver the School's strategic and educational objectives whilst maintaining an appropriate balance of experience and stability throughout the School is essential for all positions. Staff must have the ability to make a positive contribution to the values and aims of KTJ.

5. Recruitment and Selection Procedures

A requisition form must be completed and approved prior to the job advertisement. Before completing the form the current job description will need to be reviewed or a new job description drafted.

A. Advertisements

Vacancies will generally be advertised in a newspaper or an online advertising/portal facility. All vacancies will be posted on the school website and, where appropriate, internal staff notice boards. The School facilitates internal promotions as appropriate and promotes professional development opportunities for its employees.

On occasion, advertisements are restricted to internal candidates only. Internal candidates are welcome to apply for posts which are advertised externally as well and the School will encourage internal candidates to apply, where this is appropriate.

Vacancies restricted to internal candidates only will be clearly indicated on advertisement. All internal candidates will be selected for interview using the same criteria as external candidates.

Posts for internships and volunteer positions may not be advertised and can rely on a candidate contacting the School to express an interest.

All advertisements and job descriptions must carry the following statement:

Kolej Tuanku Ja'afar is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.



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B. Applications

All applicants for employment will be required to complete an application form containing questions about their academic and employment history and their suitability for the role. The application form is available on the KTJ website.

Applicants will be directed to view the job description (which includes a detailed personal specification), as well as our Safeguarding Policy on our website.

Candidates for teaching positions will also be asked to submit an accompanying a covering letter explaining their interest in KTJ and their suitability for the role, including how their values align with the values of KTJ.

Applicants will be required to supply the names and addresses of a minimum of three people, one of whom must be someone in a senior position within their current organisation, from whom references can be obtained. Any decision to vary from this policy can only be made by the Principal, who will make an assessment of the level of risk.

Applicants will also be required to declare any relationship to any member of staff within KTJ. No employee will be asked to interview a person to whom they are related or with whom they have a personal relationship.

Applicants' details will be recorded at the point applications are received. The information collected will be used solely for the purposes of equality monitoring and will not be retained beyond the period of recruitment.

All application forms are deemed to be private and confidential and will only be made available to those directly involved in the recruitment and selection process.

All candidate details will be collated by the HR Department and will be supplied to the interview panel for shortlisting purposes.

A shortlist of candidates will be drawn up for interview, based solely upon merit and suitability for the post.

If an applicant has not signed his/her application form, he/she will be asked to do so at interview, or before the appointment is confirmed.

C. Interviews and Other Selection Methods

The applicant may then be invited to attend an interview at which his/her relevant skills and experience will be discussed in more detail.

Interviews will be held by a panel comprising a minimum of two persons. For overseas candidates, a Zoom interview may be used. Zoom may also be deemed appropriate in other cases, e.g. first round interviews, when there will be two rounds, or during periods where face-to-face interviews are not permissible.



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The Board of Trustees is responsible for the selection and appointment of the Principal and the selection panel will be chaired by the Chairman of Trustees or an elected Board Member.

The selection and appointment of academic, boarding and some administrative positions will be made by the Principal, in conjunction with the Senior Leadership Team. Selection for other administrative positions and for support staff will be made by the Director of Finance & School Services, in conjunction with the relevant heads of department.

Interview questions will be agreed by the selection panel and will include reference to core competencies for the post advertised and the candidate's previous experience, as relevant to the post applied for, as well as questions to test the candidate's attitudes towards safeguarding and child protection. Interview notes should be taken by the panel.

Candidates will be given a tour of the School, if appropriate. In most situations, candidates should be given an opportunity to meet members of the team with whom they will work. Informal feedback can be gathered from team members following such meetings.

Depending on the nature of the vacancy, candidates may also be asked to complete a job-related task, which will also be assessed by the panel. For teachers, this could be a lesson; for administrative staff, this could be a presentation or in-tray exercise; and for support staff, this could be a practical task, such as baking or preparing a specific dish.

Reasonable notice and relevant information will be given to ensure sufficient time and information for candidates to prepare.

Reimbursement for local and expatriate candidates of reasonable expenses incurred by attending interviews will be made in line with school policy. Travelling expenses will normally be paid, up to an agreed amount.

All appointments will be made strictly on merit and related to the requirements of the job.

All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone, letter or email communication. Unsuccessful candidates will be offered the opportunity for feedback.

All application and interview forms will be retained for three months from the date of the interview taking place. The documents of unsuccessful candidates will be destroyed after this date.

6. Pre-employment Checks

KTJ carries out a number of pre-employment checks in respect of all prospective employees. Any documents requiring translation will be translated by a certified independent translator.



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A. Verification of Identity

All applicants who are invited to an interview will be required to bring with them evidence of identity, right to work in Malaysia, address and appropriate/relevant qualifications as set out in the KTJ application form on the website. The School asks to see the original and takes a copy of the identity card for local staff and the passport for expatriates. The date of birth of all applicants (and proof of this) is required in accordance with the Ministry of Education regulations. For expatriate teaching staff above the age of 65, special approval is needed from the Ministry of Education before confirmation of a job offer.

B. Verification of Qualification

Applicants who are invited to interview will be required to bring with them original copies of their qualification certificates. The School will need to see the original and take a copy which will be verified to confirm that the original has been seen. Where an applicant is interviewed via Zoom and an offer of employment is made, this offer will be conditional upon original certificates being seen and verified.

C. References

In some instances the School may take up references of short-listed candidates prior to interview. All offers of employment will be subject to the receipt of a minimum of three references which are considered satisfactory by the School. One of the references must be from the applicant's current or most recent employer. If the current/most recent employment does/did not involve work with children, then the second reference should, wherever possible, be from the employer with whom the applicant most recently worked with children. Referees must not be a relative or someone known to the applicant solely as a friend. All referees will be asked whether they believe the applicant is suitable for the job for which they have applied and whether they have any reason to believe that the applicant is unsuitable to work with children. If the referee is a current or previous employer, they will also be asked to confirm the following:

- The applicant's dates of employment, salary, job title and duties, reason for leaving, performance, reliability and disciplinary record;
- Whether they would re-hire the candidate;
- Whether the applicant has ever been the subject of disciplinary procedures (including any in which the disciplinary sanction has expired), except where the issues were deemed to have resulted from allegations which were found to be false, unsubstantiated, unfounded or malicious;
- Whether any allegations or concerns have been raised about the applicant that relate to the safety and welfare of children or young people or behaviour towards children or young people, except where the allegations or concerns were found to be false, unsubstantiated, unfounded or malicious.



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KTJ will only accept references obtained directly from the referee and it will not rely on references or testimonials provided by the applicant or on open references or testimonials. We will contact the referees, by telephone or Zoom, to verify the reference. We will compare all references with information given on the application form. Any discrepancies or inconsistencies in the information will be taken up with the applicant and the relevant referee before any appointment is confirmed.

D. Medical Fitness

KTJ is entitled to verify the medical fitness of anyone to be appointed to a post, after an offer of employment has been made but before the appointment is confirmed. The medical report will be reviewed against the job description for the particular role, together with details of any other physical or mental requirements of the role. If there is any doubt about an applicant's fitness, we will consider reasonable adjustments in consultation with the applicant. The School may also seek further medical opinion from a specialist or request that the applicant undertakes a full medical assessment. Where reasonable adjustments cannot be made, the offer of employment will be withdrawn.

The cost of such medical assessments will be met by the School.

E. Police Checks

KTJ is committed to providing a safe environment for its students and to protecting the school community and its assets. The School applies for a background check in respect of all positions at KTJ in order to identify whether an applicant is suitable to work with children and to work for the organisation. The checks may include, but are not limited to, criminal records, bankruptcy, driving offences, social media check and corruption. This check is made through a private screening company known as Venovox, a registered company under the National Association of Professional Background Screeners.

All appointed staff who have lived overseas continuously at any period for six months or more will be asked to produce police/security clearance from the countries where they have resided. Where this is not possible, the minimum standard applied is a criminal record check from the country which issued the candidate's passport and a criminal record check, which is less than six months old, from the country where the candidate currently resides. However, this is at the discretion of the Principal, who will assess the potential risk.

Evidence of a conviction does not automatically disqualify an applicant seeking a job. However, if an individual has a criminal history, the School will consider the following factors before taking action:

- the nature and gravity of the offence;
- the time since the conviction/completion of the sentence;
- the nature of the job held or sought and the relatedness of the conviction(s) to the duties and responsibilities of the position.



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A decision to appoint a candidate with a criminal record can only be made by the Principal, who will assess the risks involved. Any employee who failed to declare a criminal record prior to appointment can expect disciplinary action, usually resulting in dismissal, to be taken against him/her.

Following employment, the School will carry out checks on all employees using Venovox on a five-yearly basis.

If an employee is found to have gained a criminal record while in the service of the School, the factors mentioned above will be considered and appropriate action taken, which may result in dismissal.

Criminal record checks will be kept confidential and only the Principal, Director of Finance & School Services, Principal's Chief of Staff and Director of HR will have access to the information.

7. Offer Letter

The Principal is responsible for signing offer letters of employment.

8. Internal Candidates and Promotion

In a situation where an internal vacancy of a higher position with an academic team becomes available, the Principal will send an internal advertisement to invite suitable candidates to apply for the position. For other academic positions, the respective Heads in the Primary and Secondary school will send an internal advertisement. For administrative and support staff positions, the Human Resources Department will send the internal advertisement.

Internal applicants for any post will undergo the same interview processes as outlined above, though there may not be a requirement to complete an application form, a covering letter to express interest is required, if the post is only advertised internally. Security and other checks are unlikely to be necessary for an appointee who is already an employee of the School.

No staff member should be appointed to a new position within KTJ or be promoted without the position having been advertised internally and an interview process having been conducted, unless this is approved by the Principal.

Where a position needs to be filled urgently, an acting appointment, which is temporary and not exceeding a period of six months, can be made with agreement of the Principal.

9. Internships and Volunteer Positions

The School welcomes applications for internships and for volunteer positions and will always consider carefully any requests. Much of the recruitment and selection processes which the School follows for staff roles will be applied to the recruitment and selection of interns and volunteers. This is to ensure that we safeguard the welfare of students in the School. However, an intern or volunteer will usually work closely with a member of staff and will be under their close supervision, and, as such, there are some exceptions to the process outlined above as follows:



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- Positions may not be advertised;
- Interns and volunteers may not have a job description;
- In some cases, there will be no need for the candidate to hold specific, or any, qualifications;
- Only two referees will be required;
- There will not usually be any requirement to undergo a medical fitness check.

Candidates must go through all other elements of the recruitment and selection process, including completing an application form.

There is a form which all interns and volunteers are expected to read, understand and sign before they commence their placement at KTJ.

10. Retention of Records

The School's policy on the use of personal data of employees and of applicants for posts is set out in English and Malay in our Personal Data Protection Notices on our website.

Related Policies

This policy should be read in conjunction with the following school policies:

- Safeguarding Policy
- Personal Data Protection & Retention Policy
- Day Visitor Policy
- Diversity & Inclusion Policy.

Policy Review

This policy is reviewed regularly to ensure that it meets the needs of the School and its students and that it is in line with our vision, mission and values, as well as the CIS Code of Ethics and any changes in employment legislation. In undertaking this review, the School will seek input from relevant staff.