

Recruitment and Selection Policy

Policy Code:	HR4
Policy Start Date:	December 2020
Policy Review Date:	December 2023

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

- HR6 Data Protection Policy
- HR8 Equal Opportunities and Diversity Policy
- HR16 DBS and Safeguarding Policy
- HR32 Reference Policy
- HR33 Records Management Policy

1 Policy Statement

- 1.1 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 favorable 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 References to the Trust or Academy within this policy specifically include all primary, secondary and special academies within the Trust, as well as the Early Years setting at the Priory Witham Academy, Priory Training, Priory Apprenticeships, Lincolnshire Teaching School Alliance and Lincolnshire Teaching School Alliance SCITT.
- 1.3 This policy does not form part of any member of staff's contract of employment and it may be amended at any time.
- 1.4 The Trust is committed to leading a mentally healthy organisation, which includes a commitment to and promotion of emotional wellbeing and mental health. Therefore, all Trust policies and procedures ensure this commitment is incorporated in order to support all staff and students. Members of staff are encouraged to speak to their line managers, and students are encouraged to speak to any member of staff, if they feel any part of this policy would affect their emotional wellbeing and mental health. Any such comments should be passed to the Trust's HR department (via FederationHR@priorityacademies.co.uk) for appropriate consideration at the next available point in the policy review cycle.

2 Roles, Responsibilities and Implementation

- 2.1 The Pay, Performance and HR Committee has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework. This committee delegates day-to-day responsibility for operating the policy and ensuring its maintenance and review to the Human Resources Director.
- 2.2 Leaders and Managers have a specific responsibility to ensure the fair application of this policy and all employee are responsible for supporting

colleagues and ensuring its success.

- 2.3 Employees involved in the recruitment and selection of staff are responsible for familiarising themselves with and complying with the provisions of this policy.

3 Aims

- 3.1 The purpose of this Policy is to:

- Create and maintain a culture of safer recruitment;
- Ensure that recruitment and selection policies meet the requirement of employment and equal opportunities legislation;
- Enable the rigorous and unbiased appointment of staff;
- Provide systems and procedures for safe practice in recruitment, in order to safeguard and promote the welfare of all children and young people.

4 General Principles

- 4.1 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.

- 4.2 Permission to Recruit

- All positions must have approval from the relevant Academy Head/Director and/or the Chief Executive (CEO) (if an Academy Head or a Federation post) and the Finance Manager/Business Partner. If it is a new position, an authorisation form should be completed on the recruitment online system and electronically approved by the Finance Manager/Business Partner and the Academy Head/Director to authorise the advert/vacancy being placed. If the position is over budget, authorisation will also be required by the CEO. Once approved, an advert/vacancy can be drafted by the Academy Head's PA/Senior Administrator/HR; before the advert can be submitted, it must be approved by the Human Resources Director.
- A copy of the authorisation form is scanned to the Payroll Department and academy Data Manager on successful appointment. A printed

copy of the authorisation form is placed on the successful candidate's personnel file.

- If the post is internal, a manual authorisation form for both Teaching and Support Staff still needs to be completed and signed by the Finance Manager/Business Partner, the Academy Head/Director and the CEO (if over budget). A copy of the signed form is sent to the Payroll Department and the academy Data Manager after signing. These documents include the employee'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 posts of Head and CEO follow the same process; however, these posts can only be appointed to by the Trustees.

4.3 Records and Management

- A record of the full process of recruitment and selection should always be made and meticulously kept. For each of the Academies, it is the responsibility of the Head's PA/Senior Administrator to ensure that records are kept; these include notes of interviews, emails, telephone calls, copies of correspondence etc. These should include the names of those involved, dates, action taken and follow-up. For Federation staff, this is the responsibility of the Human Resources Department. All sensitive information should be treated confidentially and meet the requirements of the Data Protection Act 2018 and the Trust's HR33 Records Management Policy.
- This process aims to ensure that records are accurate and reliable, can be retrieved quickly and easily, and are kept for no longer than necessary.
- Any unsuccessful applications will be kept on file for 6 months. After this time they will be destroyed in the appropriate way.

4.4 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.

4.5 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.

4.6 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. Any successful applicant will be required to undertake an Enhanced Disclosure check by the Disclosure and Barring Service (with a Children's Barred List Check where necessary). All posts are exempt from the Rehabilitation of Offenders Act 1974.

In addition to an enhanced DBS check, the following steps are taken:

- References are sought prior to the interview (only if permission has been given by the candidate that references can be taken prior to interview.)
- Referees are contacted via telephone to verify authenticity of the reference, for the successful candidate only;
- Clarification is sought from the referee if there are any areas of concern within the reference;
- Any areas of concern from a reference are discussed with the candidate at interview.
- Any gaps in employment are identified and discussed at interview.
- Any periods of time spent living or working abroad are identified at interview and the necessary criminal check certification will be requested to cover these dates as appropriate.

4.7 Disqualification from Childcare

Recruiting staff need to be aware of the 'Disqualification under the Childcare Act 2006' – statutory guidance for schools about employing staff who have been disqualified from providing childcare.

The act applies to Early Year's provisions within The Trust including education and any supervised activity for a child from birth until 1 September following their 5th Birthday. It applies to all provision for children in this age range during and outside school hours, including nursery and reception classes. The act also applies to later years provision, (any child above reception age up until their 8th birthday) of childcare that is provided outside of school hours (including breakfast

clubs and after school care). In addition the act applies to anyone who is directly concerned in the management of early or later years provision. The Trust may not employ people to work in these early years settings or allow them to be directly involved in their management, if they are 'disqualified', unless the individual in question has been granted a waiver by Ofsted for the role they wish to undertake. The grounds for disqualification not only include whether a person is barred from working with children (included the children's barred list) but also any of the following:

- If they have been cautioned, convicted or charged with certain violent and sexual criminal offences against children and adults;
- If other orders have been made against them relating to their care of children;
- If they have had their registration cancelled in relation to childcare or children's homes or have been disqualified from private fostering;
- If they commit an offence overseas which would have constituted an offence which would have resulted in disqualification had it been committed in the UK.

If recruiting staff are unsure whether a candidate would be classed as being disqualified from childcare they should seek guidance from the Human Resources Director.

The disqualification from childcare questionnaire will be sent to the successful candidate with their starter pack.

Each academy with Early Years provisions must keep a record of those appointments covered by these regulations, including the date disqualification checks were completed. This information should be held on the Single Central Record.

Personal information relating to any disclosure will be retained on the employee's personnel file.

4.8 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 and from January 2021 EU, EEA and Swiss nationals. As the rules are subject to change, all recruiting managers must always seek the advice of their Human Resources Business Partner before processing the recruitment of an EU, EEA, Swiss and non-EEA national. The Immigration, Asylum and Nationality Act 2006 makes it a civil and 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.

- After June 2021, all existing and prospective employees who are EU, EEA or Swiss nationals will be required to show their status under the EU Settlement Scheme.
- Shortlisted applicants for all posts will be required to provide proof of identity by producing original versions of documents on the day of the interview in line with Safer Recruitment guidance.
- Shortlisted applicants will be also be required to provide proof of their qualifications and professional status by producing documentation on the day of their interview.
- Proof of identity and other documentation will be verified by the nominated member of the administrative team in each Academy. After 1 January 2021, checks will be carried out whether applicants have EUSS status or have been living in the UK before 31 December 2020.

4.9 Identifying Periods of Time Living/Working Abroad

Shortlisted applicants will be asked whether they have spent any time living or working abroad in their adult lives. If so they will be required to provide the necessary criminal check certification to establish that no criminal offences were conducted at that time in line with the Home Office guidance.

4.10 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.

5 Roles and Responsibilities

5.1 The Human Resources Director and Academy Heads' PAs/Senior Administrators and Business Managers

The Human Resources Department and Academy Heads' PAs/Senior Administrators will:

- 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;
- Request references for the shortlisted candidates;
- Offer role to successful candidate, complete letter of appointment and contract, and post with new starter pack;
- Arrange DBS disclosures and other appropriate checks;
- Where necessary, coordinate the paperwork associated with applications for permission to work in the UK;
- 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;
- Put together the successful candidate's personnel file and induction pack.

5.1 Human Resources Department

The Human Resources Department, The Academy Head or Academy Head's PA's/Senior Administrator and Business Managers are 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 Chief Financial Officer;
- Preparation of appropriate information for applicants.

6 Recruitment Process

6.1 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 duties required by the post-holder.

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 will be prepared by the Head's PA/Senior Administrator. The Human Resources Director will provide advice and direction to ensure the potential of the advertisement is maximised.

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

- Safeguarding Statement
- Closing date and date of interview if available

6.2 Stage 2 - Publishing the Vacancy

All vacant positions, unless agreed otherwise by the Trust, must be advertised internally and, if necessary, externally before they are filled.

If a vacancy is external, it will be advertised on the online recruitment system. Internal adverts will be advertised on the Trust's website and the weekly vacancy bulletin.

At this stage, the vacancy is prepared for publishing, approved and then published on the appropriate recruitment platforms

No late applications can be accepted once the closing date and time has passed. A curriculum vitae cannot be accepted in place of a completed application form or for internal applicants, an expression of interest, for any position.

6.3 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 Human Resources Director 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. Each 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.

Records are stored via a hard copy printed for the personnel file. If the role has only been advertised internally, 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.

6.4 References

Please see HR32 Reference Policy for further information.

All appointments are subject to the Trust receiving satisfactory references, enhanced DBS, check proof of qualifications, right to work in the UK, Disqualification from Childcare (as appropriate) and any cleared checks for living/working abroad (as appropriate).

6.5 Stage 4 – The Interview

All interview panels must consist of a minimum of two people. In accordance with statutory requirements, every selection panel will have at least one member who has undertaken Safer Recruitment Training. 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 or electronic data relating to the selection process for at least six months from the date of appointment. This information should be kept securely.

Some vacancies may require interview by more than one selection panel.

All members of an interview panel should:

- Be aware of the Trust's HR8A Equal Opportunities and Diversity Policy (Staff) and how it should apply in practice;
- Study the application forms of each short-listed candidate, identifying any breaks in employment;
- 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 Head of HR 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.

6.6 Stage 5 – Interview Outcome and Making an Offer

The chair of the interview panel will inform the successful candidate verbally and the Academy Head's PA/Senior Administrator 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. Feedback should be made available to all applicants following the interview stage, this will be provided by any member of the panel.

The Head's PA/Senior Administrator/HR Administrator will ensure the vacancy is properly closed off online Networx and all the authorisation forms are completed and sent to the relevant departments, with hard copies filed.

Following confirmation of the successful candidate's acceptance, an offer of employment, including a formal contract of employment, will be created. Various employment checks will be necessary including:

- 2 x Employment references
- Qualifications check
- DBS Check
- Employment Health Declaration
- Code of Conduct and Dress Code
- Permission to work in the UK check and/or approval from the UK Border Agency
- Personal Details Form
- Starter Checklist
- Data Checking Sheet
- Safeguarding and Prevent Training
- Living and working abroad checks if appropriate
- A prohibition from teaching check for teaching and teaching assistant positions
- A section 128 check for those staff appointed to a management position
- Disqualification from Childcare if applicable

The offer of employment is subject to satisfactory checks of those items listed above. The Trust reserves the right to withdraw an offer if any of the above employment checks are unsatisfactory.

7 Procedure Details

7.1 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, permanent 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 in the same way as permanent staff.

7.2 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 person specification. Completion of the short-listing forms involves a series of

scoring opportunities which must be indicated by placing a tick in the appropriate column.

7.3 Interview Evaluation

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.

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.

Academy Heads/Directors (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.

8 Policy Changes

- 8.1 This policy may only be amended or withdrawn by The Priory Federation of Academies Trust.



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.