



## **Recruitment and Selection Policy**

Policy Code:	HR4
Policy Start Date:	December 2015
Policy Review Date:	December 2018 (Reviewed March 2017 to include online recruitment system and Living and Working Abroad regulations)

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

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



## **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 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 This policy does not form part of any employee's contract of employment and it may be amended at any time.

## **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 Head of Human Resources.
- 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.

## **3. Aim**

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; before the advert can be submitted, it must be approved by the Head of Human Resources.

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 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 1998.



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.

##### **4.5.1 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. Any successful applicant will be required to undertake an Enhanced Disclosure check by the Disclosure and Barring Service. 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.



#### 4.6 Disqualification by Association

Recruiting staff need to be aware of the 'Disqualification under the Childcare Act 2006' – statutory guidance for schools in order to understand the potential impact on the recruitment process in a primary education setting.

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 5<sup>th</sup> 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 8<sup>th</sup> 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 responsible for managing Early Years provision and 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 or others in their household are 'disqualified'. 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 are living in the same household where another person who is disqualified lives.

If recruiting staff are unsure whether a candidate would be classed as being disqualified by association they should seek guidance from the Head of Human Resources.

In line with the relevant regulation and as part of the pre-advertising preparation, the Trust/relevant Academy should determine whether the role to be advertised falls under the remit of the updated regulations. Where this is the case a disclosure should be included in the application pack for completion by all applicants.

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



Personal information relating to any disclosure will be retained on the employees personnel file.

#### **4.7 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 Head of Human Resources before processing the recruitment of a 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](http://www.ind.homeoffice.gov.uk).

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.

#### **4.8 Identifying Periods of Time Living/Working Abroad**

Shortlisted applicants will be asked whether they have spent any time in the last 5 years living or working abroad. 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.

#### **4.9 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 Head of Human Resources and Academy Heads' PAs and Business Partners**

The Human Resources Department and Academy Heads' PAs 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.

### **5.2 Head of Human Resources**

The Head of Human Resources, The Academy Head or Academy Head's PA's 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. The Head of Human Resources 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 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. A curriculum vitae cannot be accepted in place of a completed application form 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 Head of Human Resources 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.

If the role has been advertised on the online recruitment system the shortlisting is done online. Records can either be stored electronically via Networx or 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**

References will be obtained once applicants have been shortlisted so that any discrepancies can be probed during the selection stage.

References will be sought directly from the referee. Open references cannot be accepted. References provided by the applicant will also not be accepted.

A minimum of two references will be obtained, one of which will be from the most recent or current employer. Current employer referees will only be approached with candidate consent.

Referees will be asked specific questions about:

- The candidates suitability for working with children and young people;
- Any disciplinary or safeguarding issues that have taken place
- The candidates suitability for the post

Any information about past disciplinary action or allegations should be considered carefully when assessing the applicant's suitability for the post.

All appointments are subject to the Trust receiving satisfactory references, enhanced DBS, check proof of qualifications, right to work in the UK, Disqualification by Association clearance (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 within the Academy Head's PA's office.

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

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, 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 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.

The Head's PA/HR Administrator will ensure the vacancy is properly closed off online Networkx 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:

- 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
- 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 by Association if applicable



## 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 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.

### 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**

**7.3.1** 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.

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**

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.