



# British School of Ulaanbaatar

## 6.2 - Staff On and Off-Boarding Procedures

The British School of Ulaanbaatar acknowledges the importance of an effective on-boarding and off-boarding processes and the benefits of both to employees and to the organization at large.

The induction of new colleagues is by no means limited to the specific on-boarding sessions for new staff at the start of each academic year. Induction is a longer process which involves welcoming and embedding new colleagues into the operational culture of the School which starts after contracts are signed and ends with the successful completion of probation.

Any successful induction process must include operational and orientation elements. However, a considerable amount of the necessary initial elements of on-boarding for newly appointed colleagues are covered within the BSU Induction and On-boarding programme which takes place in August each year, prior to the Preparation and Training for all staff before the commencement of the Academic Year (see Appendix C for the programme for August 2020). This programme is designed to assist them to adjust to their new responsibilities and work environment, and integrate them into the BSU vision, values and culture.

The off-boarding process which normally takes place at the end of the Academic Year for leaving staff is designed to ensure the smooth departure of employees from the School. It is important to ensure that when our leaving staff depart, their affairs are concluded, and they take with them all they need to be successful in their new roles. Furthermore, the School aims to make best use of such departures to take stock and listen to the opinion and information from leavers to evaluate and review our current practices for the future.

This document is designed to clarify the purpose and elements of on and off boarding for all employees, and to ensure that everything required does indeed take place.

### Expatriates: Prior to Arrival

Each year, there are specific logistics regarding accommodation and transport which must be managed for new arrivals from outside Mongolia. When the details and needs of new expatriate academic staff and their families are known, the Heads of School and the Directors of Operations and Human Resources will manage accommodation arrangements for the final review and approval from the Headmaster.

- All expatriate staff will be offered accommodation as per their family requirements.
- Flight details will be confirmed between the School and newly hired colleagues no later than **30 calendar days before departure**.
- Accommodation will be prepared no later than **2 days in advance** of the arrival date of new colleagues.
- Photographs (for the inventory) will be taken of the accommodation units prior to new colleagues taking up residence.

- The relevant visa arrangements to be managed in advance of arrival by the Human Resources team in line with the Mongolian immigration procedures. Special consideration may be required in unusual circumstances.
- Arriving staff will be collected from the airport by the Headmaster or appropriate Head of School if he is unavailable.
- Welcome packs (see below), the accommodation contract and inventory, curriculum and timetable information and advisory documentation regarding living in Mongolia (see [6.11 – Living and Working in Mongolia](#)) will be printed in hardcopy and placed in the apartments;
- Reimbursement for flights will be made available during the On-boarding sessions during the first week following arrival. Time will be made for meetings with Human Resources and the Finance department to reimburse staff following submission of receipts.

## In-School Induction for all new colleagues

A new colleague's view of the British School of Ulaanbaatar is strongly influenced by the impressions formed during the first few days and weeks on the job. A well-considered induction process will help ensure that these impressions are positive and that the staff member is able to settle comfortably and quickly into his or her new job. Induction must take place for all new members of staff, expatriate or local, and those who join mid-academic year must not be ignored or missed from this process. It is important to take this opportunity to make every new staff member feel welcome and show the value the School places on the role he or she is to play here. Important aspects to consider for new staff are:

### The First Day

- Do not bombard with information;
- Provide sufficient information;
- Introduce contacts and buddies individually so colleagues know who to go to.

### The First Week

- Designated 'peer support' staff to be available and accessible;
- Members of SLT must check new staff reactions to the first few days.

### The First Month

- Hold regular Line Management and Buddy meetings for questions and feedback on settling in;
- Regular informal social events must be organized to build team-spirit and informal networks outside of usual faculty/year groupings.

The issues outlined above must take place for all staff regardless of time of joining. Some elements may be held to the start of the next academic year for group induction, but personal or small group sessions may be required as needed.

Group on-boarding and induction sessions will be arranged for all new staff arriving at the start of the Academic Year in August. This will be planned and coordinated by the SLT, finalized by **31 May each year** and communicated to new colleagues thereafter (see Appendix C). On completion of the on-boarding and preparation week, all new colleagues will be issued with an

On-Boarding Evaluation form by the Director of Human Resources to aid BSU's review and improvement of the process for subsequent years.

Welcome packs will be provided in staff accommodation prior to the arrival of expatriate staff as mentioned above, but non-resident staff will be provided with the same details on their first day of work at latest. For colleagues who arrive mid-year, details for on-boarding meetings will differ but the same information must be covered and addressed.

Welcome Packs will include:

- A note of welcome from the HeadMaster;
- The schedule of On-Boarding and Preparation Sessions prior to start of term or as organized specifically for mid-year arrivals;
- Details and instructions of how to access School Policies and Procedures on the Shared Drive;
- Leave request form;
- Contact list of key employees;
- Email addresses and telephone extension details.

## Induction for Early Career Teachers (ECTs)

The induction programme for staff new to teaching is designed to induct them into the profession and into the School. At BSU, all new teachers are expected to undertake their professional responsibility in striving to meet high standards. The induction programme at the school consists of support, monitoring and assessment elements and ECTs are expected to engage in the programme

All new teachers are allocated an Induction Tutor will usually be the appropriate Head of Faculty, Key Stage or a named senior and experienced colleague. Induction Tutors are responsible for the day-to-day management of their ECT's induction and will meet with their ECT regularly. Each ECT develops their own induction and support plan together with their Induction Tutor. The Induction Tutor reviews progress, sets targets, and identifies support strategies with the ECT.

All ECTs are observed teaching during their probationary period which is undertaken by the Induction Tutor, a senior member of staff or an experienced teacher as appropriate. ECTs will receive feedback on their strengths and areas for development. Three formal assessments will be undertaken during the ECT induction period. These will be documented and must be signed by the ECT, Induction Tutor and Head Master.

ECTs are not provided with an additional 10% non-contact time during their statutory induction period as timetables at BSU are already lower than UK standard. By default, BSU provides ECTs with the time to complete the requisite professional development tasks required of them. For example, ECTs are expected to maintain a professional record of their induction and professional development and start to construct a professional development portfolio. The Induction Tutor and school maintains a documented record of the ECTs induction, including plans, notes of meetings, records of monitoring and assessment activities including classroom observations, feedback comments, and professional development activities undertaken.

ECTS who are not meeting the required and expected standards or making satisfactory progress towards them will develop a detailed action plan together with their Tutor. The School will increase the support necessary to implement the action plan within the scope of resources available to us.

## Off-boarding Procedures

The School strives to recruit and retain the best talent, but employees are free to choose to pursue other opportunities at the end of their contract period or BSU may choose to end the employment relationship. This policy sets out the procedure for the resignation or termination of employees of BSU and their eventual departure from the School. In either circumstance, it is important to ensure the employee's departure is handled in an organized manner. Clear off-boarding procedures are outlined in this document to ensure a smooth transition for both the departing employee and employer. The HR Department will be responsible for adherence to the resignation or termination procedures and off-boarding process at BSU.

The procedure to be followed in the event of resignation is as follows;

- The employee must provide the School with written notice stating the date of provision of notice of resignation and the effective date of end of service;
- Letters of resignation should be provided to the School in hardcopy with an original signature;
- Letters of resignation should be addressed to the Headmaster for approval prior to being forwarded to the HR Department;
- Employees are not permitted to submit letters of resignation while they are on holiday;
- Acceptance of letters of resignation shall be issued within three to five working days.

Resigning employees are required to serve their notice for the period as mentioned in their contract from the date of resignation.

If either the employer or the employee fails to serve the required amount of notice to the other party for cessation of contract, the party obliged to serve the notice shall pay to the other party an indemnity called 'Compensation in lieu of notice'. The indemnity shall be equal to the employee's pay for the notice period in full or in proportion to the diminished part. The employer reserves the right to waive the notice period in situations of mutual agreement to the early termination of the contract.

The Employment Contract with the employee can be terminated by the employer in the following circumstances:

- On expiry of the period specified in the contract;
- In the event of mutual consent by the employer and employee to terminate the contract provided that the employee's consent is made in writing;
- Due to medical incapacity (see [6.4 – Staff Absence and Leave Policy](#));
- Due to a government directive, redundancy, continued poor performance, gross misconduct, or other inadequacies (see [6.3 – Probation and Performance Management Review](#) and [6.6 – Staff Disciplinary Policy](#)).

At the end of every academic year, all colleagues must follow the annual Exit Clearance procedure to ensure essential submissions and returns have taken place (see Appendix D for details). Following resignation or termination, departing staff have additional requirements to follow. They must return their Alien cards, Health Insurance card and other information as required to complete the exit formalities. They must also provide their original passport to the HR Department for a short period of time for the cancellation of visas to take place. During the notice period prior to departure, an exit interview will be conducted by a member of SLT (see Appendix E for details). Employees must complete the full Exit Clearance form duly signed by the respective department heads and Headmaster before departure.

Letters of Experience for members of academic staff will be issued from the Headmaster, and by the Business Director or Human Resources Director for administrative and support staff. Departing employees should collect their experience letter two weeks prior to their departure from Mongolia. Such letters provide confirmation of dates of employment and clear police records during that time, as confirmed by the School. Detailed professional references for future employers will be provided on request from the prospective employer only.

For expatriate staff, assistance will be provided with the organization of shipment of personal belongings as required as per the contract, and transport to the airport for final departure from Mongolia.