



## EXTERNAL RECRUITMENT AGENTS POLICY

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<b>Policy</b>	<b>PM/03/PL01</b>	<b>External Recruitment Agents Policy</b>
<b>GD3 Ref:</b>	<b>Criterion 3</b>	<b>External Recruitment Agents</b>
	<b>3.1 , 3.2 , 3.3</b>	<b>Selection, Management, Monitoring and Evaluation of Agents</b>

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**PRELIMINARY**

**A1 Name of policy**

A1.1 This is the St Francis Methodist School (SFMS) External Recruitment Agents (ERA) Policy.

**A2 Adoption**

A2.1 This policy takes effect from 07 June 2019.

A2.2 This policy binds St Francis Methodist School (SFMS) and all staff involved in the school's selection, management, monitoring and evaluation of ERA.

**A3 Purpose**

A3.1 This policy

- (a) sets out the principles for effective selection, management, monitoring and evaluation of local and overseas ERA;
- (b) ensures the ERAs appointed by SFMS are competent and knowledgeable in delivering quality services to prospective students and parents and that they do not engage in any misrepresentation and unethical practices.

**A4 Applicability**

A4.1 This policy applies to all SFMS staff involved in the selection, management, monitoring and evaluation of ERA and adherence to the policy is required.

A4.2 This policy will be reviewed annually. The next review of this policy will be undertaken in December 2019.

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## SELECTION OF AGENTS

### B1 Aims

B1.1 SFMS engages ERAs and sets selection criteria to ensure only reliable and credible ERAs are engaged to recruit students for the school. This is to ensure that ERAs deliver quality services to our prospective students, and they do not engage in any misrepresentation and unethical practises. SFMS is committed to move ERAs from a purely transactional cooperation to a long-term partnership, where mutual interests and needs are met, and recognising and rewarding them accordingly.

### B2 Policy

- B2.1 SFMS uses a selection process to identify, select and appoint reliable and credible ERAs for the school. The selection criteria are:
- Known track records in recruiting students for schools/institutions in Singapore in the last 3 years
  - Number of schools/institutions in Singapore that ERA is representing
  - Agent reference check
  - Authorisation by respective government to recruit students
  - Years of incorporation
  - Number of counsellors focusing in Singapore education
  - Marketing activities (online/offline) to promote school programmes
  - Well-versed in Singapore education systems including private education systems
  - Proposed structured marketing plan
- B2.2 After evaluation by the SFMS Business Development & Marketing (BDM) team, the BDM Manager submits his/her recommendation of shortlisted ERAs to Director/Assistant Director (Corporate) for approval.
- B2.3 The SFMS Agent Application Form and SFMS New Agent Evaluation Form are used in the selection process. The SFMS Agency Agreement and SFMS Certificate of Authorization are issued to all the appointed ERAs. All appointed ERAs are bound by the Agreement with SFMS for up to a maximum duration of one (1) year. For ease of monitoring, all Agreements are valid until 31 December of that year. Any deviation from the standard Agreement needs to be justified and recommended by the Director/ Assistant Director (Corporate) to ensure it meets legal and regulatory requirements, before seeking approval from the Principal.
- B2.4 Director/Assistant Director (Corporate) is accountable for the oversight of the selection process to ensure credibility, transparency and accountability. The BDM team supports this process.
- B2.5 The SFMS internal ERA Master List is created and maintained internally by the BDM team. This list is updated by the BDM executive, checked and approved by the BDM Manager for accuracy, minimally on a quarterly basis. The Master List includes:
- Name of the ERA
  - Country of Representation (recruit students and/or perform marketing roles)
  - The start and end date of current contract
  - Agents who are no longer representing SFMS and the effective date of non-representation
  - Number of students recruited
  - Latest training conducted
  - Marketing activities organized/marketing initiatives proposed
  - Record of non-conformity
- B2.6 Items a) to d) from the Master List are extracted and published on the SFMS website, and updated minimally on a quarterly basis.
- B2.7 The ERAs selection process is reviewed by the BDM team at the end of each year as part of the school's annual review process for continual improvements.

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## MANAGEMENT OF AGENTS

### C1 Aims

C1.1 SFMS manages relationship with ERAs to ensure they engage in ethical practices and provide accurate information during student recruitment process. All SFMS appointed ERAs sign the SFMS Agency Agreement with the school. They are to strictly adhere to the terms of engagement and code of conduct as outlined in the Agreement. This ensures that they deliver quality services to our prospective students and do not engage in any misrepresentation.

### C2 Policy

- C2.1 The appointed ERAs shall be bound by the Agreement with SFMS for up to a maximum duration of one (1) year. For ease of monitoring, all Agreements are valid until 31 December of that year. Any deviation from the standard Agreement will need to be justified and recommended by the Director/ Assistant Director (Corporate) to ensure it meets legal and regulatory requirements, before seeking approval from the Principal. The SFMS Agency Agreement covers the following:
- Contract period
  - Roles and responsibilities (including conducting pre-course counselling)
  - Terms of engagement and code of conduct
  - Any fee or commission payable (if applicable) to the agent by the student
  - Non-collection of monies (other than the commission or fee payable to the ERA) from the students under any circumstance
  - Performance target
  - Actions to be taken by SFMS if ERA breaches the contract terms and conditions of termination
  - The provisions under which the laws of Singapore will apply to the contract
- C2.2 To ensure the appointed ERAs have a good understanding of the critical information in order to provide pre-course counselling for prospective students, SFMS BDM team provides comprehensive training at least once a year. The ERAs also receive continual training and timely updates minimally on a quarterly basis. They are trained and updated on critical information such as new Academic Programmes, School Policies, Agent Policies, Admission Criteria, Student Service Matters etc. SFMS provides access to accurate and most updated marketing materials and information to the ERAs through different channels of communication. When necessary, SFMS also provides support to vet and approve any promotion materials and advertisements produced by ERAs on the school's behalf.
- C2.3 The BDM team tracks the ERAs' performance and practices to ensure they continue to provide quality services to our prospective students and do not engage in any misrepresentation and unethical practices so that these students are more likely to join SFMS when they and their parents are more confident of what the school can provide.
- C2.4 To track the ERAs' performance and practices, the BDM team has created the SFMS Sales Funnel to record, check and monitor the entire student selection and admission process. ERA information is recorded in the Sales Funnel and updated on the SFMS ERA Master List to ensure the ERAs whose students are enrolled into SFMS are from SFMS appointed agents only. The Sales Funnel also helps to maintain accurate records of students recruited by each appointed ERA. The BDM team also conducts the SFMS Student Satisfaction Survey on ERA during the orientation or the first day of school, to gather feedback from students/parents/guardians on their experiences with ERAs.
- C2.5 Director/Assistant Director (Corporate) is accountable for the oversight of the ERAs management process to ensure accuracy, transparency and accountability. The BDM team supports this process.
- C2.6 The ERAs management process and practices are reviewed by the BDM team at the end of each year as part of the school's annual review process for continual improvements.

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## MONITORING AND EVALUATION OF AGENTS

### D1 Aims

- D1.1 SFMS closely monitors the school's appointed ERAs during the process of student recruitment and evaluates their performance before renewing the SFMS Agency Agreement.

### D2 Policy

- D2.1 To monitor the ERAs, SFMS ensures that they adhere to the terms and conditions of the Agreement and abide by the SFMS Code of Conduct. Depending on the severity of the violation or lapses, SFMS could terminate the Agreement immediately or issue the ERAs a warning and require them to attend compulsory training and counselling within 1 week to correct any wrong practices or misrepresentations.
- D2.2 All the Agreements with ERAs expire on 31 December of that year. In November, the Business Development and Marketing (BDM) team conducts the evaluation of the performance of the ERAs, using the SFMS Year-End Agent Evaluation Form. Information collated from SFMS ERA Master List is also used in the evaluation. The following criteria are used for the evaluation.
- Ability to meet marketing target for the year
  - Conformity to Code of Conduct, adherence to Agent Contract
  - Ability to provide accurate information about school and courses to students and parents
  - Paperwork and documents are clear and complete
  - Engagement in marketing activities for SFMS
  - Score for Students' Satisfaction Survey
  - Number of years working with SFMS
- D2.3 After evaluation by the BDM team, the BDM Manager submits his/her recommendation for the renewal of ERAs' Agreement to Director/Assistant Director (Corporate) for approval.
- D2.4 Director/Assistant Director (Corporate) is accountable for the oversight of the monitoring and evaluation process to ensure credibility, transparency and accountability. The BDM team supports this process.
- D2.5 The ERAs' monitoring, and evaluation process is reviewed by the BDM team at the end of each year as part of the school's annual review process for continual improvements.

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## OTHER MATTERS

### E1 Facilitating adherence to policy

- E1.1 This policy is communicated and made available to all SFMS BDM staff.
- E1.2 The policy will remain accessible to all SFMS BDM staff through the school shared drive or any other means as determined by SFMS.
- E1.3 It is the responsibility and the school's expectation that all SFMS BDM staff:
- familiarise themselves with the philosophy and practices as laid out in this policy;
  - participate in the implementation, review and feedback on this policy, as assigned by the school;
  - advise the school, through appropriate channels, of incidents of failure to uphold this policy.

### E2 Revision history

Section Revision	Revision Date	Content Change
All	01 June 2019	New – Aligned with GD3

### E3 Approval details

Prepared by	Hazel Cui Ying Lim Fong Him	Assistant Director (Corporate) Vice-Principal (Corporate)
Approved by	Charles Tong	Principal/CEO
Approval date	07 June 2019	