



# Recruitment and Selection Policy

**STATUTORY POLICY**  
**Review: Annually**  
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# Recruitment and Selection Policy

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## **RECRUITMENT AND SELECTION POLICY**

### **1. Purpose**

It is the policy of this school to achieve a consistent and equitable approach to recruitment and selection which will be used by all Governors, Headteachers and school employees involved in this policy. The purpose of the policy is to set out the school's approach to ensuring it is effectively resourced with staff to meet the school's needs. Throughout the policy the safeguarding of children is given priority and recommendations from the latest DfE statutory guidance document "Keeping Children Safe in Education (KCSiE)". The policy aims to deter, identify, and support the school in rejecting people who may be unsuitable to work with children and may present a risk of abuse to children. Safer recruitment practices are considered at every stage of the recruitment process.

In addition to safer recruitment, the policy seeks to eliminate discrimination and promote equal opportunities in employment, thereby enhancing the quality and range of people employed by the school to enrich the education of students. This policy takes account of relevant legislation, case law and best practice in human resource management. This policy is consistent with, and links with other, model human resources policies provided by the Local Authority. The Local Authority has no formal statutory role in the recruitment and selection of staff in schools, excepting that of Headteachers.

The recruitment and selection policy does not stand alone, it is essential to adopt the policy in its entirety and follow the requirements set out in the advice and guidance, which provides more detail of the process as well as guidance to Governing Boards in respect of recruitment and selection matters.

### **2. Scope**

This policy applies to all appointments to be made by the Governing Board to the school's staffing complement. The process may be adapted, as described in relevant sections, where a temporary or internal appointment is undertaken.

The policy needs to be applied in conjunction with other related advice/guidance or policy documents, for example Restructuring and Redundancy Procedure, Single Central Record guidance, requirements relating to Criminal Record Checks, Employees' Subject Access Request, Safer Recruitment and the Governing Boards decisions concerning the delegated powers to committees and the Headteacher. Any updates to these policies and relevant sections of the Derbyshire/Derby City Safeguarding Children Board (DSCB) procedures will need to be reflected in this document.

### **3. Volunteers**

When recruiting volunteers the school will apply the stages of the Safer Recruitment process appropriately. This will include providing information, prior to considering the individual for the role, on any criminal records checks that may be made, the school's safeguarding policy and a role descriptor. Currently an enhanced DBS check may be

undertaken on a supervised volunteer, a Barred List check and enhanced DBS check will be necessary for a volunteer who is undertaking 'regulated activity'. This will therefore include an identity check. There should also be an interview/discussion to ascertain the person's suitability to work in a setting with children and any recommendations that can be provided from other settings. References should be sought. Induction, ongoing supervision and mentoring/guidance will be important to ensure appropriate conduct in relation to the safety and welfare of children. Volunteers will be subject to the school's Code of Conduct. (see also *DSCB procedures, chapter on Recruitment and Selection*).

#### **4. Policy Statement**

##### **Example:**

Brockley Primary School is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

This statement will be utilised on advertisements, information for candidates, person specifications and job descriptions. It is a requirement that at least one member of each interview panel should have completed safer recruitment training, which covers at least the minimum content prescribed by the DfE document above.

#### **5. Reviewing the Vacancy**

When a vacancy occurs the need for the post will be reviewed before a recruitment process is undertaken. This will establish whether the need for the duties and responsibilities of the post still exist, have increased, decreased, or changed in any way, taking into account developments that are predicted or anticipated in the foreseeable future. If a change to the nature of the post is planned, the Governing Board will follow an agreed consultation process to amend the staffing structure.

#### **6. Redeploying Existing Employees**

Existing employees at risk of redundancy or subject to redeployment, protection of earnings or buy out of hours issues must be considered for suitable vacancies which match their skills. It is recognised that retaining such employees captures their existing knowledge and experience and, where appropriate, avoids the expense, delay and potential risk of taking on a new employee.

#### **7. Workforce Planning**

The school will take an active approach workforce planning, in seeking to develop employees to potentially fill any gaps which arise, as colleagues move on or when the schools staffing needs change. Succession planning will benefit both individuals and the school by increasing skills and experience.

#### **8. Planning the Process**

Once it has been determined to recruit to a vacant post, a panel will be set up in accordance with the Governing Board's policy.

The selection panel will:

- Agree the panel member(s) responsible for scrutinising the applications, for inconsistencies and gaps, prior to short listing and references prior to interview. This member to also receive notification if any applicant has declared a criminal conviction
- Agree a timetable with panel members
- Review the job description and person specification and ensure any necessary re-evaluation of grade, salary and conditions of service is undertaken when necessary
- Draft the advertisement and covering letter or delegate this to one member
- Plan the methods of assessment to be utilised during the selection process
- Consider whether it would be appropriate to invite external advice or support from the Local Authority, or a trade union observer to attend for monitoring of equal opportunities

A selection panel will always be of at least 2 people, preferably a minimum of 3. For the recruitment of a Headteacher, Deputy or Assistant Headteacher the selection panel must consist of at least 3 Governors. Specific advice will be obtained whenever the appointment of a headteacher is undertaken.

The members of the selection panel will, wherever possible, be:

- appropriately trained, one member at least holding the ‘Safer Recruitment Training’ certificate
- available for all stages of the process
- balanced in respect of race, gender, etc

## **9. Job Description/Job Profile**

The job description will describe the purpose, scope, duties and responsibilities of the job. The existing job description will be checked for accuracy regardless of the type of job, and for support staff alongside the Job Family Role Profile(s), before a new post holder is recruited. This is to check that the duties, responsibilities and grading of the post are still correct, conform to the parameters of the role and in line with the School Staffing structure and in accordance with the Restructuring and Redundancy Policy.

For support staff, the emphasis of the Job Family is to focus on a group of similar jobs, rather than individual jobs. A Job Family considers how many levels of that type of work there are and describes the key factors that differentiate one level from the next and can be used to provide a clear structure for defining how individuals may progress and develop, as well as providing a tool to allow managers to put the right people in the right job.

Each level in a particular Job Family is differentiated by changes in accountabilities, technical knowledge and skills expected at each level. It can be used to identify and understand the work expected at each and where individual roles fit against each level. The appropriate level of responsibility for the safeguarding and welfare of children must be included in the job description for all posts, not just with direct responsibility for children.

In terms of recruitment, the job and person profile format should be used rather than the previous 'job description', other than for those posts which are not Single Status posts.

The job description will provide the basis of the selection procedure along with the person specification. The appropriate level of responsibility for the safeguarding and welfare of children must be included in the job description.

## **10. Person Specification/Person Profile**

Every post will have a person specification. It will be reviewed along with the job description and, for support staff the job family role profile, before recruitment is undertaken. The person specification may identify both essential and desirable criteria which are required to perform the duties of the post. The skills, attitudes and expertise required for the level of responsibility for the safeguarding and welfare of children must be included in the person specification. The selection panel will use the person specification at both shortlisting and interview.

The person specification should indicate how the requirements of the post will be tested and assessed during the selection process.

## **11. Job Evaluation**

Grading and designation of posts:

All teachers are required to meet the National Standards for Teachers but for specific posts of responsibility additional standards/criteria apply as follows:

- Leadership Group - National Standards of Excellence for Headteachers, school's pay policy and STPCD.
- Posts of Responsibility for Teachers - The criteria for the award of Teaching and Learning Responsibility (TLR) payments, in line with the school's pay policy and staffing structure.
- Pay Policy criteria and guidance in the STPCD for the award of allowances for Special Education Needs – for teachers in relevant circumstances.

Support Staff Roles:

Following the implementation of Single Status in schools all jobs are allocated into a job family and evaluated using the Hay Job Evaluation scheme adopted by the Local Authority (LA). Except for the few schools that have not adopted the Single Status scheme, job and person profiles are evaluated by the LA and awarded a points score in relation to common work elements, of knowledge & skills, problem solving, accountability and additional work elements. Each element is scored on a separate matrix to arrive at a grade for the post. This enables the school and authority to operate a fair and equal pay structure. Schools should seek HR advice when identifying benchmark roles or school support staff posts. (see Advice & Guidance for further information in relation to job evaluation when support staff roles are changed).

## **12. Application Form**

All applicants will be required to complete all sections of the relevant standard application form.

Most posts will also require the submission of a covering letter of application.

## **13. Advertisements**

For all posts advertised, either internally and externally, consideration will be given by the panel to where the post should be advertised, in addition to the Local Authority media. In circumstances where attracting good quality candidates from diverse backgrounds is not easy, the school will explore other ways of publicising vacancies which might appeal to potential candidates. In order to secure the best possible candidate to fill a vacant post and to provide equal opportunity to all potential applicants, posts will be advertised externally. In certain circumstances, particularly where staffing reductions are required, only an internal advert may be placed in the first instance. Also, where there is no vacancy but it has been decided to incorporate additional temporary or permanent allowances, or promoted posts in the staffing structure, an internal advertisement will be placed. Consideration will be given by the panel as to where the post should be advertised in addition to the Local Authority media. Only essential elements of the person specification will be included in the advert, not desirable criteria. The school's safer recruitment policy statement will appear in the advert. Only genuine occupational qualifications will be included. Advertisements for *Headteachers or Deputy Headteachers* will be placed in the electronic media, except where the Governors secure confirmation from the Local Authority (for Maintained Schools) that the situation is one where this may not be required.

## **14. Scrutinising and Shortlisting**

After the closing date and prior to shortlisting taking place, the delegated panel member will scrutinise all application forms.

Discrepancies, anomalies or concerns identified will be considered during shortlisting and further investigated prior to interview. If the candidate is selected for interview, they will be explored during the selection process, in accordance with Safer Recruitment. Gaps in a candidate's employment history or reasons not given for leaving previous posts will be noted for exploration at interview. Shortlisting decisions will be recorded.

At shortlisting the qualifications, experience, knowledge and skills of the candidate will be assessed against the essential and desirable criteria of the person specification. The following principles will be followed:

- All members of the panel will be involved in the shortlisting
- Shortlisting will be based only on the information contained within the application form and letter or arising from scrutiny
- The criteria will be consistently applied to all applicants. Advice from the Schools HR Advisory Service should be sought where an applicant indicates a disability



Such applicants can anticipate an invitation to interview if they meet the essential criteria. It is advisable that schools receive support to ensure the shortlisting process is robust

- Applications will be measured against the selection criteria and not other applications. Any applicants who do not meet the essential criteria should not be shortlisted
- Selection criteria may be weighted to recognise more important aspects
- Unless it is one of the criteria for the post, the application form should not be used as a test of literacy
- Where the Equality Act may apply to the applicant, further advice will be sought in applying the shortlisting criteria to ensure such applicants are invited to interview where appropriate under the legislation
- Any requirement for formal qualifications will be linked to the requirements of the post. Candidates will not be given priority, nor discriminated against, because they hold a higher qualification than specified
- The reasons for selecting or rejecting candidates for shortlisting will be recorded
- Applicants who are not shortlisted will be notified as soon as possible
- A critical re-appraisal of the original documentation will take place if a sufficient field is not secured before re-advertisement
- If an applicant declares a criminal conviction during the application process the Chair of the panel should discuss how this should be handled with the Schools HR Advisory Service

## **15. References**

References will be taken up prior to interview. Wherever possible, adequate time will be allowed between shortlisting and interview in order for references to be scrutinised. If, in exceptional circumstances, references are taken up after the offer of an appointment has been made, the selection panel will ensure that the references are obtained, scrutinised and any concerns resolved before the appointment is confirmed.

Applicants will be asked to provide the details of two referees. One referee will be the applicant's current or most recent employer. If the applicant is working in a school then the reference must be sourced from the Headteacher and signed. If the applicant is not currently working with children but has done so in the past, details will also be requested of that employer. References will be requested from work based addresses. If references are emailed, to meet a tight timescale, then secure transfer of data must be ensured and the source verified. A follow up hard copy, which is signed, will also be required. No open references or testimonials will be accepted, nor references from relatives or people solely in the capacity as friends.

Referees will be supplied with a copy of the job description and person specification (for support staff roles, job and person profile) and will be asked:

- about their relationship with the candidate (eg. how long they have known the candidate and in what capacity)
- whether the referee is satisfied that the person has the ability and is suitable to undertake the post
- how the candidate has demonstrated that they can meet the requirements of the person specification



- whether the referee is completely satisfied that the candidate is suitable to work with children and, if not, details will be requested of their concerns
- for teachers, the referee will be asked to state whether the candidate has been subject to Formal Capability (professional competence) procedures, within the last 2 years, and to provide details where this is the case

In addition, the applicant's current and/or previous employers will be asked the questions recommended in the guidance on Safer Recruitment from the DfE, in Keeping Children Safe in Education. (See Appendix 2– Advice & Guidance for sample reference questionnaire.)

The referee will be informed that they have a responsibility to ensure the accuracy of the reference and that it does not to the best of their knowledge, contain any mis-statements or omissions, relating to the requirements of the person specification/job description and/or reference questions. They will also be informed that the content of the reference may be discussed with the applicant. (See Appendix 4 - Advice and Guidance for advice on employees' records & references). It should be noted that outgoing references, and those for internal transfers, will be open to inspection on request by the employee.

The nominated panel member will scrutinise the references before interview and seek clarification where necessary. The referee(s) will be asked to confirm any additional information in writing or the panel member should record the information and send to the referee for their confirmation. If this is not forthcoming, the panel member should sign and date the record along with any other panel member or colleague who witnessed the call.

Any issues arising from the references, or inconsistencies between the information contained in the application and in the references, will be taken up with the applicant during the interview.

Information concerning absence, of the candidate **who has received a conditional offer** only, will be requested from the current (most recent) employer after the interview process. In order to fulfil the school's responsibility to determine whether successful candidates have the physical and mental capacity for the role, where there are grounds for concern, a referral to Occupational Health, in addition to the medical questionnaire completed by all prospective employees, should be arranged. Where the information requires discussion with the candidate, this will be arranged before employment is confirmed. The School may take HR advice on the provisions of the Equality Act 2010. Where such a discussion is held with the provisionally selected candidate who has declared a disability, this will include identification of any reasonable adjustments that may be relevant.

Information provided about past disciplinary action or allegations, which would only relate to harm to the safety and welfare of children, will be considered in the circumstances of each individual case and will not automatically rule out an applicant before the selection procedure. The selection criteria, based on the person specification and job description must be applied to all candidates equally and fairly. Allegations that were not proven or found malicious will not be included in references.

For the issue of an individual's access to view their reference please see Appendix 4 - Advice and Guidance.

## **16. Selection Process**

Candidates shortlisted for interview will, wherever possible, be given at least 7 days written notice of the procedure. Candidates will be informed what selection procedures will be included in the recruitment process and approximately how long it will take. Candidates will be asked to bring all relevant documentation to verify qualifications and form of identity to the selection procedure. They will also be asked to bring, in a sealed envelope, a list of any convictions, spent or otherwise, they may hold and any sanctions imposed by a regulatory body. Arrangements will be made to copy the documentation of the successful candidate for retention on file.

Candidates should be asked if they have any specific requirements that need to be taken into account. Where necessary, advice will be sought in relation to making adjustments under the Equality Act 2010.

The selection process for people employed to work with children should always include a face-to-face interview, even if there is only one candidate. The interview will assess the candidate against the job requirements and explore their suitability to work with children. The content of the questions will be planned by the panel beforehand and will reflect the guidance on Safer Recruitment from the latest DfE in Keeping Children Safe in Education and in safer recruitment training.

If, for whatever reason, references were not available before the interview, the candidate will be asked if there is anything they wish to declare or discuss as a response to the questions that will have been put to the referees. They will be informed that the appointment will not be confirmed until responses to the range of checks and references have been received. The panel may then need to reconvene to discuss any issues arising from the references with the preferred candidate.

Candidates will be asked if they would require any adjustments to carry out the role. Where an intrinsic part of the job requires a significant amount of manual handling, for instance, it is legitimate for the panel to ask about the candidates' experience and skills in relation to fulfilling this aspect of the roll.

## **17. Offer of Appointment**

The successful candidate will be verbally informed of the intention to offer them the post. It will be made clear that this does not constitute a formal offer of appointment and that a number of checks are required before such an offer can be made. Any written communication will also make this clear. Information on health and attendance will now be requested from the current employer of the candidate who has received a conditional offer of employment. Arrangements will be made to discuss this information prior to confirming the employment where relevant.

Detailed information on the range of checks required, including for internal appointments, is available in the LA advice on the Single Central Record and

Disclosure & Barring checks. The 'Disqualification' check, for relevant employees only, is carried out by the school.

When an offer of employment is made it should be made clear to the successful candidate that the offer of employment is conditional upon receipt of a satisfactory employment clearance, this will include an enhanced DBS disclosure. The disclosure will contain details of all spent and unspent criminal convictions as this post is exempt under the Rehabilitation of Offenders Act 1974. At this point the candidate should be given the opportunity to disclose any relevant information that they wish to discuss prior to the receipt of the enhanced DBS.

As already outlined above, successful candidates will be required to complete a medical questionnaire, which may be followed by an appointment with Occupational Health, where this is appropriate in order to ascertain their fitness for the role and any reasonable adjustments that may be necessary. Arrangements will be made to discuss this information prior to confirming the employment, where relevant. In particular, the school will explore with a candidate for a teaching post any information that calls into question their potential fitness and capability for the role. Where this information raises any concerns about the candidates' suitability, the school/academy will contact their HR service for advice.

In the event that the candidate does not take up the appointment any decision to offer the appointment to a second choice candidate will be taken by the whole panel. Unsuccessful candidates will be advised as soon as possible after the interview. Feedback will be offered after the recruitment process to all applicants. All documentation relating to the selection process will be retained for 12 months.

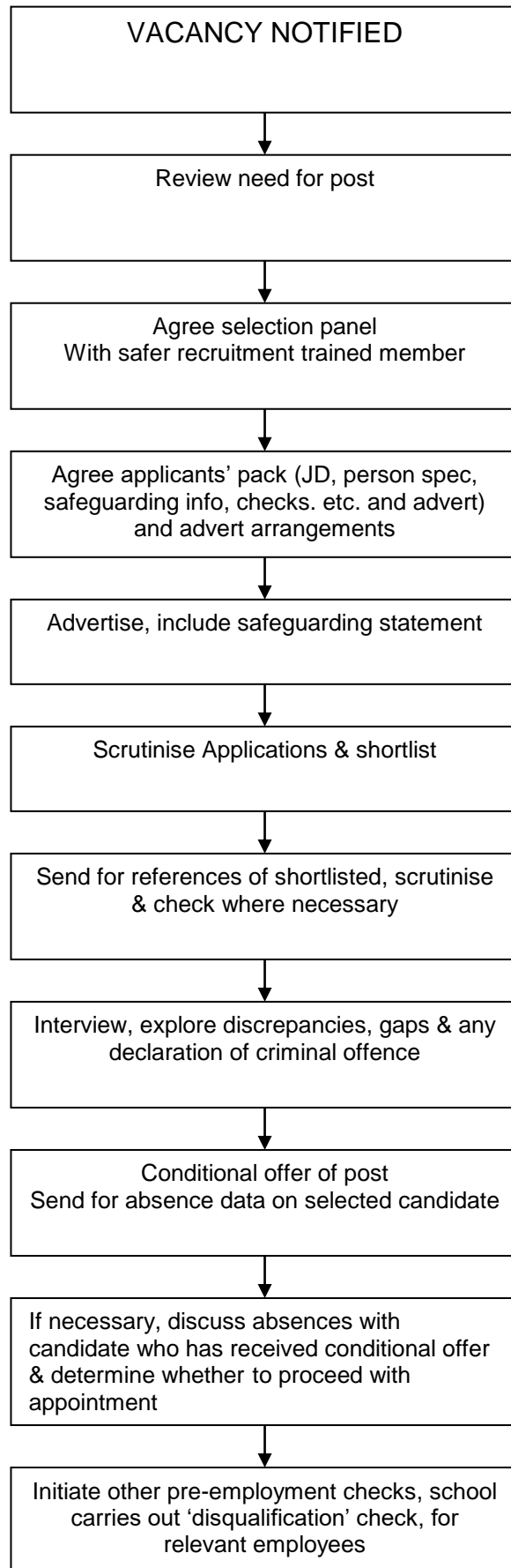
Whenever possible, the panel will review the process and communicate any learning points to the wider group of those undertaking recruitment for the school.

## **18. Monitoring and Evaluation**

This policy will be monitored through:

- Feedback from applicants
- Staff turnover – reasons for leaving
- Feedback from selection panels
- Reflection from Headteacher on effectiveness of appointments
- When the school/academy has access to the equalities monitoring data, the Governing Body will compare with the LA's data to consider whether the school/academy should address any areas of potential discrimination identified. From time to time the Local Authority may conduct an analysis of equalities monitoring information. The school will co-operate with any such initiative and take on board any conclusions. (How frequently the recruitment monitoring information is collated, compared to benchmarking data and analysed will depend on the size of the school and staff turnover.)

This policy will be reviewed every annually or when changes in legislation, best practice indicate/dictate.



Date	Details of Changes	Name	Approval Date	New Version No	Website
26.07.2021	<p>Policy cover sheet and amendment log added</p> <p>Section 4 – School name added</p> <p>Section 8 – wording removed from first paragraph: (Insert here your own decision, following Governing Board consideration of School Staffing Regulations, updated 2009).</p> <p>Section 12 – wording removed from first paragraph: (Insert here whether CVs will also be accepted for some posts, they must not be accepted instead of application forms).</p> <p>Section 13 – wording removed: Academies may choose Option a) or b) –</p> <p>a) The Academy will place advertisements for the post of (Headteacher, Principal, Deputy Headteacher or Deputy Principal - delete as appropriate) in the electronic media circulated throughout England and Wales, except where the Governing Board secures advice from their HR/Legal provider that the situation is one where this may not be required.</p> <p>b) The Academy will determine on a case by case basis whether advertisements for the posts of Headteacher/Principal, Deputy Headteacher/Deputy Principal should be placed in the electronic media circulated throughout England and Wales.</p> <p>Section 18 – Word in final paragraph changed from 'every' to 'annually'</p>	<p>ES</p> <p>JS</p> <p>JS</p> <p>JS</p> <p>JS</p> <p>JS</p>	26.7.21	Two	
8.8.21	Full stop at the end of sentences checked throughout policy document	KSD	8.8.21	Three	Yes