

HEADLANDS SCHOOL
SINCE 1965



EAST RIDING
OF YORKSHIRE COUNCIL

Recruitment Policy

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Reviewed By	Jennie Weightman, HR Manager
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1. Recruitment Policy

1.1 Policy Statement

The School aims to attract and recruit the most suitable individual available, with Recruitment and Selection decisions being made on the basis of how closely an individual matches the requirements of the post, their relevant merits and abilities and the values of the school.

The School is committed to fairness and equality in its processes, and to working within the Safer Recruitment in Education guidelines to ensure it upholds its duty to protect. It will ensure that no employee/job applicant is unfairly treated on any grounds including: race, colour, disability, nationality, ethnic or national origins, religion, sex, sexual orientation, HIV status, part-time status, marital status, age, social background, pregnancy, gender reassignment, trade union involvement or political activities.

Professional advice and support is available at all stages of the recruitment process from the School's Human Resources Team.

Documentation relating to all applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Act. Applicants have the right to access any information held on them in accordance with this Act.

All those taking part in the recruitment and selection of staff will be aware of this policy, and applicants will receive a copy of the policy as part of the application pack.

1.2 Scope of the Policy

The policy applies to the recruitment and selection of all staff at the School, regardless of post or level, and includes internal and external applicants, with the exception of Headteacher recruitment which is addressed in a separate Policy held with the Local Authority.

1.3 Employment of Disabled Persons

All applicants with a disability who meet the minimum criteria for a job vacancy will be interviewed and considered on their abilities.

1.4 Links to Other Policies

There are a number of existing policies which impact upon the School's recruitment and selection policy. These include:

- Criminal Records Checks Policy
- Equal Opportunities Policy
- Redeployment and Retraining Policy
- Secondment Guidelines
- Code of Conduct for Employees
- Job Share Policy
- CRB Policy
- Job Evaluation

- Induction
- Probationary Period Reviews
- Associate Staff Competency Framework

All of these policies are available from the Human Resources Department.

1.5 Roles and Responsibilities

1.5.1 Governors

The School's Governing Body has overall responsibility for the recruitment of all staff in the School. The Governing Body may delegate its responsibility to the Headteacher or other Senior Member of Staff, or an individual governor or committee of governors with or without the Headteacher.

Governors must ensure that the School's Recruitment Policy is implemented properly and fairly and that those to whom they have delegated recruitment decisions are fully aware of the procedures and have had the relevant training.

1.5.2 Headteacher

The Headteacher has delegated responsibility to lead the process of decision making for staff appointments outside of the leadership group. He/she ensures that recruitment and selection decisions are made on a sound and legal basis through the Director of HR, Support Services & Special Projects.

1.5.3 HR Manager

The HR Manager has day to day responsibility for ensuring that recruitment decisions within the School are made on a sound and legal basis, and is responsible for ensuring that:

- Policies and procedures are developed for effective recruitment and selection of staff, and reviewed as necessary as per the dates set out within the policy statement.
- That training is provided for staff involved in the recruitment and selection.
- That appropriate support and advice is available throughout the process.
- That any recruitment administration is carried out within the agreed standards and timescales.
- That records are kept as required on recruitment processes and takes seriously and investigates any complaint made regarding the procedure.

1.5.4 Recruiting Managers

Recruiting managers are responsible for following the Recruitment Policy and the procedures contained within it, and must make their decisions on the basis laid out within the policy statement.

No one should be offered paid or unpaid work without the Director of HR, Support Services & Special Projects being notified and an agreed interview process/documentation inspection taking place. This includes temporary employees, consultants, volunteers, casual employees, etc.

1.5.5 All Staff

All staff may request assistance from the School's Human Resources Team at any stage of the recruitment and selection process.

2. Recruitment and Selection Procedure

To be read in conjunction with the recruitment responsibilities flow chart (Appendix A).

2.1 New Posts/Increase in Headcount/Increase in Grade

Any new posts identified either individually or as part of a restructuring process must be agreed by the Governing Body prior to any advertisement. This includes any increases to headcount for an existing post (e.g. increasing the number of Teachers in a specific department), or proposals to change the grade of a post.

Once the Governors have agreed to a new post/increase in grade, associate staff roles will need to go through formal job evaluation with County Hall. Human Resources will prepare a job profile with input from the line manager, who will then submit the appropriate information for evaluation.

Once a job grade has been received, or the Governors have agreed an increase to headcount for an existing post, the standard recruitment procedure can then be used.

2.2 Existing Posts

As a post becomes vacant the line manager should review the post and consider the following:

- Is there a need to fill the vacancy at this time?
- Can the duties be re-organised amongst the remaining team?
- What are the budgetary implications of filling the post?
- Have the duties and responsibilities of the post altered significantly?
- Is the grade of the post still appropriate?
- Have any changes in organisational structure affected the post?
- Is the post suitable for job share or reduced hours?
- Will future curriculum changes mean that this post is no longer needed?

2.3 Authorisation

The Line Manager wishing to recruit should arrange a meeting with Human Resources who will complete a Recruitment Request form and draft suggested advertising wording, agree the closing, short-listing and interview dates in advance,

and any relevant selection testing and interview questions and agree these with the managers.

HR will check the post details, and whether a job description and person specification currently exists for the post. If not HR will write and agree these with the manager ahead of any advertisement being placed.

HR will then pass the request form to the Headteacher for authorisation. Once this is received, if applicable, HR will also seek to book a Governor for the short-listing and interview dates (see the section on Governor Involvement).

2.4 Job Descriptions

These should be in the School's standard format (Appendix B) and must include the employee's responsibilities for Health and Safety, Confidentiality, and Safeguarding and promoting the welfare of children and young people.

2.5 Person Specifications

These should be in the School's standard format (Appendix C) and must include the following:

- Experience, Knowledge and Qualifications and skills needed to perform the role
- Professional standards, behaviours and personal qualities suitable for the role
- Relevant Competencies for Associate Staff
- The requirement for a responsible attitude towards safeguarding

2.6 Advertising

All permanent posts and temporary posts for over 12 weeks must be advertised - either internally or externally. (Even if someone has been carrying out the post on a temporary basis).

Temporary posts for under 12 weeks can be filled without advertising as long as an interview process takes place.

All posts over scale point 28 must be advertised externally.

Internal Adverts - This includes: School Bulletin, Grapevine Magazine, ERYC website

External Adverts - This includes: Press Advert, Agencies, School website, ERYC Website, Job Websites, East Riding News, Job Centres, Other advertising (e.g. posters at Universities, etc)

HR will draft an advert and any additional information needed, in agreement with the recruiting manager. All adverts must include the statement on safeguarding:

"This 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 appointment will be subject to an Enhanced CRB check."

HR will then complete an advertising request with County Hall and attach the advert, job description, person specification and any application information. This is to be sent no later than the Wednesday of the week before the advert is to be placed.

2.7 Application Packs

These will be sent to each candidate which will give information in respect of the school, the role, the organisational structure, any additional useful information, e.g. guidance on how to complete an application form, relevant employment policies, and if applicable, the Bridlington Area. It will also include the appropriate application form (either teaching or non-teaching), the job description and the person specification. All candidate names will be placed on the recruitment monitoring form which also records the information from the workforce monitoring forms of any returned applications and those sent from on-line applications, and indicates those that are invited for interview. This will allow statistical analysis of the information as and when required.

2.8 Interview Questions/Testing

Prior to the short-listing date Human Resources will agree with the Line Manager any interview questions, along with any relevant testing, and responsibilities on the day. Questions can be chosen from the question bank available from HR, and must include safeguarding questions. For associate staff these must be competency based questions in line with the framework.

Any testing must be relevant to the post and can include:

Presentation	Letter writing
Report Writing	Practical Task
Lesson Observation	Psychometric Testing
In-Tray	Group Tasks
Scenarios	

Ideally, for teaching posts, it would be considered good practice to include a student panel interview which can be organised with HR.

2.9 Governor Involvement

Individual Governors should be involved at the short-listing and interviewing stage for all posts at Head of Department/Scale Point 21 and above, and for any other posts where it may be considered appropriate. This includes the appointment of support staff outside the Leadership Team who are required to act in a senior management capacity as well as roles such as PA to the Headteacher and Clerk to the Governors. Governors will be contacted as and when they are required.

2.10 Short-listing

On line applications are closed at midnight of the day before the closing date, and e-mailed to the school on the closing date.

HR will then collate all applications, recording any details as necessary, and prepare the short-listing packs and matrix. These will include all application forms (without the workforce monitoring information), the job description, person specification and short-listing matrix.

Short-listing should include a member of the interview panel, a Governor if appropriate, and a member of the HR Team.

Candidates are then short-listed against the criteria and scored accordingly by each person present. The short-listing panel then agree on the final scores which are recorded on the short-listing matrix and agree how many candidates they are going to invite to interview. This should be the top scoring candidates in terms of essential criteria, and the desirable criteria should be used to decide between two identically scoring candidates if needed. However, a top scoring candidate can be excluded if they score below 3 on any essential criteria as this indicates that they do not closely enough match the requirements of the role.

Reasons for not inviting candidates should be noted in the comments section.

2.11 Invite to Interview

The line manager and HR then agree a timetable for the day and HR invites the chosen candidates to interview, requesting that they bring relevant documentation with them in order to complete a CRB check, check their qualifications and QTS status, and eligibility to work in the UK.

Disabled applicants will be requested to inform us at this stage of any specific requirements they may have for the interview process.

2.12 References

References for teaching posts will normally be taken up before interview, unless a candidate has requested for this not to happen.

For Non-Teaching posts they will be taken up following interview as part of the pre-employment checks and will include a competency questionnaire. (Appendix E)

There must be a minimum of 2 references for external candidates, one of which should be the most recent employer, and 1 reference from the most recent manager for internal candidates.

2.13 Interviews

Interview panels must be made up of at least 2, and should not include anyone who has a close personal or familial relationship to any candidates.

Each interview panel must include at least 1 person who has attended the Safer Recruitment Training. HR can advise on this.

HR will provide each panel member with an interview pack which will include an application form for each candidate with suggested additional questions attached for each individual (such as gaps in employment, etc), job description, person

specification, copy of any testing to be carried out, any other information previously given to the candidates, and a question sheet for each candidate.

The panel need to meet in advance to decide who should chair the meeting, with responsibility for welcoming the candidate and closing the interview. They should also decide who will ask each question and review the application forms and suggested additional questions.

Candidates are then asked the agreed questions and the panel is responsible for writing detailed answers on the question sheet. They should also write on here any additional questions which are asked, with the corresponding answers.

Candidates should be given time at the end of the interview to ask any questions they would like. They are then advised that they will be informed of the outcome by phone within 48 hours.

The panel should then score the answers given for each candidate and total the scores. They should also score any testing carried out.

HR will then meet with the panel to discuss the candidate, record the scores, and agree on the preferred candidate. A New Starter request is then completed detailing the offer to be made to the candidate, or an Internal Appointment form for internal candidates.

HR then makes a verbal offer of employment, to be followed up in writing with a pre-offer of employment. Any offer of employment is made subject to a satisfactory CRB check, references, medical, and satisfactory completion of a probationary period. It will also be subject to any information the candidate may have failed to produce at interview – such as eligibility to work in the UK, teacher number, etc.

3. Administration

HR will be responsible for ensuring that all pre-employment checks are carried out prior to any commencement of work. These are as follows:

- Enhanced Disclosure & Barring Service Check/ISA registration
- 2 satisfactory references
- Medical Clearance
- DFE registration (for teachers)
- Qualification Check
- Eligibility to work in the UK

It is usual that the DBS is the determining factor in respect of a start date. HR will be responsible for checking for satisfactory DBS clearance and will inform the Line Manager as soon as it is received, and agree a start date.

Recruitment information for unsuccessful candidates and applicants will be kept for 6 months following the interview date. After this point it will be destroyed.

4. Induction

Line Managers are responsible for induction of staff reporting to them. The School runs an induction programme periodically throughout the year, however the line manager must write a specific induction programme for their direct reports before they start. It should cover first day, first week, first month, etc, and will include some elements of the School Induction Programme. The Line Manager is responsible for liaising with any School staff they require to input in to the induction process. Appendix F shows an example of an associate staff induction programme.

5. Probationary Period

Line Managers are responsible for carrying out probationary period reviews for associate staff in line with the policy which is available from Human Resources. New starters should be given a copy of the probationary review guidelines as part of their induction.

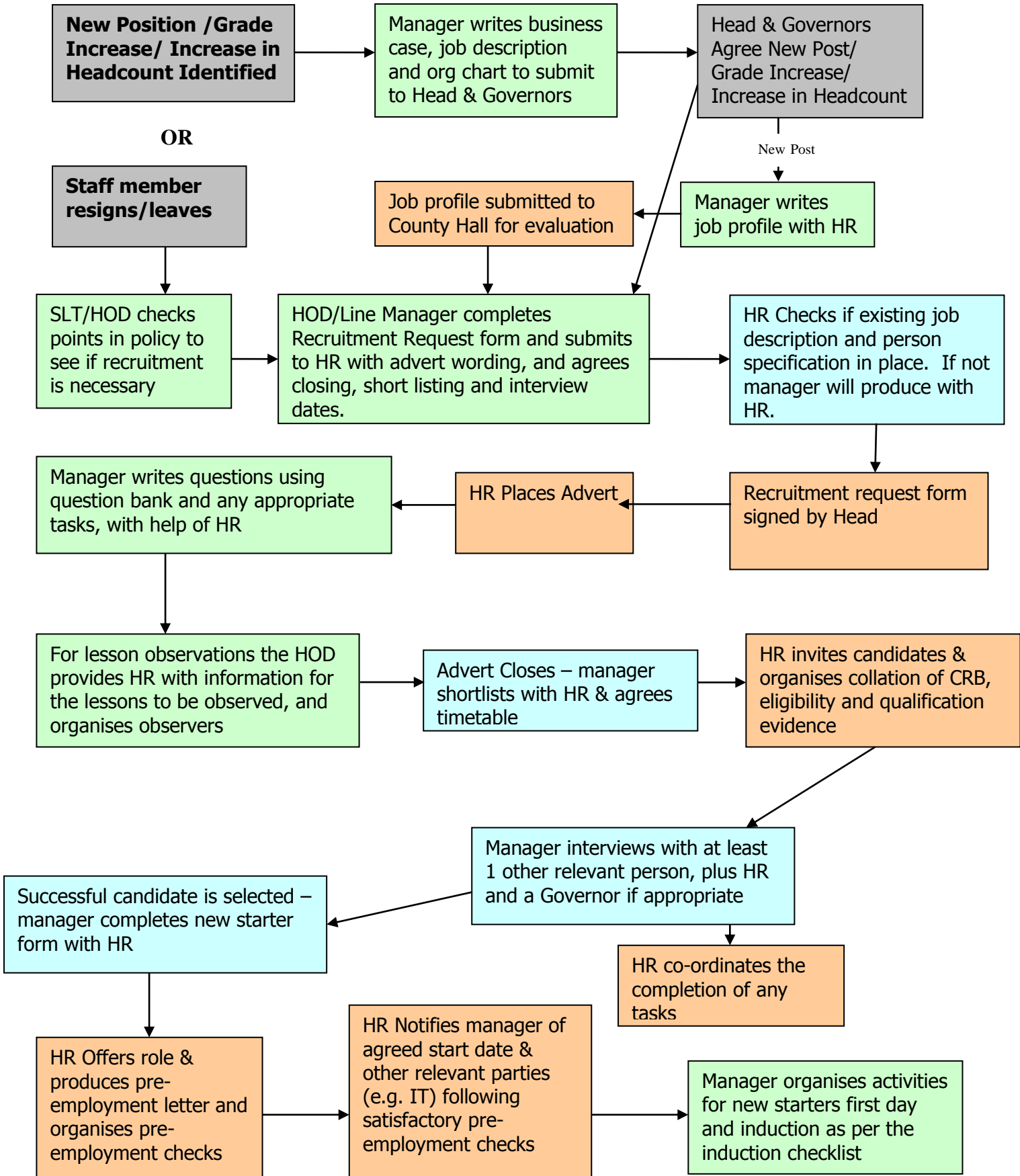
6. Complaints

If any employee/job applicant considers that he or she has been unfairly treated in relation to the Recruitment and Selection Policy or Procedures, he/she can make a complaint which will be dealt with in accordance with the standard grievance procedures.

	Joint
	Line Manager
	HR

APPENDIX A

Recruitment Responsibilities



JOB DESCRIPTION



EAST RIDING
OF YORKSHIRE COUNCIL

Job Title:	Post Number:
Responsible to:	Scale Point:
Overall Purpose of the Job:	

Principal Accountabilities:

General Information:

1. The above principal accountabilities are not exhaustive and may vary without changing the character of the job or level of responsibility.
2. The Health and Safety at Work etc. Act, 1974 and other associated legislation places responsibilities for Health and Safety on all employees. Therefore it is the postholder's responsibility to take reasonable care for Health and Safety and Welfare of him/herself and other employees in accordance with legislation.
3. The above duties may involve having access to information of a confidential nature which may be covered by the Data Protection Act, and by Part 1 of Schedule 12A to the Local Government Act, 1972. Confidentiality must be maintained at all times.
4. East Riding of Yorkshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all employees and volunteers to share this commitment.

PERSON SPECIFICATION

Job Title:

Post Number:

	Essential	Desirable	How Measured During Recruitment and Selection Progress
Experience, Knowledge & Qualifications	Experience of working with children either in employment or a voluntary capacity Good standard of education e.g. GCSE or equivalent, including English and Maths Knowledge of learning and behaviour difficulties in children.	Further qualification related to teaching assistant profession e.g. NVQ (Essential for point 14 role)	Application Form Interview Questions References Qualification Certificates
Skills	Good organisational skills Good problem solving skills IT Skills including basic Word, Excel & Outlook Excellent communication skills Ability to handle conflict effectively Ability to work under pressurised conditions Flexibility to cover all types of subjects		Application Form Interview Testing Interview Questions References
Competencies			
	Core	Role Specific	
Manage Self	Acts with integrity and honesty at all times Reflects on and enhances own performance Manages workload effectively Communicates effectively Is assertive, not aggressive Presents self well and follows school policies Is organised, prepared and equipped for work	Demonstrates and promotes the positive values, attitudes and behaviour they expect from the students Has high expectations of all students, respecting their personal backgrounds and committed to raising their educational achievement Familiar with the school curriculum and understands the main teaching and assessment methods for the students they work with	Interview Questions References
Working With People	Suitable to work with children Treats others with respect Actively seeks & provides support from/to others Displays sensitivity to diverse opinions and contributions Works collaboratively with others Acts as an ambassador for the school	Builds and maintains successful relationships with pupils, treats them consistently, with respect and consideration, and are concerned for their development as learners Selects and successfully applies different methods for communicating effectively	CRB Interview Questions References
Effective Use of Resources	Follows guidelines and instructions to ensure acting within the school procedures Actively seeks to undertake CPD and takes ownership	Improves own practice including through observation, evaluation and discussion with colleagues Uses ICT as appropriate to their role e.g. to advance	Interview Questions References

	<p>of own development</p> <p>Uses appropriate new technologies</p> <p>Is conscious of costs and value for money</p>	<p>students' learning, to record data as needed, etc.</p> <p>Seeks to share resources with others</p>	
Achieving Results	<p>Contributes to projects</p> <p>Plans own workload to meet agreed deadlines objectives and priorities</p> <p>Takes personal responsibility for own performance</p> <p>Has passion and enthusiasm to deliver beyond expectations</p> <p>Recognises problems and issues as they arise</p>	<p>Contributes effectively to the selection and preparation of teaching resources that meet the diversity of pupils' needs</p> <p>Involves other colleagues where appropriate to ensure a holistic approach to raising attainment levels</p>	<p>Interview Questions</p> <p>References</p>
Facilitating Change	<p>Responds positively to change initiatives</p> <p>Accepts change as part of the business process</p> <p>Understands and contributes constructively to change</p> <p>Plans and implements change within own role</p> <p>Takes on new or different tasks willingly</p>		<p>Interview Questions</p> <p>References</p>

Short-listing Matrix

Role:

Date:

Name	Essential					Desirable				Comments Decisions and reasons for rejection where applicable
	Qualifications	Experience	Skills/ Aptitudes	Personal Qualities	Score Out of 20	Qualifications	Experience	Skills/ Aptitudes	Score out of 15	

Please score candidates out of 5 in relation to how closely they match the criteria from the person specification.

Associate Staff Induction Programme

To be kept up to date by the line manager

Name:

Role:

Start Date:

Timescale	Activity	Date completed
First Day (Completed by HR)	Give induction pack	
	Shown toilets/drink/food facilities	
	Staff room and pigeon holes	
	Main & finance office	
	Staff Photocard	
	Staff briefings	
	Where to go in the event of a fire	
	Log on details for IT network	
	Key things to find on the system - outlook (cover & school diary), telephone list, moodle	
	How the cover diary works and form system	
	What to do to report an absence	
	Safeguarding Discussion with Deputy Head	
	Where to find reprographics/first aid	
	Where to find school policies	
Dress Code		
Ongoing Role Specific Induction (Completed by Line Manager)		
Probationary Assessment		
Date Due		Date completed
	Probationary Assessment 1	
	Probationary Assessment 2	
	Probationary Assessment 3	
	Probationary Assessment 4	
	Probationary Assessment 5	
	Confirmation in Post (HR Action)	

Signature of Line Manager when complete:

Date: