



## **CENTRAL POLICIES**

### Recruitment and Selection Policy

Policy Author	C Jayaraj
Group Responsible	TGAT Board of Trustees
Date Approved	28/09/2020
Date for Review	September 2022

## **1. SUMMARY**

- 1.1. This policy aims to ensure both safe, and fair, recruitment and selection, is conducted at all times. Safeguarding and promoting the welfare of children and young people is an integral factor in recruitment and selection and is an essential part of creating safe environments for children and young people.

## **2. RECRUITMENT AND SELECTION POLICY STATEMENT**

- 2.1. Temple Grove Academy Trust is committed to safeguarding and promoting the welfare of children and young people and expects all academy staff, governors and volunteers to share in this commitment.
- 2.2. The Trust is committed to attracting, selecting and retaining, academy employees who will successfully and positively contribute to providing a valuable service. A motivated and committed workforce with appropriate knowledge, skills, experience, and ability to do the job, is critical to the academy's performance and fundamental to the delivery of a high quality education for our pupils.

## **3. PURPOSE**

- 3.1. To ensure the recruitment of both permanent and fixed-term staff (including voluntary) is conducted in a fair, effective and economic manner.
- 3.2. To achieve this purpose, those that are responsible for each stage of the recruitment process will demonstrate a professional approach by dealing honestly, efficiently and fairly with all internal and external applicants.
- 3.3. To ensure that all academy employees are committed to sharing the Trust's ethos, values, ways of working and aspirations for the pupils, their parents and the wider community.

## **4. SCOPE**

- 4.1. This policy applies to all the academy employees and governors responsible for, and involved in, recruitment and selection of all staff. Where a Headteacher is being appointed the Trust/Local Governing Body will consult with the Trust's personnel provider about the recruitment process.
- 4.2. The ultimate responsibility for recruitment and selection lies with the Trust which has delegated responsibility to the academies' Local Governing Board. The Local Governing Board has in turn delegated the responsibility to the Headteacher for appointing staff other than those to the leadership group.

## **5. AIMS AND OBJECTIVES**

- 5.1. To ensure that the safeguarding and welfare of children and young people takes place at each stage of the process
- 5.2. To ensure a consistent and equitable approach to the appointment of all academy staff.
- 5.3. To ensure all relevant equal opportunities legislation is adhered to and that appointees are not discriminated against on the grounds of race, nationality, gender, religion, age, disability, marital status, sexual orientation.

5.4. To ensure the most cost effective use is made of resources in the recruitment and selection process.

## **6. PRINCIPLES**

6.1. The following principles are encompassed in this policy:

- The Equality Act 2010
- All applicants will receive fair treatment and a high quality recruitment process
- The job description and person specification are essential tools and will be used throughout the process
- Employees will be recruited on the knowledge, experience and skills needed for the job
- Selection will be carried out by a panel with at least two members but preferably with three. A Governor may be on this panel. It is a requirement that all employees involved in the recruitment process, and in particular chairs of selection panels, should ensure that they are aware of their responsibilities under the relevant employment legislation
- Selection will be based on a minimum of completed application form, shortlisting and interview • Monitoring and evaluation are essential for assessing the effectiveness of the process adopted
- All posts will normally be advertised.
- The Disability Discrimination Act (DDA) makes it a requirement to make reasonable adjustment to the recruitment process if an applicant makes the employer aware that they have a disability. This applies to the entire recruitment process, from advertisement to appointment.

## **7. EQUAL OPPORTUNITIES**

- 7.1. The Academy Trust is committed to providing equality of opportunity for all and ensuring that all stages of recruitment and selection are fair. Recruitment and selection procedures will be reviewed on a regular basis to ensure that applicants are not discriminated against on the grounds of race, nationality, gender, religion, age, disability, marital status, sexual orientation. Temple Grove Academy Trust acknowledges that unfair discrimination can arise on occasion and therefore will ensure that the Equal Opportunities Policy is the foundation for all its activities.

## **8. SAFER RECRUITMENT – RECRUITMENT AND SELECTION TRAINING**

- 8.1. At least one member of the interview panel has completed the Safer Recruitment Training successfully prior to the start of the recruitment process.

## **9. GUIDELINES FOR IMPLEMENTATION**

- 9.1. If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individuals' application. It would normally be necessary for the member of staff to avoid any involvement in the recruitment and selection process.
- 9.2. Documentation relating to applicants will be treated with the utmost confidentiality and in accordance with the requirements of the Data Protection Act (DPA). Applicants will have the right to feedback and to access any documentation held on them in accordance with the DPA.
- 9.3. The recruitment and selection process should not commence until a full evaluation of the need for the role against the academy's improvement plan and budget has been completed.
- 9.4. Vacancies that arise should not be automatically advertised but should initially prompt a review to ensure that a direct replacement is required. The Headteacher and Academy's Business Manager, should consult to assess the financial implications of any proposed appointments and ensure that these can be met from the budget. The Local Governing Board via the Headteacher's report, will be advised of all staff appointments and will be involved in all appointments at Senior Leadership level.

## **10. ADVERTISING**

- 10.1. Where for example, subject or middle leaders are being sought, vacancies may, in some circumstances be advertised internally. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In extenuating circumstances, the Headteacher, may waive the need to advertise. This is likely to include the following circumstances:
- Where positions may provide suitable alternative employment for existing staff whose post has been identified for redundancy, including the termination of fixed term contracts or following a restructuring exercise.
  - Positions requiring specialised expertise where the Headteacher can demonstrate that the nominated individual is the most suitable person for the position.
- 10.2. Where internal recruitment is not appropriate or unsuccessful, positions will be advertised using the most appropriate and cost effective medium to maximise the number of suitably

qualified candidates. This may include local, national publications and web sites and should adhere to the TGAT visual identity.

- 10.3. Internal advertisements should appear for a minimum of 7 days and external advertisements should appear for a minimum of 10 days.
- 10.4. Applicants will be treated with respect and provided with sufficient information to make informed decisions regarding their suitability for the role. All advertisements must include a short statement on safeguarding checks and equal opportunities.
- 10.5. The academy may use an agency or external consultancy to assist in recruiting staff where the vacancy is hard to fill, in these circumstances the matter may be referred to the Local Governing Board.

## **11. APPLICATIONS AND SHORTLISTING**

- 11.1. The selection process should be:
  - Transparent
  - Timely and cost effective
  - Equitable
  - Free from conflict of interest
- 11.2. Potential candidates who request details will be sent a candidate information pack which will contain the following:
  - Details of the post
  - A job description and person specification, including a statement regarding recruitment checks
  - Information about the academy, a minimum being a referral to the academy's website
  - The academy's Staff application forms
- 11.3. Applications for advertised posts can be accepted electronically or as a hard copy, but in all cases the academy's application forms must be used. CVs alone will not be accepted.
- 11.4. All recruitment will be based on agreed job descriptions and person specifications. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed against agreed selection criteria, based on relevant knowledge, skills, competencies, experience and. qualifications to perform the role as outlined in the person specification. All decisions must be recorded.
- 11.5. Shortlisting must be undertaken by at least two individuals who are involved in the interviewing process. Interviews should normally be conducted by the Headteacher and one other person. However, in some circumstances it may be necessary to invite additional members (including governors) to join the interview panel. All interviews for one post must be conducted by the same panel. The LGB will be involved in the selection process of any senior leadership appointments.
- 11.6. Once the closing date has passed the selection panel will shortlist the candidates and invite them for interview, explaining what they need to do in preparation. This will include bringing

appropriate documentation including ID and original qualification certificates (if appropriate) and other details so that a DBS check can be initiated for the successful candidate.

- 11.7. Any skills tests must be directly related to the role and measured against objective criteria, and the presentations for the post must be assessed by the same individuals. Candidates must be notified of the details of any skills test when they are invited for interview and the selection process for teaching posts must include a presentation or demonstration of teaching skills.
- 11.8. Where required every effort must be made to make reasonable adjustments for candidates with disabilities.
- 11.9. Interview questions must relate to the job requirements as exemplified in the person specification and the candidate's suitability for the position. The person specification should be used as the basis for determining the interview questions.
- 11.10. Interview questions must appear on an interview assessment form on which answers to questions must be recorded. References should be taken between shortlisting and interview.
- 11.11. The choice of appointee will be determined by only the members of the selection panel.
- 11.12. References

11.12.1 The purpose of seeking references is to obtain objective and factual information to support appointment decisions. They will always be sought and obtained directly from the referee.

11.12.2 References must include the position last held, dates of employment, final salary 'package' and any capability/disciplinary matters and the outcome.

11.12.3 References for shortlisted candidates (including internal ones) will be requested from both of the referees nominated on the application form unless the academy is specifically requested not to do so. Both referees must be independent of the academy and the Trust, and one referee should be from the current or most recent employer. It is essential that a positive response is given to the question regarding suitability to work with children and young people.

11.12.4 Where the reference is sought for an internal candidate, where possible the reference should be provided by an alternative colleague, to that of the individual carrying out the interview, for example a member of the SLT if the interview is being carried out by the headteacher.

11.12.5 If received, references will be read before the interview so that any issues arising can be investigated during the interview. If, for whatever reason, references are not obtained before the interview, the candidate will also be asked at interview if there is anything s/he wishes to declare/discuss in light of the questions that have been (or will be) put to his/her referees.

11.12.6 In the situation where a candidate has requested that we do not approach their current employer, and that candidate is offered the post, this reference must be sought immediately, and the appointment is subject to a satisfactory response. **It is vital that the**

**references are obtained and scrutinised before a person's appointment is confirmed and before s/he starts work.**

## **12. INTERVIEWS**

- 12.1. The interview will assess the merits of each candidate against the job requirements, and explore their suitability to work with children and young people. The selection process for people who will work with children and young people will always include a face-to-face interview even if there is only one candidate.
- 12.2. A minimum of two interviewers will form the interviewing panel, but preferably three, and this may include a Governor.
- 12.3. The members of the panel will:
  - have the necessary authority to make decisions about appointments;
  - be appropriately trained, (one member of interview panel will have undertaken the training in accordance with the DCSF Safer Recruitment Training).
  - meet before the interviews to:
  - reach a consensus about the required standard for the job to which they are appointing;
  - consider the issues to be explored with each candidate, and who on the panel, will ask about each of those;
  - agree their assessment criteria in accordance with the person specification.
- 12.4. In addition to assessing and evaluating the applicant's suitability for the particular post, the interview panel will also explore:
  - the candidate's attitude toward children and young people;
  - his/her ability to support the academy's agenda for safeguarding and promoting the welfare of children;
  - gaps in the candidate's employment history;
  - concerns or discrepancies arising from the information provided by the candidate and/or a referee; and,
  - ask the candidate if they wish to declare anything in light of the requirement for a DBS check.
- 12.5. Interviews will normally take place over the course of a day – more if for a senior post. The day will normally include some or all of the following:
  - A tour of the academy.
  - Meeting with School Council. Questions from this group will be vetted and inappropriate questions removed. There will always be a member of staff present with the pupils during the interviews.
  - Lesson observation, for teaching posts. This is an important element and must be planned carefully in order to give the candidates a fair opportunity to demonstrate their skills. This provides information about how well the candidates plan lessons, how they interact with pupils and how well they teach. Candidates invited for interview will be provided with class information, time allocation and a topic to teach. Reasonable requests from candidates for resources will be met. Note: If the lesson observed is considered to be inadequate, the interview process will terminate.

- Interview by selection panel(s). Subject to a successful lesson observation the candidate may be invited to interview. Candidates must all be asked the same questions although it is permissible to pursue through supplementary questions, an initial question/answer on an individual basis if the candidate's response or employment history warrants. It is essential to pursue any gaps in employment history to the satisfaction of the panel. Each candidate will be marked on agreed criteria. Notes and marks should be recorded on the 'Interview/Question/Shortlisting template' and these forms from the panel will be kept for feedback/debrief. The Chair of each panel will collate the marks/comments and collect interview notes from each panel member.

12.6. At the end of the formal interview the Chair of the panel will ask if the candidate still wishes to accept the post if offered.

### **13. OFFER OF APPOINTMENT**

13.1. Having considered all the evidence gathered, the Selection Panel will make its choice and the successful candidate made a verbal offer at the earliest opportunity. If they accept they are sent a written formal offer which states that their appointment is conditional on checks being carried out as stated in 13.3. together with an acceptance form which must be signed and returned to the academy as soon as possible.

13.2. The unsuccessful candidates are informed and offered feedback on their performance. This may be done by phone at a later date.

13.3. An offer of appointment to the successful candidate will be conditional upon:

- the receipt of at least two satisfactory and independent references
- verification of the candidate's identity
- verification of eligibility to work in the UK
- verification of the candidate's medical fitness
- verification of qualifications
- verification of professional status where required e.g. GTC registration, QTS status (unless properly exempted), NPQH;
- a check of DCSF List 99 and a satisfactory DBS check
- (for teaching posts) verification of successful completion of statutory induction period (applies to those who obtained QTS after 7 May 1999); and,
- (for non teaching posts) satisfactory completion of the probationary period.

13.4. All checks will be:

- confirmed in writing;
- documented and retained on the personnel file (subject to certain restrictions on the retention of information imposed by DBS regulations);
- recorded on the academy's central record database; and,
- followed up where they are unsatisfactory or there are discrepancies in the information provided.

13.5. Where:

- the candidate is found to be on List 99 or the PoCA List, or the DBS Disclosure shows s/he has been disqualified from working with children by a Court; or,



- an applicant has provided false information in, or in support of, his/her application; or
- there are serious concerns about an applicant's suitability to work with children,

the facts must be reported to the police and/or the DCSF Children's Safeguarding Operations Unit. The academy will liaise with Human Resources if this should be the case.

#### **14. APPOINTMENT**

- 14.1. Once checks are completed and satisfactory, and following receipt of the completed Acceptance Form, a start date will be agreed for the successful candidate.

#### **15. POST APPOINTMENT INDUCTION**

- 15.1. There will be an induction programme for all staff, governors and other volunteers newly appointed to the academy, regardless of previous experience. This will include general information about the Trust, the academy, its staff and structure, Child Protection and safeguarding issues and the terms and conditions of the post.

#### **16. EVALUATION AND REVIEW**

- 16.1. Both short listing and interviewing evaluation sheets must be retained with the relevant job application forms of all unsuccessful candidates including those not short listed under key control by the academy office for 6 months following appointments, in case of any subsequent challenge. Thereafter all documentation is shredded.
- 16.2. Selection procedures will be regularly reviewed to ensure they are as effective as possible.