



<b>Policy</b>	<b>Recruitment and Selection</b>
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## 1. Introduction and Scope

- 1.1 The Eastern Multi-Academy Trust recognises that its employees are its single most important resource. Therefore, recruitment and selection is a critical activity for the Trust in order to ensure that the best person for the role is selected. Poor appointments to the Trust can lead to unnecessary and costly staff turnover, poor performance, dissatisfaction amongst the workforce and potentially put children at risk of harm.
- 1.2 This Policy and Procedure applies to all appointments within the Trust and must be adhered to by those involved in recruitment and selection processes. All recruitment and selection processes are based on:
- The ability of the candidate to undertake the specific role
  - The ability of the candidate to make a positive contribution to the life of the Academy
  - The candidate's potential for development, and
  - The candidate is safe to work with children and young people.
- 1.3 The aim of the policy is to
- Attract and retain a high calibre of staff
  - Ensure the highest quality of teaching and support for all pupils
  - Be competitive with other organisations in appointing and retaining high calibre staff
  - Promote the most favourable image of the Academy and
  - Ensure safer recruitment processes are followed.

## 2. Safer recruitment

- 2.1 The Trust will incorporate into the process the principles and recommendations set out in the Statutory Guidance on 'Keeping Children Safe in Education' 2014 and 'Working Together to Safeguard Children' 2013.
- 2.2 All recruitment and selection events will have on the panel an individual who has received appropriate Safer Recruitment training.

*Disclosure Barring Service (DBS) checks and Prohibition checks*

- 2.3 The Trust conducts enhanced DBS checks on all new appointments to the Trust in accordance with its DBS Policy.
- 2.4 In addition to any DBS and/or Barred List check, anyone who is appointed to carry out teaching work will require an additional check to ensure they are not subject to a prohibition order and therefore prohibited from teaching.
- 2.5 The Trust will ensure that prescribed checks, including additional checks as appropriate, are carried out in respect of staff members who have lived outside the United Kingdom.
- 2.6 The Trust will also undertake the following pre-employment checks, and keep copies of relevant documents on file, to verify the candidate's:
- identity
  - right to work in the UK
  - professional qualifications
  - mental and physical fitness to carry out their work responsibilities including whether any reasonable adjustments are required to provide effective and efficient teaching
  - suitability to work with children (where the applicant has lived or worked outside the UK and further checks are required because of that background).

### **3. Equal opportunities**

- 3.1 The Trust recognises its responsibilities under equality legislation, specifically the Equality Act.
- 3.2 The 'protected characteristics' identified in the Equality Act 2010 will not be used as the basis of selection, or non-selection, for appointments or promotion within the Academy. All employees will be selected, trained and promoted on the basis of ability, the requirements of the job and other similar criteria that are as objective as possible.
- 3.3 The only exception will be by virtue of legislation or a Genuine Occupational Requirement.
- 3.4 Reasonable adjustments and/or supportive measures will be considered where a known disability exists to allow equality of access and opportunity.
- 3.5 All those taking part in the recruitment and selection process have responsibility for applying the policy on equal opportunities to avoid unlawful discrimination.
- 3.6 This Recruitment and Selection Policy forms part of the Academy's wider Single Equality Scheme. The Governing Body recognise that all public sector organisations are under a single equality duty (from the Equality Act 2010) to demonstrate that they are achieving equality in their workforce across all the 'protected characteristics'.

### **4. Review of the Vacancy**

- 4.1 The Trust will follow the procedures outlined in this policy for all vacancies, although the complexity of each stage will vary depending on the type of post.
- 4.2 This policy requires that the following stages are incorporated into every recruitment and selection event;
- workforce planning and identification of vacancy
  - post specification
  - advertising
  - applications and shortlisting
  - interview
  - appointment
- 4.3 In advance of any recruitment exercise, the Trust will give consideration to the following before advertising any existing vacancy:-
- Replace the post as it stands
  - Is the role still required at all or can the duties be redistributed
  - Does it need to be the same hours eg full time could be part time
  - Should it be split into separate roles
  - Are there changes in the specification for the role eg reduced or increased responsibilities
  - Could it be job share
  - Should it be appointed on a temporary basis to give time to consideration of the above.

This may be particularly relevant when workforce planning indicates there may be a change in staffing requirements for the future and the impact of this can be reduced or negated.

- 4.4 In reviewing or creating a job description, person specification and other documents linked to a new or existing post which is to be advertised, the Trust will consider the pay and conditions which would be enjoyed by the role.
- 4.5 The Trust will utilise any vacancies across the whole Trust as potential redeployment opportunities eg where there is a redundancy exercise occurring in any of its Academies.

## **5. Records and Re-selection**

- 5.1 All records from recruitment campaigns and selection processes will be retained for a period of 12 months in case of any query or challenge. After that they will be confidentially destroyed. The information relating to the successful applicant will form part of their personnel file.
- 5.2 Should a similar vacancy arise within 6 months of a recruitment campaign, re-selection from that campaign can occur if there were appropriate applicants capable of being appointed.
- 5.3 Please note that applications for positions may be shared between the Academies within the Trust if appropriate vacancies occur.

## **Procedure**

## **6. Job Description and Person Specification**

- 6.1 When a vacancy has been reviewed and the need to recruit determined, a Job Description and Person Specification will be produced to outline the duties of the role and the characteristics and attributes of the person required to fill the role. All requirements in the person specification will be appropriate, relevant and not excessive for the role. This will be reviewed even if the role is a direct replacement to ensure it is up to date and appropriate.
- 6.2 Both documents will have standard content relating to safeguarding and promoting the welfare of children in addition to specific content relating to the role. The person specification will also indicate at what stage each of the criteria will be assessed. See the template for the job description and person specification at Appendix A.
- 6.3 The job description and person specification will form the basis of the recruitment and selection process from advertisement to interview questions and related tasks.

## **7. Application process**

- 7.1 Vacancies will usually be advertised on the Academy or Academy Trust website and other media as appropriate. Some posts may be advertised internally only.
- 7.2 Applicants will complete an application form on line with an equal opportunities sheet including a declaration in relation to prior criminal convictions. The Equal Opportunity sheets will be separated from the application form prior to shortlisting and will not form part of that process.
- 7.3 In areas where there are difficulties in recruiting or for short term/fixed term vacancies eg maternity or sickness cover, the Academy may choose to use an agency to assist in the recruitment process.
- 7.4 All processes including adverts will incorporate the Trust's commitment to equal opportunities and to safeguarding and promoting the welfare of children.

## **8.0 Shortlisting**

- 8.1 Shortlisting will be undertaken by two individuals. The CEO will be involved in this process for all senior appointments within the central Trust and Academies. Other than that the shortlisting panels will be determined by the Principal for each post.
- 8.2 Shortlisting will be undertaken on the basis of the criteria in the person specification which it was indicated would be used at application stage. This is usually in the areas of qualifications and experience which are factual. If there are many applicants it may be necessary not only to use the essential criteria in these areas but the preferred as well.
- 8.3 The decisions of the shortlisting panel will be recorded on the standard shortlisting document which will clearly identify why unsuccessful applicants were not selected for interview – see Appendix B.
- 8.4 Any employee selected to be on a shortlisting panel who knows any applicant other than in a current or previous work capacity must declare this as a conflict of interest. They will be unable to be involved in the shortlisting process. They will also be

unable to be involved in the selection process if that applicant is selected for interview. If they are not selected for interview then they can be involved in the selection process itself as there is no residual conflict.

## **9.0 References**

- 9.1 References are generally now used to confirm information provided by the individual such as
- Dates of employment with the organisation
  - Job title
  - The referee's relationship to the applicant
  - Any disciplinary or capability issues within the last 2 years
  - Whether there are any reasons the individual could not be employed to work with children
  - It is not possible to ask about their absence record unless the offer of employment has already been made but this is possible if the reference is requested after an offer has been made.
- 9.2 References may be taken up prior to interview depending upon the time available and the post. Permission to do this is requested in the application form. Referees should always include the current/latest employer and if this is not provided this should be referred back to the applicant. Two satisfactory references are required for all – this may be varied in exceptional circumstances only.
- 9.3 If there are any concerns regarding the content of a reference then contact will be made with the referee to clarify information prior to addressing this with the applicant where it proves necessary eg if the information may impact on a decision to offer a post to them. The relevant person will record this process and it will be held with all the documentation for the applicant.

## **10. Selection Processes**

- 10.1 The Principal or other appropriate manager responsible for the process will determine the selection process. The selection process will comprise of one or a mixture of the following:-
- Panel Interview
  - Tour and briefing as appropriate
  - Presentation
  - Mini-lesson
  - Work related exercise
  - Written reports/data analysis
  - Psychometric tests
  - Other – to be specified
- 10.2 Where a candidate has indicated a disability the Trust will ensure that the selection process is appropriate for them or make adjustments as necessary.
- 10.3 Candidates will be given at least one week's notice of the date of the selection event and the details of the process including anything they need to prepare in advance eg a presentation.

- 10.4 The interview panel will have at least two members. Questions will be pre-prepared and standard questions used for all candidates. The questions will be determined from the requirements of the job role and the person specification as originally set out. Questions and responses will be recorded and scored in a standard format – see Appendix C. This does not preclude other questions being asked in order to clarify information particular to that individual from their application form or responses.
- 10.5 All other selection activities will also be scored and a final scoring sheet completed bringing these together – see Appendix D. Where panels were used for interview or presentations etc an average score will be used. The offer will be made to the individual with the highest score. A second/third choice will be identified where possible.
- 10.6 Candidates will be notified of the outcome of the selection process. Reasons for non-appointment will be fed back.

## **11. Offers of Employment**

11.1 All offers of employment will be in writing and conditional on the following:-

- Satisfactory references
- Satisfactory DBS and clear barred list and teacher prohibition checks
- Proof of qualifications
- Satisfactory medical information

Please note that should there be any medical concerns once a medical form has been completed a referral to occupational health may occur prior to any offers being confirmed.

11.2 Where a conditional offer is withdrawn, the Trust will ensure the reason for that decision is recorded and advised to the candidate.

## **JOB DESCRIPTION**

Post Title:  
Salary:  
Reporting to:  
Line Managing:  
Base:

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### **Main Purpose**

### **Main Accountabilities**

- 1.
- 2.
- 3.
- 4.
- 5.
6. To comply with the requirements of the Data Protection Regulations and ensure confidentiality is maintained
7. Ensure appropriate responses in respect of child protection and safeguarding issues.
8. To ensure safe working practices, and insofar as is reasonably practicable, a hazard free environment in all areas.
9. Undertake such other duties as may be reasonable requested by the Principal and/or Chief Executive.

### **Other features of the Post:**

This Job Description is not definitive or exhaustive but is provided to give the post holder an indication of the range of activities, duties and responsibilities concerned with the employment and may be subject to review and revision at any time at the discretion of the Trust if, in the interest and efficiency of the service, it should be deemed necessary.

Prepared By:

Received By:

Date:

Date:

### **PERSON SPECIFICATION:**

<p>The successful applicant will be able to demonstrate the following minimum requirements. Please note that candidates will be shortlisted for interview based on this specification and should, therefore bear this in mind when preparing their application and completing the application form. If you do not</p>
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meet the essential criteria please do not apply. Criteria will be assessed at different points of the selection process as shown. The Assessment Stages are:- A = Application I = Interview P = Presentation T = Test			
	Essential	Desirable	Assessment Stage
<b>QUALIFICATIONS – certificates will need to be produced</b>			
			A
			A
			A
			A
<b>KNOWLEDGE, UNDERSTANDING AND EXPERIENCE</b>			
			A
			A
			A
			A
<b>PERSONAL AND PROFESSIONAL QUALITIES</b>			
			I
			I/T
			I
<b>OTHER REQUIREMENTS</b>			
Full driving licence/ability to travel (delete as appropriate)			A
Commitment to the safeguarding policy and principles of the Academy Trust	√		I

Appendix B – Shortlisting Decision From

**SHORTLISTING DECISION FORM** (you cannot be involved in the shortlisting process if applicants are known to you other than in a current or past work capacity)

**Post:**

**Date:**

**Shortlisting Panel names (min 2):**

**Scoring Guidelines**

Clear evidence of criteria on application **2**

Partially meets the criteria **1**

No evidence of criteria on application **0**

**Please note, the candidate must score a 2 against all the essential criteria in order to shortlisted for interview**

Person Specification Assessed at application stage	Essential Criteria	Candidate Score					Preferred Criteria	Candidate Score					
		A	B	C	D	E		A	B	C	D	E	
<b>QUALIFICATIONS</b>													
<b>KNOWLEDGE, UNDERSTANDING AND EXPERIENCE</b>													
<b>PERSONAL AND PROFESSIONAL QUALITIES</b>													
<b>OTHER REQUIREMENTS</b>													

Person Specification Assessed at application stage	Essential Criteria	Candidate Score					Preferred Criteria	Candidate Score				
		A	B	C	D	E		A	B	C	D	E
<b>Total Score</b>												
<b>Interview Yes/No</b>												

Comments

**Completed by**

**Signed:**

**Print Name:**

**Date:**

**Signed:**

**Print Name:**

**Date:**

Appendix C – Question template

**Interview Form-**

Candidate Name:  
Interview Panel:

Vacancy:

Date:

<b>Exercise – to be used where there is a presentation or exercise as part of the interview</b>	<b>Score</b>

<b>Panel</b>	<b>Question</b>	<b>Comments</b>	<b>Score</b>

	Safeguarding compulsory question – to ensure applicants have the right approach and understand the principles		
			Total

**Questions asked by the candidate:**

Signed: \_\_\_\_\_ Name: \_\_\_\_\_

## SCORING CRITERIA

Scoring is from 0-4 where 4 is the best score and 0 is a poor score

### **Please score each candidate response using the following:**

- 4 Outstanding** – Clear, well thought out responses, using examples without being prompted; clearly demonstrated the competencies outlined in the person specification; innovative in their ideas; did not need prompting to elaborate on answers
- 3 Good** - Responded well to the questions, with overall minimal prompting required; good use of examples when asked; didn't elaborate with responses and lacked innovative input overall; met the majority of the person specification criteria
- 2 Average** - Variety in quality of responses, but responded adequately; needed prompting in order to provide a more in-depth response; minimal innovative input; required prompting to produce examples when required but gave some adequate/good examples, met the person specification criteria for around 50% of the question
- 1 Poor** – Below par quality of responses; struggled to find relevant examples to back up responses or no examples; required prompting which still did not lead to a satisfactory response; no innovative input; lack of detail; failed to demonstrate competence against the person specification; evaded the question and only answered part
- 0 No answer** – did not or could not answer the question; required prompting all the time but still elicited little or no relevant response

### **Scoring notes**

- Please score your own first before deliberating with panel members.
- Scoring will be amalgamated at the end of the process in the overall scoring grid.

## Appendix D – Selection Panel Scoring Grid

# SELECTION PANEL SCORING GRID

Job title			
Date		Panel Members	

Candidate	Individual score for interview			Average score for interview	Individual score for presentation			Average score for presentation	Exercise score	Other test score	Total score

## DECISION

	Name	Why
Person to appoint		
2 <sup>nd</sup> choice		

Signed: \_\_\_\_\_ (Chair of panel)      Date: \_\_\_\_\_