



Recruitment and Selection Policy

Policy Code:	HR4
Policy Start Date:	January 2013
Policy Review Date:	January 2015

Please read this policy in conjunction with the policies listed below:

- HR8 Equal Opportunities and Diversity Policy
- HR16 DBS and Safeguarding Policy



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1. Policy Statement

The process of recruitment and selection must be fair, systematic, efficient and effective, ensuring equality of opportunity. Employees must be appointed in accordance with relevant statutory obligations, codes of practice, the Trust's Articles of Association and in line with relevant policies and procedures. Our approach will be to ensure the Trust effectively employs people with the right skills at the right time. No job applicant or employee will receive less favourable treatment because of their race, sex, religion or belief, disability, marital or civil partnership status, age, pregnancy or maternity, sexual orientation, gender reassignment, or caring responsibilities, or will be disadvantaged by conditions or requirements which cannot be justified.

1.2. Responsibility and Implementation

Overall: Chief Executive and Academy Heads

Operational: HR Manager and Academy Heads' PA's

2. General Principles

2.1 Criteria

The criteria for selection should be based on relevant knowledge, skills, attitudes and physical ability to do the job as described in an up-to-date job description and person specification. There should be no canvassing of or by any member of the Trust, on behalf of any candidate. Staff involved in recruitment should be fully aware of all aspects including their role in the process and their responsibilities.

2.2. Authority to Recruit

All positions must have approval from the relevant Academy Head or the Chief Executive (if an Academy Head or a Federation post) and the Finance Director. If it is a new position, an APP1 form for Teaching Staff or an APP3 form for Support Staff should be completed and signed by the Finance Director and the Academy Head to authorise the advert being placed. Details required by these forms include the role, the Academy/location where the job is based, the salary, working weeks, working hours, and whether it is a permanent or temporary post. Once signed an advert can be drafted by the Academy Head's PA; before the advert can be submitted it must be approved by the Human Resources Manager.



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A copy of the APP1 or the APP3 form is given to the Payroll Department on successful appointment. The original is placed on the successful candidate's personnel file.

If the post is internal, an APP2 form for Teaching Staff or an APP4 form for Support Staff needs to be completed and signed by the Finance Director and the Academy Head. A copy of the signed form is sent to the Payroll Department after signing. These documents include the member of staff's name, their new job title, the Academy where they will be based, salary, working weeks, working hours and whether it is a permanent or temporary position.

The post of CEO is a Trustee appointment but in all other respects follows this policy.

2.3. Records and Management

A record of the full process of recruitment and selection should always be made and kept meticulously. It is the responsibility of the Head's PA to ensure that records are kept; this includes notes of interviews, emails, telephone calls, copies of correspondence etc. These should include the names of those involved, dates, action taken and follow-up. All sensitive information should be treated confidentially and meet the requirements of the Data Protection Act 1998.

Records management is effective and systematic control of records (both paper and electronic) throughout their life-cycle from creation or receipt until the time of their disposal. It aims to ensure that records are accurate and reliable, can be retrieved quickly and easily, and are kept for no longer than necessary.

2.4. Confidentiality

Throughout any proceedings under this Policy, the Trust will seek to ensure that confidentiality is maintained. However, this will not preclude the Trust from disclosing information where necessary for the discharge of duties or as required by law, nor will this preclude the Trust, where appropriate, from disclosing information about any outcome under this Policy.

2.5. Disclosure and Barring Service (formerly CRB)

The Police Act 1997 provides a statutory basis for criminal record disclosures which may be used by employers according to the nature of the role.



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2.5.1. Safer Recruitment

The Priory Federation of Academies Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff to share this commitment.

For all posts an Enhanced DBS check is completed. However, the designated person should:

- Read references prior to the interview for posts being undertaken (only if permission has been given by the candidate that references can be taken prior to interview.)
- Contact the referee via telephone to verify authenticity of the reference;
- Seek clarification from the referee if there are any areas of concern within the reference;
- Raise any areas of concern from a reference with the candidate at interview.

2.6. Permission to work in the United Kingdom (UK)

It is essential that the designated officer is fully aware of the legal obligations of the Trust when employing non-European Economic Area (EEA) nationals. As the rules are subject to change, all recruiting managers must always seek the advice of the HR Manager before processing the recruitment of a non-EEA national. The Asylum and Immigration Act 1996 makes it a criminal offence for an employer to employ those who do not have permission to live or work in the United Kingdom. For further information visit the Home Office website at www.ind.homeoffice.gov.uk.

2.7. Recruitment Monitoring

In order that the effectiveness of our recruitment policy can be evaluated, job applicants are asked to provide information for monitoring purposes. The information will not be used as selection criteria but it will provide information which is needed for monitoring the recruitment process. This information will not be made available to those selecting candidates to attend for interview.

3. Roles and Responsibilities

3.1. The Human Resources Manager and Academy Heads' PA's

The HR department and Academy Heads' PA's will:



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- Provide advice and guidance on the recruitment and selection process;
 - Prepare and place the job advertisement;
 - On closure of job advertisement, collate all application forms for short-listing;
 - Following short-listing, invite short-listed applicants to interview;
 - Arrange DBS disclosures and other appropriate checks;
 - Where necessary, coordinate the paperwork associated with applications for permission to work in the UK;
 - Request references for the successful candidate subject to their acceptance of an offer;
 - Following receipt of references, telephone the referee for verification that they completed the reference and record date and time of conversation;
 - Carry out qualification and documentation check before the first day of employment;
 - Provide management information on the efficiency and effectiveness of media used to ensure recruitment practices are operationally efficient.

3.2. Human Resources Manager

The Human Resources Manager, The Academy Head or Academy Head's PA is responsible for:

- Identification of skills and attributes, writing the job description and person specification for the vacant position;
- The business case for recruitment and seeking necessary approvals from the Chief Executive and the Finance Director;
- Preparation of appropriate information for applicants.

4. Recruitment Process

4.1. Stage 1 – Recruitment Need Identified

a) Job Description

Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job. This means thinking not only about the content – such as tasks of the position – but also the purpose and the outputs required by the post-holder.



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b) Person Specification

It is also important to consider the skills and personal attributes needed to perform the role effectively. A person specification states the essential and desirable criteria for selection. This is based on a set of competencies identified as necessary for the performance of the job. The person specification should be used to inform the criteria you use to short-list applicants.

In general, specifications should include details of:

- Skills, aptitude, knowledge and experience;
- Qualifications – which should be only those necessary to do the job;
- Personal qualities relevant to the job, such as ability to work as part of a team.

The employee specification is an integral part of the recruitment process. The specification will indicate how the criteria listed are to be measured.

c) Preparing the Job Advertisement

The preparation of an advertisement makes a significant impact upon the successful outcome of the recruitment activity. The draft advertisement is to be prepared by the Head's PA. The Human Resources Manager will provide advice and direction to ensure the potential of the advertisement is met.

The format of the advertisement is dependent on the respective role being advertised. However, advertisements should always be clear and include the following information:

- Name of the Academy
- Job title and duties
- Key points from the employee specification
- The essential and desirable criteria of the job
- The length of tenure
- Salary
- Method of application
- DBS status
- Closing date and date of interview if available



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4.2. Stage 2 - Publishing the Vacancy

In general, all vacant positions must be advertised internally and, if necessary, externally before they are filled.

At this stage, the vacancy is prepared for publishing, approved and then published in the appropriate media including the Lincolnshire Echo, The TES, the Linc Line and the Grantham Journal

No late applications can be accepted once the closing date and time has passed. CV's are not accepted in any circumstances.

4.3. Stage 3 - Selecting Applicants for Interview

All applications will be considered by using the essential and desirable criteria contained in the person specification and by assessing application forms against these criteria.

The Trust is legally bound to ensure that there is no unfair discrimination, and that legal requirements are met. Criteria such as age, sex, race, marital or civil partnership status, sexual orientation, religion or belief, pregnancy or maternity, or gender reassignment must not be used. The HR Manager will provide support and advice in providing reasonable adjustments to enable candidates with disabilities to attend interviews. Positive discrimination on the grounds of sex or race is unlawful. Every applicant must be considered on their merits.

Short-listing is to be carried out by the selection panel or a subgroup of the selection panel comprising at least two people.

Short-listing selection sheets must be used to identify those candidates who meet the respective criteria.

The Recruiting Officer must ensure that all correspondence for short-listed candidates is sent out with sufficient time between the candidate receiving an invitation to interview and the interview. The recommended minimum is one week, unless the interview date has been publicised in the advert.

If there is a single candidate, for example when only one person responds to an internal advertisement or is produced by the short-listing process, an interview will take place (with records taken) to establish compliance with the criteria for the appointment and to ensure transparency of process.



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4.4. Stage 4 – The Interview

All interview panels must consist of a minimum of two people. Final selection decisions must be based solely on the criteria previously defined in the person specification. A brief written assessment of each candidate should be produced and kept with other papers relating to the selection process for at least six months from the date of appointment. This information should be kept securely within the Academy Head's PA's office.

All members of an interview panel should:

- Be aware of the Academy's Equal Opportunities and Diversity Policy and how it should apply in practice;
- Study the application forms of each short-listed candidate;
- Maintain disclosure of interest – before any interviews commence, panel members should declare any specific interests in any of the applicants. This may include spouse or family relationship, friend or referee, for example. If there is any specific interest, guidance should be sought from the HR Manager as it may not be appropriate for a panel member to be involved in the interview process in this instance;
- Use the Academy Interview Marking sheet. In addition, if a presentation is to be used as a tool to assess candidates, the Presentation Marking sheet is to be used in all instances.

4.5. Stage 5 – Interview Outcome and Making an Offer

The designated officer will inform the successful candidate verbally and the Academy Head's PA will follow up the offer in writing once the individual has verbally accepted the position, even if a start date has not yet been agreed.

The unsuccessful candidates will be verbally informed.

Following complete confirmation of the preferred candidate's acceptance, an offer of employment, including a formal contract of employment, will be sent out. Various employment checks will be necessary including:

- Employment references
- Qualifications check
- DBS Check
- Health Questionnaire
- Code of Conduct
- Permission to work in the UK check and/or approval from the UK Border Agency



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5. Procedure Details

5.1 Employment Posts

a) Replacement Posts

Wherever the need for replacement staff arises, there should be an examination of why the post should be filled.

b) Temporary Posts

There will always be the need to employ staff on temporary contracts:

- Staff employed to fulfil a project;
- Cover for long-term sickness and maternity;
- Short- term need;
- Where there is genuine uncertainty about the continued need for the work.

In other circumstances, we aim to employ staff on established contracts. If they are employed on a temporary basis, their employment terms and conditions and their employment rights mirror those of established staff; and in the event of the Trust not needing their service any longer they would be considered to be redundant like established staff.

5.2. Short-Listing

The purpose of short-listing is to select those candidates who, according to the information contained in their application, would be capable of doing the job.

Care with short-listing improves the prospect of being fair to all candidates and lessens the likelihood of discrimination. Where selection is to be made by a panel, it also provides panel members the opportunity to realise different expectations and team-work

APPLICANTS WHO DO NOT MEET ALL THE ESSENTIAL CRITERIA LISTED ON THE EMPLOYEE SPECIFICATION WILL NOT BE SELECTED FOR INTERVIEW.

The short-listing document is to be used to record all reasons for the selection and non-selection of candidates in line with the employee specification.



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Completion of the short-listing forms involves a series of scoring opportunities which must be indicated by placing a tick in the appropriate column.

5.3. Interview Evaluation

5.3.1 The Chair of the selection process plays a critical role in the coordination and evaluation of candidates who participate in interview. As the lead in the selection process, guidance should be given to all interview panel members promoting the following points as best practice:

- Assess each candidate immediately after the interview;
- Secondly, compare the assessments made of all candidates on completion of the interview stage.

5.3.2 At each stage interviewers must:

- Identify and resist any temptation to base conclusions on initial impressions such as a firm handshake or a confident smile;
- Separately assess each candidate before jointly discussing their conclusions;
- Match the job requirements and selection criteria against the profile of each interviewee, carefully avoiding gender, racial or disability bias;
- In discussion, avoid generalisations such as 'she's my kind of person';
- Record reasons why candidates were, or were not, selected for the job;
- Indicate a candidate's performance by using an agreed scoring system, supplemented by comments.

5.3.3 Academy Heads (CEO for Federation posts) retain the final say on appointments to be made and have the power to authorise, when circumstances dictate, an offer of employment at any appropriate time after interview.

6. Procedures

This procedure may only be amended or withdrawn by The Priory Federation of Academies Trust.



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The Priory Federation of Academies Trust Recruitment and Selection Policy

This Policy has been approved by the Priory Federation of Academies Pay, Performance and HR Committee:

Signed..... Name..... Date:

Trustee

Signed..... Name..... Date:

Chief Executive Officer

Signed..... Name..... Date:

Designated Member of Staff

Please note that a signed copy of this agreement is available via Human Resources.