

<b>Colyton Grammar School</b> <b>RECRUITMENT AND SELECTION OF STAFF</b>
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**A. Rationale**

The policies and practices relating to staff recruitment must be directed to identifying applicants who meet the minimum defined criteria for the specified post and selecting the person who best meets these criteria and the needs of the school.

**B. Defining Criteria**

The criteria for each post must be defined by the person or group identified in Section D in relation to:

1. A job analysis which identifies the minimum requirements needed to perform the job satisfactorily (with planned support and training, if necessary). These constitute the ESSENTIAL Qualities of the post.
2. Any other qualities which might be important but non-essential. These constitute the Desirable Qualities.
3. Any considerations relating to the balance of skills and qualities within the department or team.
4. Any relevant budgetary considerations.

[3 and 4 may help to determine the target market and act as checks at short-listing and selection.]

**C. Annual Audit of Staffing**

An annual audit of staffing will be carried out by the Senior Leadership Team, and this should identify:

- Projected staffing needs as a consequence of changes in curriculum and school roll.
- TLR allowances (for Teaching Staff) or Management Allowances (for Support Staff) in relation to changing demands.
- The implications for medium-term staffing arising from either national or school based changes.
- Any priorities in relation to staff development which have implications relating to the promotion, role or deployment of any member of staff.
- Consideration of potential retirements, resignations, promotions to inform the best way to satisfy manpower requirements (i.e. recruit, retain, develop).

The Headteacher will report the key issues arising from the Annual Audit to the Staffing Committee.

#### **D. Procedures and Responsibilities**

The following table shows the person or group responsible for each stage of the recruitment process. With the exception of the formal appointment stage, the nominated person or group may involve other trustees, staff or consultants as appropriate.

<b>Stage</b>		<b>Post</b>				
		<b>Headteacher</b>	<b>Deputy Head</b>	<b>SLT</b>	<b>Teacher</b>	<b>Support Staff</b>
	Identify need, job analysis, job description and person specification	Panel appointed by Board	Headteacher	Headteacher	Headteacher	Business Manager
	Advert and post information	Panel appointed by Board	Headteacher	Headteacher	Headteacher	Business Manager
	Shortlisting	Panel appointed by Board	Headteacher to appoint panel	Headteacher to appoint panel	Headteacher, SLT and HOD	Business Manager, Team Leader
	Design of the selection process	Panel appointed by Board	Headteacher	Headteacher	Headteacher	Business Manager
	Determining the selection panel for interviews	Panel appointed by Board, plus others as determined by Panel	Headteacher – panel must include Chair or Vice Chair of Trustees and Chair of Staffing	Headteacher	Headteacher	Business Manager
	Selection decision – see guidelines	Panel appointed by Board	Selection Panel	Selection Panel	Selection Panel	Selection Panel
	Formal appointment (letter followed by contract)	Board	Headteacher	Headteacher	Headteacher	Business Manager

Further detail about each stage is available in the following sections.

## **E. Identification of Post**

The identification of the need to recruit can arise from:

- (i) the above audit;
- (ii) the need to replace or recruit a member of staff in order to deliver the projected curriculum or service requirement

The status of the post - permanent, temporary, part-time - will be determined by a balanced consideration of immediate needs, together with any foreseeable future needs.

The agreement of the Chair of the Trustees' Staffing Committee will be sought prior to any post being advertised.

## **F. Establishing the Criteria for the Post**

Any resource needs to be evaluated to ensure that it is fit for the purpose and offers value for money. There is little point in having a piece of equipment which is expensive and performs beyond the capacity required. Although more difficult to assess, the same principles should apply to recruitment. There is no requirement, for example, that an applicant for a standard National Scale post should have the experience or qualities that one would require of a Curriculum Team Leader. Indeed, recruitment at the wrong level may simply be a recipe for staff frustration.

The establishment of criteria must therefore be rooted in analysis of the post and department/team, as well as whole school considerations.

Once established, the criteria must steer the selection of the candidates rather than the attributes of the candidates overriding the criteria.

An analysis of the job within the context of the team or department and school should lead to a statement about the minimum requirements for the post.

These will include "essential" factors:

1. *Qualifications* determined by the range of work involved.  
(for teaching staff, in exceptional circumstances, consideration may be given to employing without Qualified Teacher Status (QTS). Examples might include a modern foreign language teacher from abroad or an appropriately qualified sports coach)
2. *Experience* determined by the requirements of the post.
3. *Ability* determined by reference to the major tasks of the post e.g. teaching skills and styles, consonant with the department's and the school's policies, specific skills required for an individual post.
4. *Potential* what abilities should the person have in order to be developed?
5. *Personality* what characteristics are required for successful performance?

"Desirable" factors should also be included e.g.

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|-------------|--|
| <i>Cost</i> | by reference to market forces, demands of the post, overall staffing budget, the curriculum development needs of the department. |
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## **G. Advertising and Information Relating to the Post**

### **1. Advertising**

#### **(a) Full-time Teaching Posts**

Should be placed on TES Hirewire in the Times Educational Supplement and, when appropriate, advertised in the TES printed edition, local newspapers and online services

#### **(b) Support Staff Posts and Part-time Posts**

Should be placed on TES Hirewire and, when appropriate, advertised in local newspapers, and online services where appropriate.

The Headteacher (for Teaching Staff) or Business Manager (for Support Staff) will prepare advertisements.

### **2. School Website**

In addition the school website will provide information about current vacancies together with application forms.

### **3. Information Relating to the Post**

Information relating to the post will include:

- Background details of the school.
- An outline of the work of the department or team.
- An outline of the requirements of the post, including a Post Description and Person Specification.
- Details of selection arrangements.
- Any other details which may aid the potential candidates' assessment of the school and the post.

## **H. Application Forms**

In addition to completing the standard application form for the post applicants may be asked to provide a covering letter or resume if it is judged this will aid the selection process.

To assist the evaluation of applications and shortlisting, applicants should be encouraged to provide relevant evidence and examples against the essential and any desirable criteria set out in the Job Description and Person Specification.

## **I. Shortlisting**

Each application, when received, will be screened by the Headteacher or Business Manager as appropriate with reference to the job analysis criteria and any relevant budget restraints.

The person identified as responsible in Section D must appoint a panel for shortlisting. The panel will identify candidates for shortlisting by assessing the evidence against the job analysis criteria. Where appropriate, an external consultant may be invited to advise on the selection. References must be sought, if possible, for all shortlisted candidates.

## **J. Selection Procedures**

The purpose of the selection procedures is to gather and test evidence. The procedures will be varied to match the nature of the post as identified by the job analysis. In general, the following should be included:

1. For all teaching posts below that of Deputy Headteacher candidates must be seen teaching.

2. A practical task may be included as appropriate for Support Staff
3. Any post of responsibility must include an assessment task relevant to the leadership demands of the post.
4. For senior posts the day may include a number of assessment tasks.
5. An opportunity to meet informally with “key” line-managers.
6. A structured panel interview with questions focused on critical aspects of the job as identified from the agreed job description and person specification.

#### **K. Interview**

The interview will involve four main activities:

<i>Observing</i>	Questioning the applicant and probing the answers.
<i>Recording</i>	Noting the candidate’s response.
<i>Classifying</i>	Matching the evidence gained from the interview against the selection criteria.
<i>Evaluating</i>	Making a decision on the basis of this evidence, e.g. evaluating the worth of the evidence.

The selection procedures may identify some candidates as failing to meet one or more of the essential requirements. Other candidates will need to be judged on the degree to which they meet the required criteria and the needs of the school.

#### **L. The Composition of the Selection Panel**

The panel must include at least one member who has completed the “Safer Recruitment” training.

The following arrangements for determining the membership of the panel must be followed as a minimum.

<b>Role</b>	<b>Panel</b>
Headteacher	Chair and/or Vice Chair of Trustees; Chair of Staffing Committee
Deputy Headteacher	Headteacher; Chair or Vice Chair of Trustees; Chair of Staffing Committee
SLT	Headteacher; Chair of Staffing Committee
Teacher	Headteacher; Head of Department
Support Staff	Business Manager; Team Leader

Optionally, any other person identified as able to make an assessment of professional competencies.

#### **M. Decision Making**

Legislation identifies the Governing Body as being responsible for appointments (i.e. employing staff) but advises that responsibility for selection (i.e. choosing) should be delegated to the Headteacher for all posts below that of Deputy Headteacher.

In general a selection panel need not be concerned unduly with such rigid demarcation, which does no more than acknowledge the Headteacher’s role as chief executive and leading professional.

Decisions must be linked to evidence set against the essential criteria for the post and the needs of the school. Line managers should be invited to the initial discussions to outline their assessment of each candidate's professional suitability.

The role of the lay members is to aid the process of investigating the suitability of each applicant, with particular reference to:

- (i) the school's culture;
- (ii) the constraints of the budget.

Discussions will focus on weighing evidence against criteria and the needs of the school to determine the best candidate for the post. Where more than one candidate satisfies the requirements for the post those candidates may be placed in a rank order and be advised that they may be offered the post if that post or a similar one becomes vacant within 6/12 months of the date of the selection board.

Where circumstances force a second choice candidate to be considered for a permanent post, that individual must still meet all the essential requirements of the post. If no candidate meets these requirements, the post should be re-advertised.

The Chair of the panel will appoint one of the panel to make the offer to the successful candidate and the terms of that offer.

#### **N. Determination of Salary**

With the exception of the Senior Leadership Team, the salary for standard posts will be determined by the Payment of Teaching Staff or Payment of Support Staff policy as appropriate. The salary for Senior Leadership Team posts will be determined by the Board, taking into account national scales, market forces, salary differentials within the Senior Leadership Team and budgetary factors.

In exceptional circumstances and on appointment to senior leadership post, or other strategically significant post as approved by the Board, an appointee may exceptionally be offered assistance with relocation up to the current HMRC threshold for payment of individual income tax (£8,000 for the tax year 2015/16), subject to agreement to repay any sum so reimbursed against valid VAT receipts at the rate of:

- 100% of the sum if the employee resigns within 12 months of taking up post □  
50% if resigning within 24 months of taking up post and
- 25% if resigning within 36 months of taking up post.

The repayment will be made by deduction from the last month's salary payment and/or by personal cheque.

An agreement to this must be made in writing as part of the offer and acceptance of the post

If the employee leaves at the request of the School or by mutual agreement the repayment may be waived on the express agreement of the Board to be reviewed on a case by case basis.

#### **O. After Selection**

- All applicants must be offered the opportunity of a verbal de-brief.
- Where a decision is held over, a written or telephone de-brief must be offered to each candidate.

- The Business Manager will ensure that all candidates receive written notification of the outcome of an interview, that all documentation and procedures are satisfactorily completed leading to completion of induction for new staff. (insert hyperlinks to induction policies here or at end of this section)

**P. Review**

The effectiveness of staff recruitment policy will be periodically reviewed. The review will consider effectiveness of recruited post holders, the cost of staffing, the balance between recruitment, retention and development, and how well the staffing composition allows the school to meet changing demands. Periodic review should utilise available benchmark data to compare the effectiveness of recruitment strategies.

**Q. Equality Impact Assessment**

It is essential that all elements of the recruitment and selection process comply with relevant equality and employment law. The following key issues have been identified:

- All posts must be reviewed prior to recruitment to ensure that nothing in the job description, person specification, advert, selection questions or other documentation discriminates in relation to protected characteristics
- Those involved in shortlisting candidates must ensure that decisions are based on the objective criteria in the Job Description and Person Specification and must avoid any reference to protected characteristics
- All those involved in the recruitment and selection process must be familiar with the Guidelines for Interviews, and in particular the guidance relating to equality issues
- Candidates are required to complete the standard online Monitoring Diversity form. Access to the information on this form is strictly limited to the staff involved in updating the Monitoring Diversity database *after* the completion of the selection process
- As indicated in the Monitoring Diversity policy, the Staffing Committee will receive an annual report on diversity issues relating to the recruitment and selection of staff and review practice in the light of any issues raised

**R. Review**

This policy will be reviewed on at least a three yearly basis.

**S. Consultation**

Trustees, senior staff and the relevant administrative staff have been consulted on this policy.

**T. Related Policies**

- Equal Opportunities Policy
- Equality Duty Policy
- Monitoring Diversity Policy
- Payment of Support Staff Policy
- Payment of Teaching Staff Policy
- Safeguarding Children: Protocol for Pre-Employment Checks

## COLYTON GRAMMAR SCHOOL

### GUIDELINES FOR INTERVIEWS

1. Following shortlisting, candidates must be contacted by telephone or email to check that they are able to attend for interview. The invitation to interview must state clearly the date and time of the interview and, where appropriate, an outline of the selection programme. A copy of the claim form for interview expenses must be made available to those requiring it, including the guidelines on claiming expenses.
2. The Interview Panel will normally consist of the following:

Role	Panel
Headteacher	Chair and/or Vice Chair of Trustees; Chair of Staffing Committee
Deputy Headteacher	Headteacher; Chair or Vice Chair of Trustees; Chair of Staffing Committee
SLT	Headteacher; Chair of Staffing Committee
Teacher	Headteacher; Head of Department
Support Staff	Business Manager; Team Leader

The Panel must include at least one member who has completed the “Safer Recruitment” training course. Attention must also be given to gender balance when selecting members of the Interview Panel

3. Members of the Interview Panel must normally have access to the applications and other supporting documents supplied at least 3 days before the date of the interviews.
4. A series of questions will be prepared by the Headteacher and/or Business Manager. The questions must be related to the job criteria and designed to differentiate between candidates and identify where they meet the requirements of the post. The same broad range of questions will be asked of every candidate. The questions must allow some flexibility for following up avenues which are opened up during the interview.
5. Questions and comments relating to gender, age and race must be avoided, even if the purpose is to help candidates feel at ease. Even a simple question about family and childcare could easily be misconstrued by an applicant.
6. A *proforma* must be used which records the questions asked with space for short notes and comments as appropriate.
7. With regard to the safeguarding question(s), the notes must record who asked the question and the responses given by the candidate.
8. All papers and notes from the applicants and members of the Interview Panel will be retained for a minimum of 6 months after the date of commencement of successful candidate. The papers must be sealed and secured with a clear “date of destruction” labelled on them.