



HUNGERHILL SCHOOL

SAFER RECRUITMENT AND SELECTION POLICY

PERSON RESPONSIBLE FOR POLICY:	HEADTEACHER
APPROVED:	DECEMBER 2018
AUTHOR:	HR MANAGER
TO BE REVIEWED:	SPRING 2021

**BASED ON
TO BE REVIEWED
APPROVED
AUTHOR:**

INTRODUCTION

- 1.1 Effective recruitment and selection is of paramount importance in order to recruit staff with the necessary skills and attributes to enable the School to fulfil its corporate priorities. This policy is written in line with DMBC Safer Recruitment Good Practice Guide.
- 1.2 At all times recruitment and selection must be fair, effective, robust and safe for the purpose of building and maintaining an effective workforce, ensuring individuals with the right skills are in the right post at the right time and that the vulnerable people we serve have their needs securely met.
- 1.3 The purpose of the Recruitment and Selection Policy is to:
- Ensure legislative and equality duties are met
 - Ensure a transparent, fair and objective recruitment process
 - Select appropriate and cost effective attraction methods
 - Minimise time and cost
 - Recruit staff with the appropriate skills, competencies and experience in order to meet the School's current and future needs.
 - Ensure that staff appointed to posts are appropriately qualified to carry out the duties and responsibilities of the post
 - Develop and enhance the public image and reputation of the School, both as an employer and as a provider of high quality services

2.0 WHO DOES THE POLICY APPLY TO?

- 2.1 The Recruitment and Selection Policy will apply to the appointment of all roles within the School including internal appointments and acting-up/interim arrangements.
- 2.2 There are times when it is necessary for short term acting up or interim appointments to be put in place where it would be to the School's detriment or that of its pupils if such arrangements were not actioned immediately. This will only apply where an employee is absent from work on a short term basis. The appointed employee must be paid the relevant remuneration for that post. Any appointment which is expected to last more than three months must be advertised and appointed following the principles of this policy. In all cases of acting up or interim arrangements where existing employees are in post, a justifiable business case must be put in place with an agreed timescale and remuneration.

3.0 **KEY PRINCIPLES**

3.1 The School aims to select and appoint the best people for the job and develop them to perform to the highest professional standards. The following principles will be adhered to at all times:

- ◆ It is necessary to obtain the authorisation from either the Chair of Governors or the Human Resources Committee before seeking to recruit. However, this authorisation can be delegated to the Headteacher as deemed to be appropriate. See the remit of the Human Resources Committee for all staff appointments – Appendix A.
- ◆ All posts must have budget and/or funding allocated before the recruitment process is conducted
- ◆ The criteria for selection must be based on the relevant knowledge, skills and experience required in order to carry out the role as described in an up to date job description and person specification.
- ◆ All appointments must be made on the basis of merit and be consistent with School policy, current employment legislation and equality objectives.
- ◆ Recruitment decisions must not be taken by one individual. This must involve a panel of at least two, including one governor.
- ◆ If anyone is involved in the recruitment and selection process has a relationship which may affect their ability to be impartial, this must be declared to the rest of the panel and a decision will be made and documented as to whether or not it is appropriate to continue participation in the recruitment and selection process.
- ◆ Training is provided for those involved in recruitment and selection decisions. Any manager or supervisor responsible for acting as chair of a recruitment panel must undertake the e-learning Recruitment and Selection package to ensure that should they need to recruit, they are able to do so. All others involved in recruiting are strongly advised to undertake the e-learning.
- ◆ Candidates should be evaluated against their ability to perform the functions of the specific job, as set out in the job description and person specification.
- ◆ Interviews must be conducted in a fair and consistent manner and be structured and systematic to ensure that questions asked relate to the experience, skills and qualifications outlined in the person specification.
- ◆ Candidate's expenses for the selection process will be paid at the Headteacher's discretion where it is deemed a reasonable expense.

- ◆ All information on application forms must be treated as confidential, in accordance with the Data Protection Act 1998 and restricted to those involved directly in the recruitment process and its administration.
- ◆ Offers of appointment may be made, subject to the receipt of appropriate references and clearances being obtained, but must not be confirmed to the individual until this has been completed to the satisfaction of the School.
- ◆ The recruitment process and decisions arising from it must be documented. All recruiting governors and panel members must therefore ensure that they maintain adequate and appropriate written records. Once the process has been completed documentation must be forwarded to the Administration Manager who will hold it on the personal file of the successful candidate and for a period of at least twelve months for all other applicants.
- ◆ Periodic reviews will take place to ensure that managers are complying with the policy and the procedure. Where non compliance has occurred, this will be investigated and dealt with appropriately.

RECORDS

- 4.1 All documentary evidence regarding the recruitment process will be retained by the Administration Manager for a minimum period of twelve months after which it will be destroyed.
- 4.2 All information relating to a successful candidate will be held on the individual's personal file and be available for inspection by the employee on request.

5.0 RECRUITMENT AND SELECTION PROCEDURE

- 5.1 The procedure that enables this policy to be enacted is split into four stages – Analysis, Attraction, Assessment and Appointment.

RECRUITMENT & SELECTION: PART 2 - PROCEDURE

Analysis of vacancies

- 6.1 When an employee leaves there is often pressure to fill the vacancy without delay. However, it presents an ideal opportunity to review existing staffing arrangements and take stock of present or future demands on the service. Therefore, before the recruitment process begins, the following points should be considered:-
- ◆ Is it necessary to fill the vacancy?
 - ◆ Does the job role require any changes in duties or responsibilities?
 - ◆ Are there other ways that the role can be delivered?
 - ◆ Is there adequate budget available to fund the post?
 - ◆ What is the potential impact of not filling the post?
- 6.2 If after analysing the role the School feels there is sufficient justification to fill the post then the recruitment process can commence.
- 6.3 The job description and person specification must be reviewed and revised accordingly. The vacancy should not be advertised until the review has taken place and the date of review documented on the person specification.
- 6.4 The job description will set out the key duties and responsibilities of the post. The person specification will reflect a profile of the ideal candidate in terms of their education, knowledge, experience, skills and other attributes needed to do the job. The Headteacher or designated member of staff is responsible for ensuring that the job description and person specification is up to date and relevant for the post.

Attracting candidates

- 7.1 Vacancies should not be advertised by 'word of mouth' alone since people/groups that may be under represented in the area are unlikely to hear about them and it may lead to claims of discrimination
- 7.3 All recruitment adverts must be placed through the Administration Manager to:-
- ◆ Ensure that they are in accordance with equality and diversity requirements.
 - ◆ Ensure that they comply with legislation.
 - ◆ Ensure that the vacancy exists and that it can be advertised.
 - ◆ Ensure the advert is produced in the School's 'corporate style'
 - ◆ Ensure that the position is advertised through the appropriate channels to ensure maximum coverage.

Assessing candidates

- 8.1 All candidates are asked to declare whether they are related to any governors or members of staff when making an application. A candidate who fails to disclose such a relationship will be disqualified from the appointment. In order to avoid any accusation of bias employees should not be involved in any appointment where they are either related to the applicant or have a close personal relationship outside of work.
- 8.3 All application details must be treated with the utmost confidentiality. Information obtained in the course of the recruitment and selection process which may include information of a sensitive or personal nature must be kept secure and retention periods should be adhered to.
- 8.4 Candidates' equality and diversity monitoring forms are not accessible to the managers. The shortlisting panel will not have access to this information.
- 8.5 Shortlisting should be carried out by at least two people and selection must be based only on the criteria identified in the person specification. Shortlisting should not take account of the protected characteristics of a candidate i.e. age, disability, gender reassignment, marital or civil partnership status, maternity or pregnancy, race, religion or belief or sexual orientation except where there is a Genuine Occupational Requirement which can be lawfully justified. These circumstances are limited and usually apply where it can be justified that to fill a role the candidate must have one of these characteristics. Managers must seek advice from the Administration Manager in order to determine if there is a Genuine Occupational Requirement and must not make the decision in isolation.
- 8.6 Interviews must be conducted by a panel of at least two interviewers, both of whom must have undertaken appropriate recruitment and selection training. One of whom should be a governor. Wherever possible the interview panel should comprise of both male and female members. Interviews being held must be conducted by the same panel to ensure consistency of approach and provide a fair process.
- 8.7 In advance of the interview the panel should draw up a series of questions based solely on the skills, competencies and experience required for the role and these questions should be put to all candidates. This allows the panel to consider applicants on the same basis and avoids any irrelevant or potentially discriminatory questions being asked.
- 8.8 Candidates must not be asked questions related to their protected characteristics (see section 8.5) or trade union activities, as they have no bearing on a person's suitability for the job and could be unfairly discriminatory.
- 8.9 Once the formal assessment process is completed all members of the selection panel will need to reconvene to reach a final decision. You must ensure that you have all the information you need for each candidate to enable you to reach a decision. The selection should be made on the basis of which individual best

fits the criteria set at the start of the recruitment process, using the results of any assessments.

- 8.10 It is essential that only objective information is used in the decision making process and those decisions are justified, fair and evidence based. The panel should be able to demonstrate that they have acted proportionately. It is the responsibility of the chair of the interview panel to demonstrate that discrimination has not occurred and not for the applicant to prove that it has should there be any challenges.
- 8.11 It is entirely acceptable not to appoint. Selecting the best candidate for the role is essential and managers should not feel compelled to appoint a less than satisfactory candidate. Appointing the wrong candidate can be extremely costly and can have an adverse effect on performance and delivery.

Appointing candidates

- 9.1 The choice of candidate will be determined by the interview panel on reaching a consensus about each candidate. All appointments should be based on merit. It is unlawful for any employee to make an appointment based on anything other than the ability of the candidate to undertake the duties of the post. A written assessment of each candidate should be made and passed to the Administration Manager for their retention once a decision has been reached.
- 9.2 In reaching a decision the panel should take into account information from all elements of the process, including:-
- ◆ Application form
 - ◆ Interview
 - ◆ Occupational tests/presentations
- 9.3 Two written references are required, one of which should be from the candidate's present or most recent employer.
- 9.4 Successful candidates for posts within school will be required to have a criminal records check and to check that they are not barred. It is illegal to employ someone in a role where they are barred by law from working with children.
- 9.5 The Equality Act 2010 limits the circumstances in which managers can ask applicants health related questions before offering them a post. Managers can only ask such questions where the ability to carry out specific physical tasks/functions is essential and intrinsic to the job.
- 9.6 All shortlisted candidates should be informed of the outcome of their application and offered the opportunity for feedback.
- 9.7 All offers of employment must be made by the Headteacher or her delegated representative. Remember, a verbal offer is legally binding so offers of

appointment must be made conditional depending on what types of checks are required.

There are three types of checks.

Legislative checks

These are checks which are required by law before employment commences.

- Right to work in the UK (needed in all appointments)
- Checks against the relevant barred list (if applicable to job)
- Medical clearance (if applicable to job)
- Qualifications check (if applicable)
- Professional registration (if applicable)

Safeguarding checks

For posts which involve working with children, it is appropriate for the School to check that the person appointed doesn't pose a risk them or other employees. These checks will consist of:

- Disclosure of convictions
- Criminal records check

Best Practice checks

Where the School wants to fully ensure that the candidate is the best person for the job and doesn't pose any risk in employment.

- Declaration of interests
- References
- Any other clearances appropriate to the specific post.

It is recommended that no appointment should be confirmed or taken up until these clearances are obtained. However, it is recognised that in some cases due to urgent demands the school may have no option in order to fulfil service needs other than to start their newly appointed person.

This decision will be at the discretion of the Headteacher. At no time should the member of staff be left alone with children until the clearances have been obtained.

- 9.8 It is usual for newly appointed employees to be placed on the minimum point of advantage on the salary scale or the nearest point within the grade that reflects their current salary. Exceptions are permitted where this can be justified.
- 9.9 There are times when candidates complain about the decision that has been made or some part of the recruitment and selection process. Where that complainant is an employee, they should contact the chair of the panel in the first instance to resolve the matter informally. If this doesn't resolve matters, the employee should raise any complaint under the School's [Grievance Policy and Procedure](#).
- 9.10 The majority of candidates will have to give notice to their existing employer and, depending on the role, there will be some delay between the candidate being appointed and starting in post. It is important to maintain regular contact with your new appointee, providing them with any information that they need about the School, and about their new role. The new employees career with the School starts now, so any development areas identified during the selection process should be used to inform their probationary and induction period.

If you are employing a person who has multiple contracts, you need to be aware of the implications of the Working Time Directive. You should also advise any other responsible manager of the new contract and ensure that the employee does not work more than the lawful limits allowable.

- 9.11 The School is keen to monitor success in attracting, recruiting and retaining a workforce representative of the community it serves and look at ways of improving this. Confidential monitoring is carried out on the equalities data given by candidates.

APPENDIX A

THE HUMAN RESOURCES COMMITTEE

REMIT:

In the area of general staffing requirements:

To review the school's staffing structure and requirements

To take recommendations to the full Board of Governors regarding staffing issues

To consider the termination of employment of staff in redundancy situations

In the area of staff appointments:

Headteacher and Deputy Headteachers – Full Board of Governors:

Teaching posts at TLR 2b and above:

three members of the Human Resources Committee, including the Chair or Vice-Chair and the Headteacher. Substitutes being nominated as and when necessary by the Chair

All other teaching posts

two members of the Human Resources Committee, under normal circumstances the Chair or Vice-Chair and the Headteacher. Substitutes being nominated as and when necessary by the Chair. The Headteacher has the casting vote.

Support staff posts at SO1 and above

three members of the Human Resources Committee, including the Chair or Vice-Chair and the Headteacher. Substitutes being nominated as and when necessary by the Chair.

All other support staff posts of 25 hours per week or more (full-time or term-time only).

two members of the Human Resources Committee, usually the Chair or Vice-Chair and the Headteacher.

substitutes being nominated as and when necessary by the Chair. The Headteacher has the casting vote.

Delegation to Headteacher

fixed term posts of one term or less, support staff working less than 25 hours per week and day-to-day relief staff.

That the Governing Body adopt the general principle for all future staffing appointments, that the same members of the Governing Body are retained throughout the shortlisting and interviewing procedures.