



# **St Joseph's College Selection & Recruitment Policy**

**Date Reviewed: September 2022**

**Next Review Date- September 2024**

**Chair of Governors signature:**

---

## CONTENTS

---

2.1	INTRODUCTION .....	3
	Community, Voluntary Controlled and Community Special Colleges .....	
	Foundation, Voluntary Aided and Foundation Special Colleges .....	
2.2	EQUAL OPPORTUNITIES - POLICY AND LEGISLATION .....	3
	Discrimination in the Recruitment Process .....	4
	Recruitment Monitoring .....	4
2.3	GUIDELINES FOR SUCCESSFUL STAFF SELECTION .....	5
	Job Descriptions .....	5
	Person Specification .....	5
	When and Where to Advertise .....	7
	Information to Applicants .....	8
	Shortlisting .....	9
	Final Selection Arrangements .....	9
	Training .....	
2.4	STAFFING COMPLEMENT OF THE COLLEGE .....	12
	Job Share Arrangements .....	
	Agency Staff .....	12
	Staff Qualification Requirements .....	12
	Posts with Substantial Access to Children .....	12
	Contract of Employment .....	13
	Overseas Workers - Work Permits .....	13
	Overseas Workers – Qualified Teacher Status .....	13
2.5	DELEGATION TO HEAD TEACHER OF STAFF APPOINTMENTS .....	13
2.6	STAFF APPOINTMENTS .....	14
	Appointment of Head Teachers and Deputy Head Teachers in Community, Voluntary Controlled, Community Special and Maintained Nursery Colleges .....	14
	Appointment of Other Teaching Staff .....	16
	Job Description .....	17
	Person Specification .....	17
	Redeployment .....	17
	Advertisement .....	17
	Shortlisting and Interview .....	17
	Appointment of Support Staff .....	18
2.7	NEWLY QUALIFIED TEACHER RECRUITMENT .....	19
	Primary Newly Qualified Teacher Pool .....	19
	Secondary Newly Qualified Teachers .....	19

## **2.1 INTRODUCTION**

**This guidance is designed to help Governors and the Headteacher in the recruitment process .**

The College is committed to following safer recruitment practices.

New regulations and guidance, stemming from the Education Act 2002, came into effect on 1st September 2003. These delegate responsibility for appointments to the Headteacher, excluding appointments to the leadership group, unless the governing body have good reason not to do so.

The College is committed to achieving and maintaining a workforce which broadly reflects the local community, particularly with respect to ethnicity and gender. It is strongly recommended that the governing body has this aim in mind when deciding on and operating its recruitment and selection procedures.

As an Academy, the College is an independent employer and can vary its recruitment processes according to need. However safer recruitment practices will always be maintained.

The governing body is the employer of all staff. However, they may wish to adopt the detailed procedures in this chapter as examples of good recruitment practice.

## **2.2 EQUAL OPPORTUNITIES - POLICY AND LEGISLATION**

Croydon has an Equal Opportunities Policy which appears as an appendix to the Introduction to this Handbook. One of the aims of the policy is to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, nationality, ethnic or national origins, sex, marital status or disability or is disadvantaged by conditions or requirements which cannot be shown to be fully justified.

The Race Relations (Amendment) Act 2000 introduced a general duty upon Public Authorities to carry out functions:

- To promote race equality in order to eliminate unlawful racial discrimination.
- To promote equality of opportunity.
- To promote good race relations between people of different racial groups.

As a result, Governing Bodies should consider all 3 of these principles when involved in recruitment and selection.

It is essential that all those involved in the selection and interviewing of staff have regard for this policy in all their procedures and deliberations. Panels should be balanced by gender, race and experience and, as far as possible, each Panel Member should be trained in staff selection. It is recommended that at least one member of the panel has undertaken such training.

Each Panel Member must have equal access to information and be involved in all stages of the Selection Process, including preparation of Job Description, Person Specification and advertisement.

As the governing body has the effective power of appointment, it also has the responsibility for making sure that the selection panel does not breach discrimination legislation in relation to appointments and other employment matters. Discrimination is defined as:

(a) *direct* - treating a person less favourably than others are or would be treated on account of sex, sexual orientation, colour, race, religion or belief, nationality, ethnic origins or disability;

or

*indirect* – Provisions, criteria or practices which apply or would apply equally to all workers but would put a person because of their gender, sexual orientation, disability, religion or belief, race or ethnic origin at a particular disadvantage, which puts that person at that disadvantage, and which cannot be shown to be a proportionate means of achieving a legitimate aim.

This means that, in addition to the existing “formal” practices, more “informal” practices are likely to be covered by legislation.

The governing body will be the respondent in law in circumstances where:-

- discrimination is alleged against applicants, employees or contract workers;
- challenge is made to the governing body's requirement for candidates of a particular sex or race under the "Genuine Occupational Qualification" provision;
- an employee holding a post at the College is alleged to have committed a discriminatory act (vicarious liability).

The provisions of the Commission for Racial Equality and the Equal Opportunities Commission Codes of Practice will apply to actions of the governing body. It is recommended that the staff selection procedures described in Section 2.7, which are underpinned by the Council's Equal Opportunities Policy, are adopted.

### **Discrimination in the Recruitment Process**

There may be occasions when applicants for posts consider that they have been discriminated against at any stage in the recruitment process. It is important that complaints are investigated and dealt with speedily. Internal applicants who consider

that they have been discriminated against should raise their concerns through the College's Grievance Procedure.

### **Recruitment Monitoring**

It is not sufficient purely to have a policy statement on Equal Opportunities. It is necessary to monitor the effectiveness of appointment procedures. The Council, as employer, requires that a recruitment monitoring analysis with respect to ethnic origin, gender and disability of all job applicants for all posts should take place.

There is also a requirement for the College to provide the Authority, on an ongoing basis, with data with respect to gender, age and ethnic origin of all staff in the College.

## 2.3 GUIDELINES FOR SUCCESSFUL STAFF SELECTION

The Section in this Chapter on Equal Opportunities refers to the adoption of staff selection procedures covering all stages of the recruitment and selection process. Good practice and procedures will ensure that Colleges benefit from the appointment of the best candidates. They will also promote a fair deal for all applicants, will counter discrimination and will ensure compliance with anti-discrimination laws.

The following notes of guidance are designed to assist Colleges in selecting all staff, both teachers and support staff. They should be applied both in situations where posts are to be advertised nationally or only advertised internally to the College.

### Job Descriptions

Every post which is advertised should have a job description which expresses clearly and concisely the exact duties and responsibilities of the job. It should be written in non-discriminatory language and must not imply that certain groups will be more or less favoured, as this could be indirect discrimination and therefore unlawful. It is important to include in the job description the responsibility that each member of staff has to implement the College's or LEA's equal opportunities policy.

### Person Specification

The person specification is the key document in the recruitment procedure as it consists of the selection criteria to be used in the shortlisting and interviewing process. It should be drawn up at the same time as the job description and prior to the compilation of the advertisement. It clarifies the knowledge, skills, aptitude and experience that are necessary to carry out the duties and responsibilities of the post as described in the job description. **It should not set criteria which although perhaps desirable are not necessary in order to undertake the post.**

### Checklist for criteria

- a) All criteria must be clear. It is necessary to specify the level of knowledge required and the purpose for which it will be used in each case.
- b) The criteria must be justifiable and essential to the job.
- c) The criteria must not be unnecessarily restrictive, excluding some people from applying.
- d) The criteria must be able to be assessed either on the application form, at the interview or by the use of specially designed and approved tests or inventories.
- e) The criteria must be specific.
- f) All criteria must have equal status. "Weighting" is not permissible because it has been judged to be discriminatory by many employment tribunals as it is subjective and cannot stand up to scrutiny. It is, however, acceptable to state clearly that candidates will not be shortlisted for interview unless they can do 'x' or 'y'.
- g) The Person Specification should state clearly how each criteria will be assessed; either at interview, test, or by application form.

The person specification should be sent with the application form and other documents to all those expressing an interest in a particular post. In drawing up the person specification, decisions should be made as to how each criterion can best be measured, for example, from the application form, by interview or by the use of some form of testing.

It is suggested that the criteria used in the person specification are grouped together under the following headings:-

**a) Knowledge**

Knowledge can be derived formally or informally, for example from education, training, experience or just an awareness. No assumption should be made as to how the knowledge is derived.

**b) Skills and Aptitudes**

Skills can be described as practised abilities gained through study or experience. Aptitudes can be described as the ability to develop a skill. Skills and Aptitudes are important in assessing a candidate. The length of experience of a candidate must not be stated as it is subjective and may not reflect their ability to do the job. It is the quality of the skill or aptitudes which must be measured. It is important to consider whether a candidate has the ability to develop into the job. For management positions, it is important to include a requirement for people/staff management skills.

There is provision in law for Genuine Occupational Qualifications (GOQs). GOQs relate to certain limited circumstances where it can be an essential requirement to belong to a certain racial group or gender in order to provide services for that gender or group promoting their welfare or education. These are only granted in certain exceptional circumstances and the HR & OD Service is able to provide further advice.

**c) Experience**

It is important to specify the type of experience required - for example, "experience of working in an office" when the requirement is for "word processing" experience.

Caution should be exercised when stipulating length of experience as the quality of the experience is more important than its length. Actual years of experience does not guarantee ability. It is important to remember that relevant experience may be gained from the private or voluntary sectors, leisure interests or home environment, such as raising a family. Experience is also transferable from one area of work to another, and therefore ability or aptitude is more important than a narrow definition of experience.

Consideration should be given to education or training and experience jointly, as experience can serve as an alternative to formal qualifications and vice versa.

**(d) Training and Qualifications**

This section would include details of any specific qualifications required for the post. For example, in the case of teachers, the holding of qualified teacher status.

Where this is the case it is important not to set higher educational requirements than are necessary for the safe and effective performance of the job. There may be occasions when no educational qualifications are required for certain posts.

**(e) Special Requirements**

It may sometimes be necessary to specify for example that an administrative officer will be required to clerk evening meetings of the governing body and its committees. In this case it would be necessary to specify this requirement and also to indicate the frequency of the evening meetings concerned. However, a distinction should be made between need and convenience and need should be weighed up against discriminatory effect.

No attempt should be made to seek information on domestic arrangements. Furthermore, it should not be assumed that people residing elsewhere in the U.K. would not be suitable for employment in Croydon.

## **FOR POSTS WITH ACCESS TO CHILDREN AND VULNERABLE ADULTS**

You must include specific requirements, such as:

- (a) “Able to form and maintain appropriate professional relationships and boundaries with children, young people and other vulnerable adults”.
- (b) For managers: “able to ensure staff observe the requirement above”.  
(This can be modified to suit the job).
- (c) “Ability to understand written information subject to a written test.”
- (d) “Working with other peoples ’children; empathy and understanding of looking after other peoples ’children from a range of backgrounds.”
- (e) “Ability to understand the difficulties and pressures associated with caring for children/vulnerable adults and demonstrate appropriate coping mechanisms.”

NB These are only examples - this list is not exhaustive.

### **When and Where to Advertise**

To open up job vacancies to the widest possible audience, as part of its Equal Opportunities Policy and to ensure compliance with legislation, Croydon strongly advises that all positions should be advertised both internally and externally.

In the majority of cases, this will include a combination of national/local paper and one of the Council's compiled Vacancy Bulletins, i.e. the 'Education Vacancy Bulletin' for teaching, nursery nurse posts.

The HR & OD Service can advise on which publications are likely to prove most cost-effective in providing suitably qualified and/or experienced applicants and also on the best time to advertise the post, bearing in mind time considerations for resignation dates, receipt of confidential reports, etc.

The following are the most widely used publications:

- (a) Times Educational Supplement - published weekly every Friday. The undisputed market leader for primary and secondary teaching recruitment.
- (b) Education Guardian - Appears weekly on Tuesdays as part of the national 'Guardian'. Excellent for public sector appointments.
- (c) Ethnic Media and National Religious Publications - there are a wide variety of publications in these areas.
- (d) Croydon Guardian and its associated series of papers - a weekly free publication. Circulated throughout the whole of the Borough.
- (e) Nursery World - Published Thursdays and noteworthy for nursery and welfare posts. Probably most worthwhile when a position is difficult to fill. Local papers can recruit as successfully in this field.

## Information to Applicants

It is suggested that a pack containing the following information is sent to all those expressing an interest in particular posts:

- an application form;
- a job description;
- a person specification;
- information on the College;
- the College and LEA's equal opportunities policies;
- notes of guidance on the appointment procedure, including advice on directing an application to the selection criteria.
- closing and interview date.
- whether or not Curriculum Vitae will be considered.
- a covering letter which should contain the following statements;

“The College recognises that some people are vulnerable and at risk through potential misuse of power by service providers. It is determined to ensure that all its customers enjoy a safe and positive experience of its services. Therefore, the successful candidate appointed to this post will be required to complete a Criminal Records Bureau form and employment will be subject to an Enhanced / Standard\* Disclosure provided by the CRB.

The rigorous staff recruitment and selection procedure employed by the College contributes to an overall commitment to protect children from abuse through the delivery of safer environments.”

**Please note that there should also be a statement telling applicants what else will also be required:**

- Evidence of Identity;
- Employers asked about allegations, disciplinary investigations and their outcomes;
- Exploration of gaps or inconsistencies in employment records;
- Demonstrate suitability for access to children/vulnerable adults.



## Shortlisting

It is good practice to ensure that shortlisting is carried out by more than one person. Each member of the panel should assess each candidate's application form against the shortlisting criteria. It is suggested that the assessment is recorded on a grid listing the applicants down the left side and the criteria across the top. A code can be used to record against each criterion depending on the extent to which it has been met. For example:-

M+	=	More than meets criterion
M	=	Meets criterion comprehensively
P	=	Partly meets criterion
U	=	Information is unclear, incomplete or omitted altogether
F	=	Fails to meet criterion.

The panel should then meet to agree a shortlist. Any candidate who fully meets all of the criteria should be shortlisted. It will then be for the panel to consider whether they wish to interview any candidates who only meet some of the criteria, but care should be taken to ensure that criteria for selection is fair and consistently applied to all candidates.

It is against the law to reject people because of their colour, nationality, ethnic or national origin, gender, marital status or solely on the basis of their disability. It should be considered whether reasonable adjustments such as transferring some duties to another post could be applied. (It is also against the College's Equal Opportunities Policy to reject people on the grounds of age, religion or sexuality).

Notes and comments made by Panel Members regarding decisions made whilst shortlisting should be recorded by the Panel chair. This will ensure that reasons for either selecting or not selecting an applicant for interview are available if necessary at a future date.

## Final Selection Arrangements

### (a) Arrangements for Receiving Candidates

There should be proper arrangements for the reception of candidates, included setting aside one waiting room for their use with facilities for refreshments. Ideally a member of staff should be designated to receive candidates and care for them throughout the day(s). It is important that the member of staff is aware of the selection process and bears in mind the effect of their manner and body language on candidates.

If any of the candidates has a disability, the person should be contacted in good time before the interview date in order to solve any problems related to parking, escort, suitability of access and arrangement of interview room.

### (b) The Interview Room

The choice of room for the interview is important. It should be of sufficient size to accommodate the panel and candidate in reasonable comfort but not so large as to impair communication between the interviewers and interviewee. Absolute privacy and the avoidance of interruptions are essential. A College hall would clearly be inappropriate.

The room should be prepared in good time before the interview. Chairs and tables where used should be arranged to avoid glare from artificial or natural light. The candidate should not be seated directly to face a window which may cause unnecessary discomfort or distraction.

The aim should be to provide a friendly and relaxing atmosphere as the occasion allows in order to put the candidate at ease and to provide a favourable impression of the College.

In addition, people with disabilities should be given the opportunity, before the interview, to make suggestions about the layout of the room.

**(c) Interview**

Interviewers should agree in advance the areas to be covered in questioning which should relate to the person specification. These should be the same for each candidate, while allowing sufficient flexibility and informality to meet the above aim.

All members of the interviewing panel should be introduced to each candidate. Interviewers should bear in mind the effect of their manner and body language on candidates.

The aim of the questioning should be to obtain the fullest picture of the candidates' abilities, giving them the opportunity to demonstrate their strengths.

The interview should concentrate on obtaining information about the person, their knowledge, experience, skills, etc. The agreed core questions should be used to open up areas of questioning and follow-up. Questions may be asked to probe for further information within the same area. Supplementary questions which should relate to the core questions should enable individual candidates with different backgrounds to demonstrate their relevant skills and abilities.

The interview panel should refrain from talking too much themselves but get the candidate to say as much as possible. At the beginning, or towards the end of the interview, further information about the job should be given to the candidate.

It is against the law to discriminate on grounds of race, colour, ethnic or national origin, nationality, sex, marital status or disability. Discrimination on

the grounds of age is also unacceptable. Questions should not be asked about personal circumstances, such as marital status, intention to start a family or dependants, as they could be considered as bias against women, etc.

Where it is necessary to assess whether personal circumstances will affect the performance of a job, this should be discussed objectively with all candidates so that they understand the requirements of the job without assumptions about domestic responsibilities.

Questions should not be asked about a person's disability unless it relates to the performance of the job, in which case it should be discussed objectively and without prejudice, considering possible adaptations and aids. Emphasis must not be placed on potential problems.

Candidates should have every opportunity to ask questions about the post before the interview starts. At the end of the interview they should be given a further opportunity, in case the interview has raised any additional points they wish to clarify.

**(d) Use of References**

It is preferable that references are not considered until the panel has made a preliminary decision on the basis of the objective information available to it. Undue weight should not be given to references in the selection process since they may be very subjective and involve only one person's view of the candidate. They are, however, helpful to inform the panel's final decision at the end of the selection process.

The 1992 Warner Report (Choosing with Care) considered the selection, development and management of staff in children's homes. It made a number of recommendations concerning recruitment practices to be used in staffing children's homes. A number of these have relevance in Colleges, particularly in the recruitment of staff who will have substantial access to children (see Section 2.3). Key points on the use of references in the recruitment process which incorporate a number of the recommendations made in the Warner Report are:

- It is important to ensure that all references are obtained prior to the interview as appointments should never be made without obtaining information from previous employers or 'subject to reference'.
- When requesting a reference, it is important to be specific about the categories of information required. This will be best achieved by sending a copy of the job description and person specification with the request and asking for comments to relate specifically to the needs of the post as defined in the person specification.

Candidates should be told when applying for a post that the new employer will reserve the right to approach any previous employer and will be specifically asking for such information.

**(e) Discussion of Candidates and Decision**

A candidate should not be discussed by the selection panel until all candidates have been seen and the particular stage of the selection process has been completed. After the interviews the panel should discuss the performance of each candidate in turn in relation to the person specification. The chair should then ask the panel to come to an agreement on which candidates are to remain in consideration for the post. In arriving at this decision it would be helpful for the panel to hear the views of the Headteacher, if present. (In the case of Headteacher and Deputy Headteacher appointments legislation requires the panel to consider the views of the Director of Education's representative). The panel will normally decide to recommend the appointment of the person who most closely meets the requirements of the person specification. Occasionally no candidate will be suitable, in which case no recommendation for appointment will be made.

All records, including application forms and notes must be kept for at least three months. They should clearly indicate the reasons for selection or rejection. These documents would form important evidence in an Employment Tribunal, should an applicant make a claim of unlawful discrimination.

**(f) Reporting of Decision to Candidates**

It should be made clear to candidates at the beginning of the interview proceedings whether they are expected to wait for a decision to be made or whether they will be contacted at a later stage.

The candidate who is to be recommended to the College for appointment should be advised of this fact by the chair of the interviewing panel. It is normal practice to expect a candidate to

indicate whether or not (s)he is prepared to accept the post. If an opportunity to ask questions about the post has already been given, time for further consideration should not normally be necessary.

Unsuccessful candidates should be given the opportunity of a de-briefing by an appropriate person as soon as possible after the interview. This should focus on the person specification and the advice offered should be constructive and supportive.

**(f) Follow-up with Successful Candidate**

Once the recommendation of appointment has been confirmed by the College, specific arrangements should be made for the induction of the successful candidate. This should include the issue of the appropriate contract and related documents and the provision of detailed information

about the post. It is essential that these are made available before the person takes up his/her appointment. Arrangements should be made before the starting date for an effective induction programme for the new member of staff.

## **2.4 STAFFING COMPLEMENT OF THE COLLEGE**

The governing body decides how many teaching and support staff to employ at the College and the hours of work of part-time staff, within the parameters of the College's budget. The hours of full-time staff will be as laid down by the relevant national or local provisions (see Chapter 5).

It is essential that job descriptions and person specifications are compiled for all posts. These should be reviewed when appropriate and may require job evaluation.

### **Agency Staff**

The College may wish to consider the use of agency staff to fill short term vacancies. The College is responsible for ensuring that all agency staff have been checked by the Criminal Records Bureau, seeing evidence and checking the identity of each person.

### **Staff Qualification Requirements**

#### For teaching staff only

- (a) The LEA must be satisfied that the candidate has the appropriate teaching qualifications.
- (b) The College must also be satisfied that the candidate is registered with the GTC (General Teaching Council)
- (c) These requirements are set out in the Education (Teachers Qualifications and Health Standards England) Regulations 1999 and the Education (Teachers) Regulations 1993.
- (d) Foundation, Voluntary Aided and Foundation Special Colleges  
Colleges purchasing the service from the HR & OD Service will need to provide details of appointments using the appropriate forms

### **Posts with Substantial Access to Children and Vulnerable Adults**

All workers in the College (including volunteers) are required to be subject to a disclosure by the Disclosure and Barring Service (DBS). An enhanced disclosure will be required for all roles.

All appointments are dependent on a satisfactory enhanced DBS clearance. Any disclosures should be made on applications for posts and disclosed at interview.

## **Contract of Employment**

The HR & OD Service should be sent details as soon as practicable after an offer of appointment has been made using the standard form for this purpose which includes a check list of the other relevant documents which should be included or seen by the College.

The HR & OD Service provides contracts of employment for all staff as part of its service level agreement with Colleges. Medical clearances and, where relevant, CRB checks for posts having substantial access to children and vulnerable adults, are carried out under the service level agreement. However, it is the responsibility of the College to ensure that checks as to whether a person meets the qualification requirements and satisfies the requirements of the Asylum and Immigration Act are carried out.

## **Overseas Workers - Work Permits**

Workers from overseas may require a work permit issued by Work Permits (UK) before being allowed to take a job in this country. It is essential that head teachers check that a successful candidate has the right to paid employment in this country before any offer of employment is made. Information on Work Permits (UK) can be found on their web site at [www.workingintheuk.gov.uk](http://www.workingintheuk.gov.uk) .

## **Overseas Workers – Qualified Teacher Status**

Teachers trained in European Economic Area countries may be eligible for Qualified Teacher Status (QTS) in this country without further assessment. This can be ascertained by contacting the General Teaching Council for England (GTCE) on 0870 001 0308.

Teachers who trained outside the EEA will need to be assessed against the Standards for the Award of Qualified Teacher Status in England before they can be awarded QTS. Overseas trained teachers (OTTs) can be employed for up to four years by a College without gaining QTS. To gain a permanent appointment and to progress to the higher pay bands they do need QTS. Without QTS an OTT is known as an instructor teacher. Once an OTT is on the employment based route to QTS, known as the Overseas Trained Teacher Programme, they can be paid at qualified teacher rate.

Further advice about the Overseas Trained Teacher Programme is contained in Appendix 2.3 of this chapter and can also be obtained from the Education Department's Teacher Recruitment Strategy Manager.

## **2.5 DELEGATION TO HEADTEACHER OF STAFF APPOINTMENTS**

The Governing Body has an overall responsibility for the appointment of staff in its College. With the exception of appointments of heads, deputies and assistant heads, where different arrangements apply, it may delegate these responsibilities to the head teacher, an individual governor, or a group of governors with or without the head teacher, as appropriate. Official guidance issued by the DfES states that governing bodies are **expected** to delegate these responsibilities to the Headteacher. Headteachers will normally be expected to lead in determining staff appointments outside the leadership group, other than in exceptional circumstances. The Head may involve other people, including governors, in selection processes but, under their delegated powers, the final decision should be the Headteacher's.

If the Headteacher is not a selection panel member for the appointment of an assistant Head teacher, the head has a **right** to attend to offer advice. This does not apply to the appointment of a Head or Deputy Head.

Please note that where the Headteacher has delegated responsibility, this cannot be delegated on to another person by the Headteacher.

## 2.6 STAFF APPOINTMENTS

### **Appointment of Headteachers and Deputy Headteachers in Community, Voluntary Controlled, Community Special and Maintained Nursery Colleges**

The governing body must, as a first step, notify the LEA in writing whenever a vacancy or prospective vacancy occurs in the post of Headteacher, or whenever they decide to recruit a new or replacement Deputy Headteacher.

The College Staffing (England) Regulations 2003 prescribe that a Headteacher or Deputy Headteacher may be appointed only on the recommendation of a Selection Panel consisting of at least three members of the governing body. The governing body will either need to have a standing panel or, when appointments need to be made, it will have to appoint this panel. Consideration should be given to the gender and race balance of the panel. Involvement of the whole governing body in the selection process is not recommended as some governors should be available to hear a case of alleged discrimination in the selection process. The recommendation of the selection panel must then be considered by the quorate governing body and, if accepted, ratified.

The Regulations also state that the selection panel for the appointment of Headteachers and Deputy Headteachers must do the following:

- at the very least, advertise the post in a printed publication circulating throughout England and Wales;
- Select applicants for interview (short listing) – where the post is that of Headteacher it must notify the LEA in writing of the names of the applicants selected for interview to enable it to consider its entitlement to make representations about unsuitable candidates;
- interviewing selected candidates;
- where they consider it appropriate, make a recommendation for appointment **or** further interviews and re-advertising.

If the selection panel's recommendation is approved by the governing body the governing body must:

- recommend the applicant in question to the LEA for appointment (if a community, voluntary controlled, community special or maintained nursery College) or;
- appoint the applicant in question (if a foundation, voluntary aided or foundation special College).

The College Staffing (England) Regulations 2003 lays down formal procedures which are described below.

Where a vacancy occurs, the governing body has a number of responsibilities and duties.

- The governing body **must** recommend an acting Headteacher be appointed for the period whilst the post is unfilled. In the case of a Deputy Headteacher vacancy, the governing body **may** recommend an acting deputy head teacher be appointed.
- It is important that the arrangements for setting up the selection panel are discussed with the LEA at an early stage as the Director of Education or his/her representative has the right to attend all the meetings of the Panel.
- The panel should agree the job description for the post and also the criteria to be used to judge the candidates suitability for the post, i.e. person specification. The

advertisement can then be drawn up bearing in mind both the job description and person specification. Information about the College should also be compiled at this stage.

- The governing body must advertise the vacancy in printed publications circulating throughout England and Wales. (see Section 2.5 on the methods of advertising).
- The Panel has a duty to interview such applicants for the post as it sees fit. It is recommended that all candidates who meet the short-listing criteria are interviewed.
- It is recommended that applicants should be given the opportunity to visit the College prior to making an application. It is also recommended that following the short-listing selected candidates have an opportunity to familiarise themselves with the College prior to the selection process taking place.

**These visits are not part of the selection process and this should be made clear to all applicants and all those involved in the selection process.**

- It is recommended that the selection process takes place over a minimum of one day and that a whole range of activities is used to assist in the process. These might include interviews, tasks / presentations and written exercises. The HR & OD Service has produced comprehensive guidance,
- which is available to Colleges purchasing the Council's HR service, in order to assist governing bodies throughout the selection process.
- The selection panel must, where it has reached agreement on a successful candidate, recommend his/her appointment to the governing body. Officers of the LEA will be present to assist and advise governing bodies in making this decision.
- If the governing body endorses the recommendation of the panel, it will recommend the applicant to the LEA for appointment.
- If the panel is unable to agree on an appointment or the governing body does not endorse the panel's recommendation, the governing body may re-advertise the post. Whether or not it decides to re-advertise the vacancy, it may require the panel to repeat such of the steps outlined in the paragraphs above as it sees fit, with a view to reaching an agreement.
- The LEA must appoint the person recommended by the governing body for appointment as Headteacher or Deputy Headteacher unless (s)he does not meet the staff qualification requirements applicable to the appointment. No person can be appointed unless (s)he meets such requirements. Should the LEA decline to confirm the appointment on these grounds, the governing body should recommend another person for appointment.
- The Director of Education or his/her representative has the right to attend all the meetings of the governing body or selection panel in relation to the appointment of a head teacher or deputy head teacher for the purpose of giving advice to their members. All initial contacts should be made through the HR & OD Service.

### **'Good reason' not to conduct a selection process for Head and Deputy Headteachers**

The Regulations provide scope for maintained Colleges not to advertise and conduct a selection process for head teacher and deputy head teacher posts. The following are the only reasons not to advertise and conduct a selection process:

- College re-organisations – Please refer to Chapter 13
- College federations – Where a College is part of a statutory federation a vacancy in the head teacher post may be filled by the governing body deciding to appoint a person who is already an existing head teacher at another College of the federation. This may also apply in the same way to deputy head teachers being accepted for deputy head vacancies. The governing body must notify the LEA of its intentions and should consider any advice before deciding the appointment.
- College collaborations – Where Colleges agree to collaborate in the appointment of a head teacher, the governing bodies may decide to appoint a single person to serve as head teacher for each College. Each College must notify the LEA of the vacancy at its College, and specify that the selection process will be conducted under collaboration arrangements with a view to a single person

Being appointed to cover the vacant post at each College. This may also apply in the same way to deputy head teacher vacancies.

### **Appointment of Other Teaching Staff**

The College Staffing (England) Regulations 2003 also lay down procedures for the appointment of all other teachers.

Where a vacancy occurs, the governing body has a number of issues to consider:

- (a) Whether the post is to be kept on the College's complement.
- (b) Whether the post should be kept in its present form.
- (c) If the post is to be kept, whether the appointment will be for less or more than 4 months.
- (d) If the appointment is for less than 4 months, whether to make an acting or temporary (fixed term) appointment.

Where it is decided to recruit a new teacher the governing body (or Headteacher if applicable) must send a specification for the post to the LEA. The post should be advertised unless it is decided to accept either a teacher already working at the College, with due attention given to good employment practice and the requirements of equal opportunities, or a teacher nominated by the LEA.



### **Job Description**

It is important to ensure that a job description is prepared for the post which clearly and concisely expresses the exact duties and responsibilities of the job. This is particularly important in terms of equal opportunities and especially as the job description is the key starting document in the performance management process for teachers.

### **Person Specification**

- At the same time, a person specification should be drawn up which identifies the qualification, skills, knowledge and experience needed to carry out all of the duties and responsibilities contained in the job description. The person specification should not set unreasonably high levels of qualification and experience and should allow for non-standard career patterns and valuable experience gained outside Colleges.
- Care should be taken to make sure that certain groups are not excluded by the criteria used.

### **Redeployment**

- The attention of Colleges is drawn to the guidance and procedures for redeployment of staff contained in Chapter 14. Where there are staff
- From other Colleges seeking to be redeployed, governing bodies are asked to consider any of those staff who would appear to meet the requirements for the vacant post, before seeking an appointment from a wider field and where possible before the post is advertised.

### **Advertisement**

- Where it is intended to make an appointment for four months or more, it is recommended that the governing body advertise the post, even if the advertisement is limited to circulation among staff in the College.
- Where the governing body decides to seek applicants from a wider field than its own staff the LEA must be notified. Legislation requires that a job specification for the post is provided. The governing body must then advertise the post in a way that will bring the vacancy to the notice of all those, including the staff in the College, who are qualified to fill the post. (see Section 2.5 for advice on advertising arrangements).

### **Shortlisting and Interview**

- Advice regarding the appointment process is available, through the Service Level Agreement, from the HR & OD Service.
- Once the post has been advertised and applications received, the governing body must interview such candidates as it sees fit and, where appropriate, make a recommendation to the College for appointment. There should be no pre-set number of candidates that will be interviewed. This number should be based on those that meet the shortlisting criteria.
- If the selection panel cannot agree on a recommendation for appointment, in spite of reviewing the candidates against the criteria, it is most likely that the post will have to be re-advertised agreement is likely to be reached.
- The College will confirm the appointment of the person recommended for appointment unless (s) he does not meet any staff qualification requirements which are applicable in relation to the appointment.
- Should the College decline to appoint the recommended person for the special reason stated, the governing body, or its delegated representative(s) as appropriate, may take

steps, as set out in the paragraphs above, as they see fit with a view to recommending another candidate for appointment. If the post is re-advertised, the interview and selection procedure must be repeated.

- All appointments and promotions should be reported to the next meeting of the governing body.

### **Appointment of Support Staff**

Under the Regulations there are no legal requirements for advertising support staff posts, but the governing body, or Headteacher under delegation, may decide on any appropriate steps to bring such posts to the attention of suitable candidates. In determining any appointments, due attention should be given to good employment practice and the requirements of equal opportunities.

The Regulations state that the governing body of community, voluntary controlled, community special and maintained nursery Colleges are responsible for deciding:

- Who should be appointed to a post;
- Their hours of work in the case of those required to work part-time;
- The duration of their contract; and
- Within certain parameters, their grading and remuneration.

When a governing body wishes to appoint a member of support staff to work at the College under the employment of the College, it must make a recommendation to the College as to the person who should be appointed, together with a job specification. The job specification must include the proposed hours of work, duration of appointment, grading and pay for the post. The job specification should be sufficiently detailed to enable the College to come to a view about the appropriateness of the recommended grade and in putting together the job specification the governing body should refer to agreed advice and job profiles provided by the National Joint Council for Local Government Services and the LEA pay and grading structure.

In making recommendations on pay and grading, governing bodies should have regard to the responsibilities of the post and to the pay scales, terms and grading applicable for similar roles or work throughout the College.

There may be cases where Colleges wish to employ support staff to take on new kinds of roles and where a direct parallel does not exist. In these cases, the College should consult the HR & OD Service at the point of determining the job description.

Contracts should be permanent unless there is a good reason for them not to be and governing bodies should take account of the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations and any guidance issued on those regulations when considering the use of fixed-term contracts.

Support staff in foundation, voluntary aided and foundation special Colleges are generally employed by the governing body and the pay and grading is for them to determine. Governing bodies should be careful to consider their obligations under equal pay legislation when making these decisions and may wish to seek advice from the HR & OD Service before making any decisions on such matters.

## **2.7 NEWLY QUALIFIED TEACHER RECRUITMENT**

### **Primary Newly Qualified Teacher Pool**

There is a long established Primary Newly Qualified Teacher recruitment scheme that has been developed to attract teachers to Croydon's primary Colleges. Representatives of the HR & OD Service and primary head teachers attend recruitment fairs and visit establishments of higher education to attract graduating students to Croydon. In addition, central advertisements are placed in national publications.

Although a governing body is free to appoint its own staff, taking on staff from the Pool would reduce time and other costs incurred since the candidate would be readily available for interview, and costs for advertising and preliminary interviewing would have already been met centrally. Furthermore, there would be a greater opportunity to fill a vacancy which occurred late in the term.

To enable the Authority to plan their recruitment programme, governing bodies will be asked whether or not they wish to use the services of the Primary Pool. Charges for the service will be made as a separate provision and will not fall within the Service Level Agreement between the HR & OD Service and Colleges. Governing bodies not wishing to join the scheme will have to meet the costs of any advertising and organisation of interviews and appointments from the College's budget.

### **Secondary Newly Qualified Teachers**

A database of secondary Newly Qualified Teachers is compiled and maintained by the Teacher Recruitment Team. Any secondary student teachers hoping to secure a teaching position within Croydon can submit one completed application form and then be added to a database that is circulated to all secondary Headteachers. This is part of a wider recruitment and retention initiative that secondary Heads have agreed to fund.

The Teacher Recruitment Team is actively involved in developing links with teacher training institutions.