

Internal Recruitment Policy

August 2024



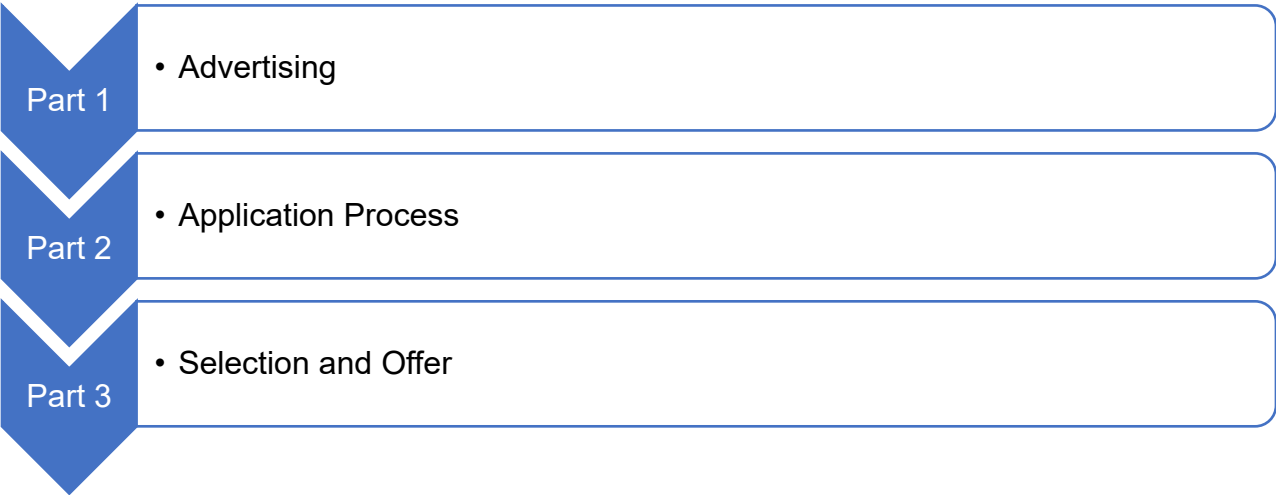
COGNITA

Objective

Cognita encourages interested employees to apply for roles within the group - in order to provide opportunities for development and career progression. This also helps us to retain talent with our system.

The Policy covers all employees within Cognita.

There are three parts to this document.



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Introduction

This policy sets out the procedure which must be followed for the recruitment and selection of internal employees throughout Cognita, for vacancies across all regions and countries.

There are numerous benefits for having an aligned internal recruitment process, including but not limited to:

- Talent development
- Talent retention
- Boosting employee morale and engagement
- Faster onboarding and adaptation
- Knowledge retention

This policy must be read in conjunction with the following Policies, as they are all interconnected.

- Safeguarding: Safer Recruitment Policy (for the region where the vacancy is based)
- Talent Mapping Group Policy
- Inclusive Recruitment Group Guide

Part one: Advertising

- 1.1 If a vacancy is only open to internal candidates only, the role must be advertised on the Cognita Website specifying 'Internal Vacancy'.
- 1.2 This is to ensure that all internal employees have visibility of vacancies available across all schools and Regions.
- 1.3 The vacancy should be advertised for a minimum of 2 weeks.

Part two: Application Process

As part of the application process, an internal candidate may be approached to apply or choose to apply directly for an internal vacancy.

Process for an internal candidate who is approached about a vacancy

- 2.0 Internal candidates can be approached to apply for a specific leadership vacancy as an output of the talent mapping process; this can only occur where the internal candidate is talent-mapped into the three green boxes.
- 2.1 Once an internal vacancy arises the hiring manager should inform their regional HR team and review the internal talent map to identify any suitable internal candidates.
- 2.2 If a candidate is identified, it is important to ensure the hiring manager contacts the internal candidates line manager before any approach is made. At this stage the hiring manager can obtain a verbal reference from the line manager.
- 2.3 The internal candidate should be approached by the Hiring Manager for the role.
- 2.4 If the candidate expresses interest, they should be provided with detailed information about the role, including its responsibilities, requirements, reporting structure, and potential impact within the organisation.
- 2.5 All interested internal candidates must seek their current line managers approval in writing/or email before applying for the position. All candidates must follow the application process for the vacancy.
- 2.6 The line manager must inform the local HR team so that they can ensure all relevant teams are kept up to date on the application and selection process.
- 2.7 Conversations about salary and package should be discussed earlier in the process, especially if the vacancy is based in a different region. The salary and package will be benchmarked locally and not converted from the candidate's current package. If the vacancy is based within the same region, it is important to note there will be differences in salary based on the specific location or area and the candidate must be made aware of this.

Process for all internal candidate who applies for a vacancy.

This process is applicable to all support, teaching, and all leadership roles.

- 2.8 If an internal candidate wants to apply for an internal vacancy, they must seek their current line manager's approval in writing/or email before applying.
- 2.9 The line manager must inform their regional HR team, who can then manage conversations and ensure the relevant teams within the organisation are kept up to date on the application and selection process.
- 2.10 All internal candidates must follow the same application process as all other candidates.
- 2.11 The person specification should be used to shortlist candidates. At least two people should carry out the shortlisting process, at least one of whom must have completed appropriate, safer recruitment training within the last two years.
- 2.12 Not all internal candidates need to be interviewed if they do not meet the essential criteria on the person specification. All candidates should be promptly informed of the outcome of their application to support their career development. The feedback should either be face to face, via Teams call or a phone call.
- 2.13 Internal candidates that are not talent-mapped into green boxes can be considered when applying for new roles as long as all nuance is considered and they are not in the bottom left.
- 2.14 If the hiring manager does shortlist an internal candidate for an interview, they must inform their local HR team, who can support with obtaining a verbal reference from the candidates' line manager.
- 2.15 Conversations about salary and package should be discussed earlier in the process, especially if the vacancy is based in a different region. The package will be benchmarked locally and not converted from the candidate's current package. If the vacancy is based within the same region, it is important to note there may still be differences in salary based on the specific location/area and the candidate must be made aware of this.

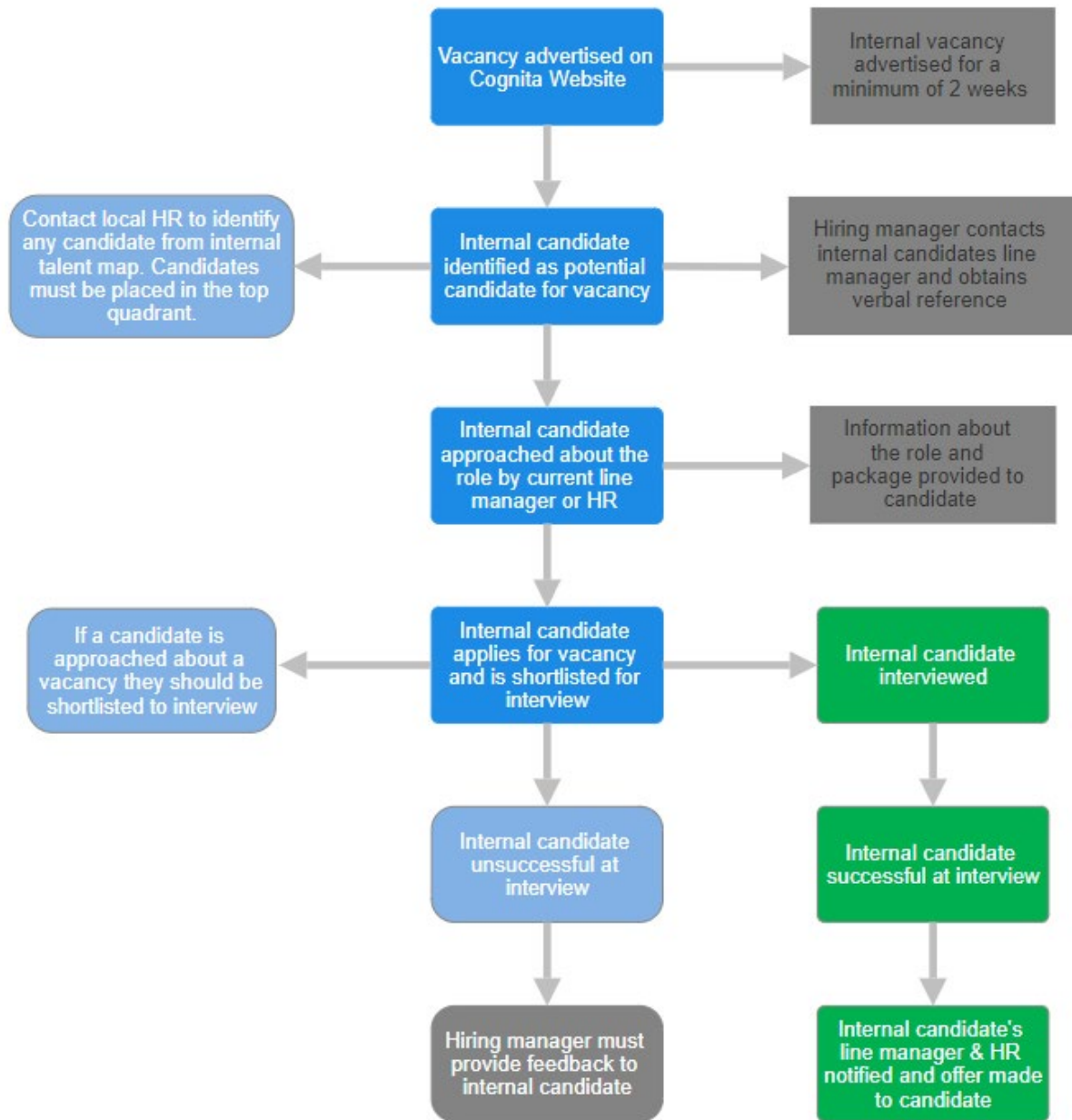
Part three: Selection and Offer

- 3.0 All internal candidates who are successfully shortlisted must attend an interview or selection process.
- 3.1 Appointing panels must consist of at least two people. Wherever possible, panels should be representative and consider workforce diversity and equality.

- 3.2 Before making any offer, the hiring manager should contact the HR team and inform them of the candidate's selection. The HR team will then ensure that the internal candidate's line manager and all relevant teams are informed of the selection.
- 3.3 When making an offer to the successful candidate discuss the salary & package for the role. The package should be locally benchmarked and not converted from the candidate's current package. If the vacancy is based within the region, it is important to note there will be differences in salary based on the specific location or area and the candidate must be made aware of this.
- 3.4 Once the candidate accepts the role. A start date should be agreed upon with the current work location to support all business areas with the candidates move whether that be a teaching, support or a leadership move.
- 3.5 For Leadership roles where the transfer is mid-way through the year, feedback on the candidate's current achievements should be forwarded onto the region especially where there are bonus implications. The candidates current line manager can contact the local HR team to manage this process.
- 3.6 The internal candidate must be set new objectives for their new role to be eligible for the full bonus, where the role they are moving to for has bonus entitlement.
- 3.7 Where the selection is within the same region, the current school HR will share the employee file with the hiring school's HR, including the background check, reference checks and any other relevant documents.
- 3.8 Where the selection is across region or country the safer recruitment checks will need to be completed in line with the regions safer recruitment policy. This may mean that additional checks may be required, and the candidate will be kept informed by the local HR team where the vacancy is based as part of their onboarding process.

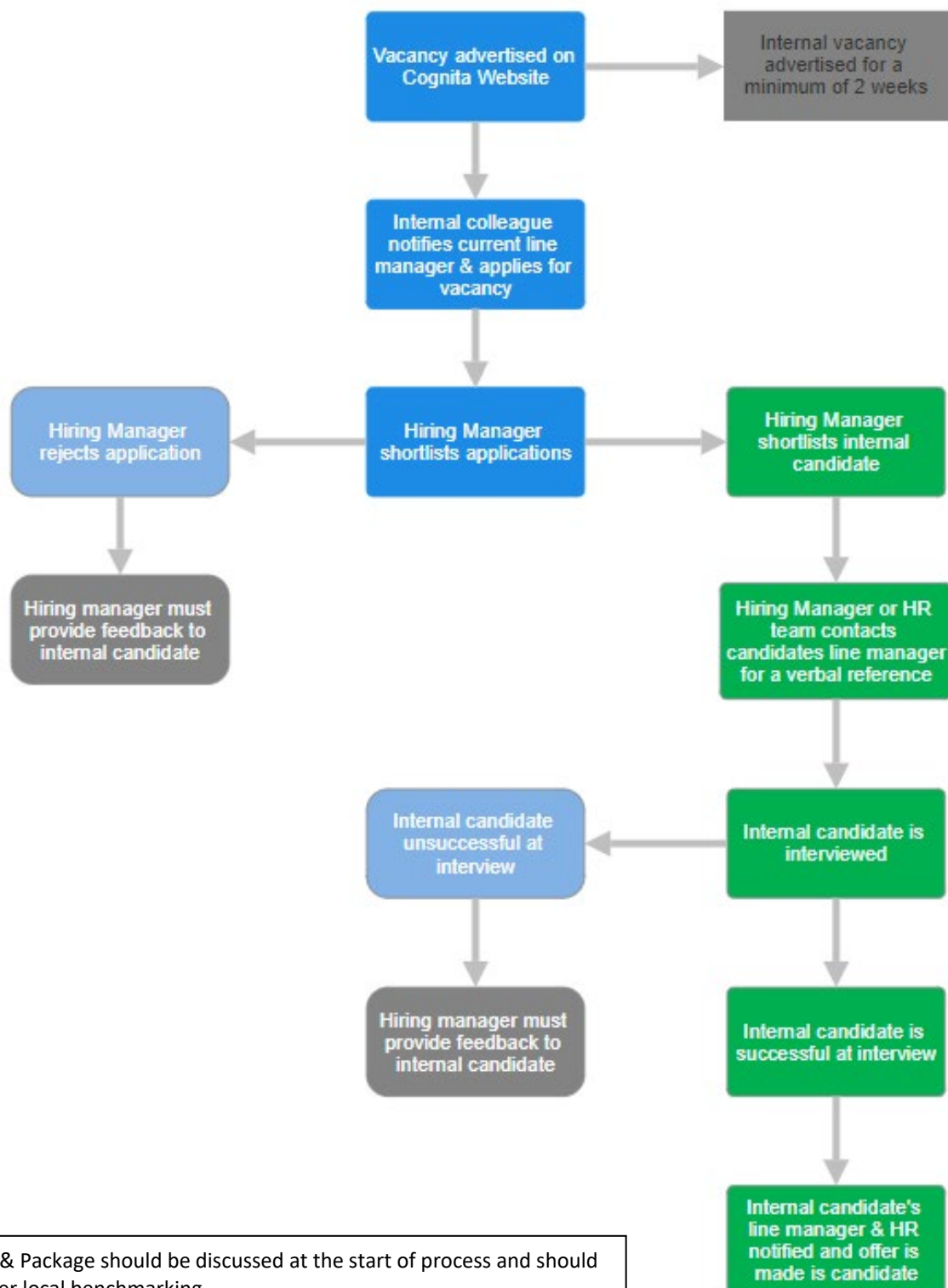
Part four: Process Flow

Process for an internal candidate who is approached about a vacancy.



- Salary & Package should be discussed at the start of process and should consider local benchmarking.
- Start date agreed with current work location.
- Onboarding & safer recruitment checks begin in line with the regions safer recruitment policy.

Process for internal candidate who applies for a vacancy.



- Salary & Package should be discussed at the start of process and should consider local benchmarking.
- Start date agreed with current work location.
- Onboarding & safer recruitment checks begin in line with the regions safer recruitment policy.

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