

<b>Category</b>	Human Resources		
<b>Document Name</b>	Recruitment Policy		
<b>Accountable Body</b>	RADIUS Trust		
<b>Reference</b>	HR.P1	<b>Date Ratified</b>	22 May 2014
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### Related Documents

Document	Reference
Pre-Employment Checking Procedures	HR.P1.T1
Single Central Record	HR.P1.T2
Policy Statement on Recruitment of Ex-offenders	HR.P1.T3
DBS Procedures	HR.P1.T4

### Reference Material

Guidance
Keeping Children Safe in Education April 2014

### Related Policies

Name	Reference
Probationary Period Policy	HR.P4

### Policy Statement

This policy applies to the recruitment of all employees across RADIUS Trust. It also applies to the recruitment and appointment of supply staff, contractors and volunteers.

The Trust requires:

1. Trustees, managers and employees engaged in recruitment to fully comply with all statutes and regulations relating employment statutory guidance and employment legislation.
2. Each School / Charity Office to ensure that recruited staff have the right skills, knowledge and competencies to meet the requirements of the role.
3. Each School / Charity Office to be committed to safeguarding and promoting the welfare of children and young people and ensure the recruitment procedure reflects the need to appoint the right staff who will share this commitment in line with statutory guidance on Safeguarding Children and Safer Recruitment in Education.



## **Policy Principles**

4. The following principles shall be adhered to:
  - a. Recruit people who have the skills, knowledge and qualifications necessary to be successful in the job.
  - b. Follow objective selection processes to avoid bias at all stages.
  - c. Avoid discriminatory language or actions.
  - d. Strictly adhere to “Safer Recruitment Procedures” dictated by OFSTED, statutory guidance (Keeping Children Safe in Education) and the Disclosure and Barring Service to ensure the protection of children and young people.
  - e. In line with the statutory guidance on safeguarding children, at least one person on the selection panel recruiting for a member of staff will have completed safer recruitment training.
5. All staff involved in the recruitment process have a responsibility to ensure they are familiar with this policy and the related procedures before they undertake a recruitment campaign. The line manager has the responsibility for educating and training relevant managers in the recruitment and selection process.
6. If a thorough recruitment process is followed and a suitable applicant cannot be selected, the School / Charity Office will not appoint but will re-advertise the post or consider another way of covering the duties required.
7. Selecting staff is an important process which requires thorough and careful planning and judgement; in the case of the recruitment of senior posts, the Trust may engage expert support.
8. Selection is a two way process and each School / Charity Office will remember that candidates are judging and selecting the School / Charity Office just as the panel are selecting the applicants.

## **Procedures**

### **Identifying the vacancy**

9. When a vacancy arises due to a person leaving their post or a reorganisation of the structure, each School / Charity Office will consider the need to fill the post and if so, the job description and person specification will be reviewed to ensure that they reflect the work required.
10. A resignation presents each School / Charity Office with a good opportunity to review strengths and weaknesses in the particular area and to identify needs. This may result in a new job opportunity or a revision to an existing role.
11. Each School / Charity Office will usually invite internal interest in the vacancy first unless there is a local decision to do otherwise. Such an agreement may be needed if the staff group does not reflect the mix of the local community in terms of race, disability or sex and the School / Charity Office decide to invite external candidates at the first stage to even up the balance within the staff population. If the post requires expertise or qualifications that are not available within the School / Charity Office staff then the post will be advertised internally and externally simultaneously.
12. Where a promotional opportunity becomes available either through creation of a new post or an employee leaving, the post will usually be advertised internally and a formal selection process applied.
13. The salary for a new post will be agreed in line with the School / Charity Office budget, pay policy and structure. If the job has changed over time or needs to be different, a new job description and person specification may need to be drawn up. In this case a grading review may be necessary.

### **Transfer from temporary to permanent**

14. Where a post-holder is transferring from a temporary to a permanent contract whilst retaining the same duties e.g. maternity cover to permanent post, the candidate will normally be invited to an interview with relevant SMT of the school or senior manager of the Charity Office and follow normal recruitment procedures.
15. In circumstances where a comprehensive interview was carried out for the fixed term post and they are the only applicant, then HR may deem it appropriate to confirm the appointment without further interview.

### **Job Enrichment – increased responsibilities**

16. Where a member of staff is asked to take on extra responsibilities and duties and they are deemed capable of carrying them out (either as part of performance management or to fulfil an operational need), their role is unique, and advertising the newly enhanced role would mean they would be displaced, there is no obligation to advertise. This is part of career development and succession management policy, to provide job enrichment and employee development for staff.

### **Timescales**

17. The period between becoming aware of the need to seek a new appointment and for the successful candidate to take up duty can vary enormously.
18. A serving teacher wishing to leave their post at the end of December or March will need to give 2 months notice of resignation; to leave at the end of the summer term they must give 3 months notice as follows:  

By 31 May	to start in the Autumn Term
By 31 October	to start in the Spring Term
By 28 February	to start in the Summer Term
19. Headteachers/Principals are required to give longer notice - 3 months to finish at the end of December or March and 4 months to finish at the end of August.
20. Associate staff who are not appointed on teacher's terms and conditions generally are required to give one calendar months notice of resignation (excluding school holidays) or whatever notice is specified in the contract of employment.
21. Where timescales are tight, sometimes too tight to achieve a seamless handover from the outgoing incumbent, it may be necessary to make a temporary or acting appointment for a short period of time.

### **Roles and Responsibilities**

22. The Recruitment Process (see Appendix B) details the steps in the recruitment process along with the responsibility for completion.
23. The Trustees decide who will have the authority to make appointments to teaching and associate staff posts. Appendix A shows the Selection Panel composition for different posts.
24. Governors/Trustees or staff who may be able to benefit from a recruitment decision either directly or indirectly, will not be involved in the recruitment panel and will withdraw from any meetings where the appointment is discussed. People will be regarded as having a direct interest if they or their relatives

(including spouses) or those living with them, are applicants or employees at the School / Charity Office and could be a candidate for any vacant post resulting from a decision to advertise and fill it.

25. A timetable will need to be drawn up based on appointing the best person for the post and working on the assumption that this may require the maximum timescale. The approach may well be different to suit individual circumstances. Realistic timescales will be allowed and deadlines strictly adhered to. The following stages will be accommodated in the time plan:

- Review and finalisation of the job description and person specification (Job Profile) and consider any changes to the grade;
- Delegation of the recruitment decisions to a panel or person;
- Drafting of the advert and application pack;
- Copy deadline for paper publications -advert to be with them by this date;
- Date the advert will appear on the web – School / Charity Office or TES or other publication websites. The pack will be posted on the School / Charity Office website on the same date;
- Date the advert will appear in the publication paper;
- Closing date;
- Short listing date;
- Letters out to shortlisted candidates;
- Visits prior to interview/selection (optional but recommended);
- Interview date;
- Decisions made and candidates informed;
- Date when unsuccessful candidates can assume they are unsuccessful (or preferably will receive letter/e-mail to confirm this).

#### **Costs**

26. The costs involved in the recruitment process, and their effect on the budget, will be considered and will form part of the School / Charity Office budget. These will include:

- Advertising costs;
- Candidates' travel and subsistence expenses;
- Relocation assistance [if appropriate];
- Costs associated with selection day, e.g. supply staff to cover interviewers, catering etc;
- Supply cover if staff involved are classroom based and need to be released from teaching or classroom duties;
- Agency recruitment fees.

#### **Preparing the Job Profile (the Job Description and the Person Specification)**

27. All posts will have a written job description and person specification to underpin the appointment process.

28. The job description will describe:

- The job purpose;
- The main accountabilities;
- Management relationships – line management above and below the post;
- A statement explaining that the job description is not all encompassing, and that additional duties may be allocated of a similar nature and level to the post.
- Responsibilities in relation to safeguarding children/young people.

In addition it may include:

- Decision making;
  - The level of responsibility.
29. The job profile will not contravene equal opportunities legislation and will be clear and easy to understand. A new job profile for associate staff may be graded using an appropriate job evaluation method.
30. The person specification will be based on the requirements of the job description and will list the qualifications, experience and qualities for the post. It will not be too long and each of its requirements will link to the items in the job description.
31. Each requirement will be clear and specific enough for the selection panel to be able to assess whether a candidate meets it. The specification will distinguish between essential requirements and those that are desirable.
32. Where appropriate a risk assessment will be conducted for the job to highlight the potential health risks associated with the post. This information may be provided as an addendum to the job description or will be added to the person specification. Wording will be carefully considered to focus on the positive and not the negative - i.e. say 'the post requires strong muscular skeletal capacity for lifting and heavy manual work' rather than 'no history of back problems'.
33. Candidates will be asked to assess whether the post is suitable for them in the light of the potential health risks and any previous health problems that they have experienced. The requirements must be intrinsic to the job so as not to contravene The Equality Act 2010.

#### **Determining the Selection Process**

34. The aim of selection is to get the best possible match between School / Charity Office needs and the candidates being interviewed.
35. The selection process will be structured in such a way as to ensure that candidates are given proper opportunity to demonstrate their strengths and expertise. There will be consistency in the way the interviews are managed and no bias will be afforded to any candidate.
36. Selection tools will differ depending on the level and type of job under consideration but may include:
- The application form;
  - A supporting letter/statement;
  - Mini panel interviews on specific topics;
  - Main panel interview – which may be competency based or traditional;
  - Exercises to demonstrate competence in certain skills for the post – keyboard skills, numeracy/statistical skills, teaching skills, report writing, data analysis, presentation skills;
  - Demonstration lessons for teachers and/or a panel interview with students may be particularly useful;
  - Psychometric tests;
  - Pupil Involvement.
37. A checklist should be used for making arrangements for the selection day.
38. The School / Charity Office management will decide whether visits ahead of the selection process are appropriate. It is advisable for potential candidates to familiarise themselves with the School / Charity Office and area before deciding whether or not to apply.

39. Selection tools used will be relevant to the job being recruited, and will be validated and constantly reviewed to ensure their fairness and reliability.
40. Where psychometric tests are used, individuals used to administer the tests will be trained to at least the level of competence recommended by the British Psychological Society. When used for recruitment purposes, the following principles will apply:
- Tests will only be used where they measure factors that are directly relevant to the criteria contained in the job description and person specification;
  - Care will be taken to ensure equality of opportunity among all candidates required to take the test;
  - The results of single tests will not be used as the sole basis of decision-making for the suitability of a candidate for the role.
41. Pupils may be involved in the selection process in the form of an interview, group discussion and informal visits by candidates. Pupils should be briefed prior to the interview process on how to conduct themselves, equal opportunities, confidentiality, and types of questions they may ask. A member of staff will accompany pupils at all times and will be required to report to the selection panel the feedback from the exercise in the form of an objective assessment report.

#### **Job Advertisement**

42. A full range of external advertising options will be considered and the most appropriate one for the job being advertised will be selected. The following options will be considered:
- Newspapers and specialist publications;
  - Websites;
  - Job Centres;
  - Recruitment agencies;
  - Head hunters.
43. Once the School / Charity Office has obtained a quote from one of the above options and ensured that budget is available, the advert will be placed. The charity number should be provided to the advertising agency as this exempts the Trust from VAT on recruitment advertisements.
44. The advertisement will briefly convey the opportunities and challenges of the job, the salary and the main qualities and experience sought in the successful applicant. The closing [and interview] date will be included.
45. The bulk of supporting information provided to potential candidates will be included in the applicants pack and on the School / Charity Office website.
46. A prompt response to enquiries will be given.
47. Most teaching posts will be advertised in the Times Educational Supplement, E-Teach and/or a local newspaper.
48. The Trust will monitor the success rate of various publications and advertising media.
49. Where possible the application/ information pack will be available for download.
50. School websites will include an up to date school prospectus, latest Ofsted or inspection report, Ofsted action plan, annual report to parents and any other relevant documents.

51. The application pack will usually include:

- Covering letter from the Chair of Governors/Headteacher/Principal or senior manager thanking applicants for their interest;
- The Job Profile;
- The Trust brochure;
- Outline details of the salary on offer and conditions of service which will apply;
- Application form and details of how to return it including the equal opportunities monitoring form;
- Details of the application procedure with timescales, including closing date, short listing and interview dates.

### **Administration of the Recruitment Process**

52. Responsibility will be allocated to someone for keeping a record of all enquiries, arranging School / Charity Office visits and providing consistent advice about the recruitment process. The line manager will normally be nominated to speak to candidates who wish to know more about the role to help their decision to apply; such calls will be returned promptly to give a good impression of the School / Charity Office.

53. Completed applications will be kept in an applications file.

54. The equal opportunity form will be removed from completed applications and the data collected logged. This information will not be available to the selection panel to ensure that it doesn't influence their decision.

55. One full set of all application forms will be kept on file for at least 6 months, split into 'interviewed' and 'not interviewed'. For applicants who are interviewed a full set of all the notes will be gathered from each panel member and kept together with the forms, the final scores and the rationale for the decision.

56. Letters/e-mails will be sent out to unsuccessful candidates.

### **Short listing**

57. The short listing pack will be prepared for the panel (one per person). They will receive:

- A copy of the application forms (if originals are used, they should not be marked up);
- The job description and person specification;
- The short listing/selection grid;
- The advertisement;
- The application pack - so they can see what information the candidates had.

58. The key principles of short listing are:

- Short listing will be based on fair and lawful selection criteria and not discriminate against certain groups unless it is positive discrimination that is allowed for in law;
- Selection criteria will be based on the agreed person specification;
- The basis of all decisions will be agreed and recorded by the panel;
- The short listing panel will usually be the same as the selection panel;

- The selection panel will decide which applicants are to be called to the interview by matching each applicant against the essential requirements of the person specification. Where there is an excellent field of applicants, the desirable requirements may also be used to shortlist down further;
- To ensure fairness, late applications will be considered only in exceptional circumstances;
- For senior appointments, where there is an excellent field, the candidate may be invited to a long list of candidates on the first recruitment day and then short list to 5 or 6 for the panel interview on the second day. This allows for the possibility of an applicant dropping out and still leaving a good field to select from.

59. All documentary evidence of the short listing process will be kept safely for at least six months as it could be required in the event of the process being challenged.

### **Preparing for the interviews / selection day**

60. Rooms will be booked, refreshments planned in line with the process on the day, paperwork prepared - selection grid for each panel member (if different from the short listing grid).
61. A selection panel of between two and five people will be appointed with a remit to:
- Shortlist candidates for interview against the person specification (making notes of the reasons for rejection);
  - Plan and prepare the selection process;
  - Interview shortlisted candidates;
  - Recommend one [or none if necessary] of the interviewed candidates for appointment if this is considered appropriate by the full Governing Body / Senior Manager / Trust Board;
62. The composition of the selection panel for different is detailed in Appendix A.
63. All candidates required to take the tests will be given advance notice that they will be required to take the test and will be given the opportunity to receive feedback on their test results.
64. Panel members will try to focus on the information given on the application form to be as fair as possible to all candidates and to the School / Charity Office.
65. If an internal candidate is matched against the selection grid and not considered suitable they will not usually be interviewed (e.g. for the experience). It must be explained to them why they have not been selected and discuss their career aspirations for the future.
66. Candidates from overseas will be required to have the appropriate work visas or sponsor licence.
67. Having decided upon the shortlist, the successful candidates will be advised in writing at the earliest opportunity, ideally at least 7 days ahead of the selection day, and provided with:
- A map and directions of how to reach the School / Charity Office interview venue;
  - A programme/timetable for the selection;
  - Details of any preparatory work or items needed to be brought along on the day;
  - Advice about, and help with local overnight accommodation;
  - Candidates with a disability will be asked to advise the school if they need any special assistance for their interview.
68. Candidates will be asked to bring some of the items for pre-employment checks along to interview.
- Photo ID – for proof of their identity;



- Proof of qualifications – originals;
  - Their DBS check if they have current continuous service within a local authority for 3 years or are signed up to the Update Service;
  - Proof of eligibility to work in the UK. The required proofs are listed on the UK border agency web site;
  - These proofs must be the originals and copies will be signed ‘original seen’. There will be someone available to check and copy these to ensure that the statutory guidelines have been followed and the evidence recorded for the successful candidate. All candidates will be asked to present the evidence to avoid potential discrimination.
69. Candidates will be advised if they are unsuccessful and they are more likely to feel that they have had a positive experience of interacting with the School / Charity Office if a letter / e-mail goes to those not shortlisted, once the interviews have been arranged.
70. Candidates who have been unsuccessful at interview will be informed that a decision has been made, if necessary by telephone and no later 3 working days after the interview. A full explanation should be given if requested and feedback provided.
71. An internal candidate who is either not shortlisted or is unsuccessful on selection day will receive a full explanation, ideally in person, from the Headteacher/Principal, senior manager or Chair of the selection panel.

#### **Equal Opportunities during the selection process**

72. All questions asked during interview will be related only to qualities required for the discharge of the duties of the job. The equal opportunities monitoring form will be removed from the application form before the forms are passed to the selection panel and the information collected will not influence their appointment decision.
73. The substance of the questions asked will not vary, thus if the requirement to do some evening work is intrinsic to the job then all candidates [men and women] will be asked about their ability to undertake these duties.
74. All candidates will be asked about their understanding of safeguarding.
75. Some disabled applicants may have needed an adapted interview process and an honest discussion about their need for adaptations to be able to complete the job will be had. They are likely to have thought this through themselves before applying for the post. The panel will ask about the help/changes to the job that the applicant might need and they will consider the person in the light of the adaptations rather than seeing the difficulties this may pose.
76. Positive discrimination is sometimes appropriate and allowed for in law where certain groups are underrepresented in the workforce. As an example, faith schools who have a particular religious ethos can look to employ teachers that share the same faith and who are competent to teach religious education within the tenets of the faith. Where women already made up 70 per cent of the teaching workforce for an entry level primary teaching post positively recruiting a man would be justified.

#### **Scoring**

77. A decision should not be made whilst the interview is in progress. At the end of each interview, time should be allowed for each interviewer to make notes and if appropriate to score the candidate taking

account of the information gained during the interview. Once all the interviews have been completed, the panel should discuss their scores or the ranking and make a final decision.

78. All interviewers will score the candidates against the criteria on the person specification.

### **Reaching a Decision**

79. At the conclusion of the selection process the panel will discuss the candidates and agree ratings and rank order in order to support their decision-making and agreeing the preferred candidate.

80. After the panel has reached its decision the panel will read the references received in respect of the selected candidates before making its formal recommendation for appointment. Any concerns raised by references must be discussed and recorded and these must be kept in the candidate's application pack following the interview.

81. The panel should try to reach a decision acceptable to all its members. The Chair should ensure that all members express and explain their views freely and no member dominates the discussion. The Chair should also ensure that members' judgements are based on evidence and not assumption. Discussion should focus on the selection grid and the person specification.

82. In order to be fair and to ensure the recruitment of the best candidate the selection panel should base its final decision solely on the evidence gathered, the criteria defined in the person specification and the needs of the job.

83. Candidates should be rejected on the grounds that in comparison to other candidates they do not meet the person specification as effectively as others. Consideration should be given to a candidate's potential as well as current strengths. If the panel is basing its assessment on the behavioural competencies of the applicants then specific competency based questions should be designed to test out how the candidates dealt with various situations; their answers should be rooted in fact, and not 'what if' scenarios.

84. Where there are concerns about any part of the application or selection, concerns should be discussed with the Headteacher/Principal or senior manager and if necessary with HR, the CEO and the Chair of Governors. Specifically, no offer should be made to candidates who have been dismissed from a previous post or with a DBS disclosure without reference to HR, the CEO and the Chair of Governors.

### **Post Interview Best Practice**

85. It is important to record the basis of the recruitment decision, as this record would form the basis of legal action in the event of a claim for discrimination. These records should be kept for a minimum of 6 months.

86. The Chair of the panel will confirm its recommendation with the CEO and provide the HR Manager with the original application forms, reference, selection criteria forms and certified copies of certificates and the ID check.

87. The Personnel Committee will be updated on all new recruits at the following Personnel and Pay Committee meeting.

88. The School / Charity Office will retain copies of the successful candidate's application, references and interview records for the confidential staff file.

89. The panel chair should ensure that all confidential paperwork is collected up and notes retained in a secure place.

### **Selection Process Feedback**

90. The panel should record any comments from candidates on the selection procedures, in particular suggestions for improving it next time round.
91. The successful candidate may be the most forthcoming in providing effective feedback and should be asked to complete an evaluation shortly after the process has been completed.

### **Advising the Successful Candidate**

92. Where the selection panel is able to reach a consensus, the line manager will make a conditional offer of appointment subject to:
  - Receipt of at least two satisfactory references, if not already held;
  - Confirmation of identity by receipt and checking of passport or driving license with photo ID;
  - Verification of qualifications;
  - Receipt of a satisfactory enhanced Disclosure and Barring Service with barred list check;
  - Satisfactory medical check and previous attendance record.
  - Confirmation that the applicant is not disqualified from working with children.
93. The verbal offer of a job, and its acceptance, constitute a binding contract of employment.

### **Making the Formal Offer**

94. Once the line manager has informed HR of the successful candidate and passed on their recommended start date, salary information, hours of work and required documents, the HR team will write to the successful applicant confirming the conditional employment offer.
95. The successful candidate will be asked to confirm acceptance of the post at the salary offered.

### **Confirmation of Offer and Start Date**

96. Once all the checks are complete a confirmation of offer and start date will be sent and payroll informed.
97. The Trust will issue a written contract of employment terms and ensure the completion of the necessary pre-employment checks listed above.
98. Legally the employee is entitled to receive a statement of the terms of the employment no later than two months in the post. However, in a competitive job market, candidates may well take their skills elsewhere if they do not receive an offer in writing stating the basic terms within a week or so of appointment. This gives them the confidence to resign from their existing post and plan their move to the new post.

### **Health Questionnaires and Medical Examinations**

99. A medical examination or completion of a health questionnaire is not part of the selection process unless the requirement to be physically fit is clearly stated in the job description. Where this is a prerequisite for the role, the offer of employment may be subject to the applicant undertaking a medical examination. The purpose of the examination will be explained to the applicant, and will depend on the requirements of the role. The School / Charity Office will pay for the expenses for any medical examination.

100. All successful candidates will be asked to complete a Medical Declaration prior to starting work and where a medical condition is declared, they will be asked to complete a Confidential Health Questionnaire which will be returned in a confidential envelope and will be reviewed by Occupational Health who will inform HR of any health issues and / or necessary adjustments.

### **Using Recruitment Agencies**

101. To ensure standards of best practice this process will be followed when using recruitment agencies. The line manager must ensure that they:
- Select an agency which is one of the Trust's preferred suppliers and meets all safeguarding requirements;
  - Provide a clear brief to the agency including a job profile for the role;
  - Obtain a copy of their terms and conditions and service level agreement, to include their safer recruitment procedures;
  - Ensure a cost is agreed with the agency and is within the recruitment budget;
  - Provide the Agency with the application pack to be given to all applicants put forward to the School / Charity Office. The application pack should include the contractor application form, job profile and any information about the School / Charity Office;
  - Agree the selection tools to be used and the criteria against which applicants will be selected from the initial approaches, to the short-list stage. These must be consistent with the Trust's recruitment policy;
  - Applicants shortlisted by the Agency and put forward to the School / Charity Office must have completed the application form;
  - Where the position is supply, a senior member of management must interview the shortlisted applicants and the school office must complete the required ID checks;
  - The completed application pack and interview report should be sent to HR with the recommendation for appointment on a supply basis;
  - Where the position is a permanent, temporary or fixed term employee post, the full recruitment processes outlined above must be followed.

### **Disclosure and Barring Service Checks (DBS)**

102. The Trust complies fully with the DBS code of practice and undertakes to treat all applicants for positions fairly. The Trust has a separate written protocol for recruitment of ex-offenders (HR.P1.03) and this is made available to all applicants and the interview panel at the outset of the recruitment process.
103. All employees, volunteers (including Governors and Trustees) and contractors who work within Trust's schools are required to have an enhanced level DBS check for working with children.
104. Employment of staff will not commence until satisfactory DBS check including a Children's Barred List check has been obtained or a risk assessment is in place. (See DBS Procedures)
105. DBS checks on staff appointed by the Trust are held in secure storage at the Charity Office. Details of the unique reference number and date of issue of each check are recorded on the HR Database and Single Central Record.
106. The Trust ensures the secure storage of DBS checks and controls access to the information. Copies of DBS checks are destroyed by secure means after a period of six months or after the next annual Ofsted Inspection whichever is the longer.

107. All contractors (who are on site regularly) will have a DBS check. All taxi drivers are DBS checked by their local authority.

**Disqualification from working with children**

108. All staff including volunteers and contractors will be required to sign a declaration to state that they are not disqualified from working with children either themselves or by association (ie because someone who lives in the same household is disqualified).

**Appendix A: Recruitment Selection Panels**

Post	Panel Members			
CEO	Chair of Trustees	Member of Personnel and Pay Committee	Chair of Governors	Trustee
Headteacher / Principal	CEO	Chair of Governors	External Independent Adviser	Governor
Charity Office	Line Manager	Trustee		
Deputy Headteacher/ Head of Education	CEO	Headteacher / Principal/ Head of Education	Chair of Governors / Deputy Chair of Governors / Trustee	
Other SLT	CEO	Headteacher/ Principal / Line Manager	Chair or Deputy Chair of Governors	
Teacher/ Middle Manager	Headteacher / Principal	Deputy Headteacher/ Head of Education	Governor	
Therapists	Head of Therapy	Headteacher / Principal	Governor/ Therapist	
Teaching Assistant	Deputy Headteacher/ Head of Education	HLTA	*	
Care Worker	Care Manager	Senior Care Worker	*	
Other Associate Staff	Member of SLT	Line Manager	*	

\* Any other panel member may be included e.g. someone in the same post as the vacancy

\*\* Panel members should be selected for their skills and experience in recruiting for the specific post.

\*\*\* All panels should have at least one person who is Safer Recruitment trained.

## **Appendices**

### **Appendix B: Recruitment Business Process**

The stages indicate concurrent steps.

**RECRUITMENT BUSINESS PROCESS**

Ref	Function / Task	Concurrent Steps (Stage)	HR	CEO	School/ Unit	Chair of Gov/P&P	Documentation	Comment
1	Decision to Recruit	A			X	X		Post must be established. Otherwise approval for post from P&P Committee
2	Full Job profile Drafted/Revised	A			X		Template Job Profile	
3	Full Job Profile – compliance check	A	X					
4	Advert drafted (content)	A			X		Template Advert	HR to advice management
5	Advert - agreed	B				X		
6	Advert - compliance check	B	x					
7	Agree advertising budget	B			X			HR to advice management
8	Agree advertising methods	B			X			HR to advice management
9	Agree selection process	B	X		X		Selection Processes - Recruitment Policy	
10	Draft recruitment timetable	A			X		Template Timetable	HR to advice management on preferred suppliers/costs
11	Final Advert Signed off	B	X					
12	Job Pack assembled	B			X			
13	Advert placed	B			X			Internal and external
14	Selection Process confirmed: <ul style="list-style-type: none"> <li>Panel defined</li> <li>Agreed selection process</li> <li>Templates confirmed for compliance</li> </ul>	B			X x	X x	Template Interview Record Forms Sample interview questions	
15	Job enquiries received	C			X			



Ref	Function / Task	Concurrent Steps (Stage)	HR	CEO	School/ Unit	Chair of Gov/P&P	Documentation	Comment
16	Job Packs issued	C			X			
17	Shortlisting Panel Process	D			X		Template Shortlisting Form	Complying with Trust Policy
18	Where shortlist contains related friends/ relative involve CEO	D		X	X			
19	Invite administration	D			X		Template Invite to Interview Letter	
20	Reject courtesy letter	D			X		Template Rejection at Shortlisting Letter	
21	Take-up of reference x 1 prior to interview (both references if possible)	D			X		Template Reference Request	
22	Selection Exercises <ul style="list-style-type: none"> <li>On the day logistics</li> <li>Meet and Green</li> <li>Space allocations (holding etc)</li> <li>Check and Scan ID/ take photo</li> </ul>	D			X			
23	Run selection exercises and rate candidates	E			X			Individual members of the panel to rate each candidate
24	Agree evaluation metrics and rank candidates - Recruitment decision	E		X	X			Refer to CEO where agreement can't be reached
25	Agreement of offer for compliance (salary)	F	X		X	x		Confirm with CEO and COG
26	Verbal appointment offer	F			X			
27	Discretions Exercised	F	X	X	x	X		All parties involved
28	Formal written offer	F			X		Template Offer Letter	Support from HR
29	Pre- Employment Checks: <ul style="list-style-type: none"> <li>DBS</li> </ul>	F	x					

Ref	Function / Task	Concurrent Steps (Stage)	HR	CEO	School/ Unit	Chair of Gov/P&P	Documentation	Comment
	<ul style="list-style-type: none"> <li>• Certificates</li> <li>• Identity</li> <li>• 2<sup>nd</sup> reference</li> <li>• Disqualification</li> </ul>				X X X x			
30	Unsuccessful candidates – Thanks Letter and Unsuccessful Candidate feedback	F			X		Template Rejection After Interview Letter	
31	Customer care feedback from unsuccessful candidates (month after) - sample	G	X				Template Feedback Request	
32	Start Date negotiation	F			X			
33	Confirmation of checks completed and actual start date confirmed	F			X		Template Start Date Confirmation Letter	
34	Induction Programme – all staff	H			X		Template Induction Programme	
35	Induction (pupil direct working) (Emphasis on Behaviour Mgt Techniques and context familiarisation)	H			X			
36	New Employee Buddy Allocation	H			X			
	New Employee Buddy Briefing about New Employee	H			X			
37	Probation Review Process 3 month and 6 month review	H			X		Probationary Review Form and Guidelines	
38	Confirmation letter of satisfactory completion of probation period	H			X		Template Confirmation of Probation Letter	Subject to signed review forms received