

# RECRUITMENT (Selection and Induction)

This policy follows the Southwark model and procedures for a Community School  
**(ADDENDUM TO PROCEDURES DURING EMERGENCY INCLUDED)**

## INTRODUCTION

1.1 Not all recruitment activity needs to be undertaken in exactly the same way. It is correct to adjust methods to reflect recruitment to different roles. Basic principles should underpin all recruitment and should be consistent. Overall, a culture where employees feel able to self-report and challenge others should be promoted working towards 'what if I'm right?' rather than 'what if I'm wrong'.

1.2 Please note that occupations in schools are exempt from the Rehabilitation of Offenders Act in that all convictions whether spent or not must be declared.

1.3 Governors are ultimately responsible for all recruitment decisions although this function is commonly delegated to the Headteacher who should have final say in recruitment decisions up to Assistant Head level. They may or may not be accompanied by a governor.

1.4 Separate legal requirements are in place for the recruitment of Head and Deputy Headteacher positions and the governing body will refer to Southwark HR for advice.

1.5 Any changes to any section of this policy regarding procedures during a pandemic (March 2020) have been included in this policy (**Section 24**) and will be followed for the duration of an identified pandemic.

## BASIC PRINCIPLES

2.1 Every appointment will be made on merit linked to the essential and if applicable, desirable criteria on the personal specification.

2.2 It is unlawful to discriminate on the grounds of a protected characteristic. We will not discriminate on the grounds of Trade Union membership, any of the protected characteristics (under the **Equality Act 2010**); age, disability, gender reassignments, marriage & civil partnership, pregnancy and maternity, race, religion & belief, sex, sexual orientation.

2.3 In specific circumstances positive action is lawful. We can encourage certain under-represented groups to apply for positions by advertising with a suitable statement, for example 'black and ethnic minority individuals are under-represented in this area of work and we would particularly welcome applications' (s.158 of the **Equality Act 2010** applies). Preference can also be given at the point of selection if individuals from the underrepresented groups are 'as qualified as' other candidates in all key criteria. HR advice will be sought in these circumstances.

2.4 Recruiting managers (the Senior Leadership Team) have a responsibility to:

- uphold the reputation of the school and be objective in reaching justifiable judgements in line with current legislation

- disclose any personal interests in the course of recruitment activity and withdraw from the activity where involvement may create a conflict of interest
- maintain professional standards whether recruits are easy or difficult to find
- keep comprehensive and accurate records.

2.5 Candidates must be truthful in the application process.

### **Safeguarding Principles**

3.1 Every advertisement will clearly display the following paragraph - 'As part of Southwark's commitment to safeguarding and promoting the welfare of children and young people, all employees employed within schools are required to undergo an enhanced DBS check'.

3.2 Candidates will also be made aware that failure to disclose convictions, (whether spent or unspent), cautions, pending police action, omitting information or providing false information may result in an offer being withdrawn or subject to summary dismissal.

3.3 Once candidates have been shortlisted for interview references will be requested.

3.4 The school staffing regulations require governing bodies of schools to ensure that at least one panel member must have had safer recruitment training (***Keeping Children Safe in Education***).

3.5 Safeguarding questions will be asked at interview to explore candidate's attitudes to safeguarding.

3.6 References (or lack of receipt of references) will be queried.

3.7 Recruitment processes and screening are as rigorous for internal transfers, agency, interims, consultants, volunteers or temporary staff.

3.8 Agencies must inform the school in writing that they have undertaken the necessary pre-employment checks; identity, right to work, 2 satisfactory references, medical, DBS, qualification and teachers must also be checked to ensure they are not prohibited from teaching etc.

3.9 The Head of School must be satisfied and, if necessary, scrutinise pre-employment checks from the agency and 'sign off' an appointment before a binding contract is formed.

3.10 Offers, not appointments, are 'made subject to'.

3.11 Most positions within a school whether directly or indirectly employed will meet the requirements for a 'regulated activity'. Volunteers must obtain an enhanced DBS certificate with a barred list check. A teacher will require an additional check to ensure they are not prohibited from teaching.

3.12 Employment will not start till all pre-employment checks are returned satisfactorily; once an individual has started s/he is a Riverside employee and normal procedures apply.

3.13 An employee may start in exceptional circumstances before a DBS has been completed but only after clearance from the barred list through Southwark HR has been obtained; in this event s/he will be closely supervised at all times.

3.14 No individuals will be permitted to start unless two satisfactory references, medical clearance, proof of authorisation to work in the UK, proof of address and identity have been obtained.

3.15 The Governors and Senior Leadership Team reserve the right to complete an internet check, including social media, at any time during the recruitment process.

## **RECRUITMENT AND SELECTION PROCEDURE**

4.1 When a vacancy arises questions will be asked to determine if a recruitment campaign is necessary and if so for what role and under what contract.

4.2 It is also necessary to ensure enough time is allowed to complete the recruitment campaign and notice periods have been considered.

4.3 The following questions should be asked when a vacancy arises:

- do we need to fill the vacancy?
- could the responsibilities be shared out amongst others?
- is it the same job or has it changed (e.g. changed work pattern, technology, funding, legislative requirements etc.)?
- does the post fit into the overall aims of our school?
- is this role to be on a permanent basis or is a fixed term or temporary contract more appropriate.
- will the post be advertised internally?

4.4 All jobs (whether temporary, permanent, acting up, secondment, casual or fixed term) will be advertised internally as a minimum, with the exception of an NQT (newly qualified teacher) who may be recruited through a university/college, a government initiative programme or a “pool”.

### **Attracting Candidates**

5.1 Good job advertisements must first attract attention from the kind of applicants you are interested in, attract relevant interest (by establishing relevance in the minds of the ideal candidates), create desire to apply for a great opportunity and finally provide a clear instruction for the next action or response.

5.2 Candidates who are newly-qualified teachers may be recruited through the university/college systems and in such circumstances an advertisement would not be used to attract a candidate.

### **Job Advertisement**

6.1 Advertisements will include:

- job title
- salary
- a brief description of the school and its location
- key job information
- key essential criteria
- contact details
- closing date and interview date (if known).

6.2 Advertisements will be placed in one or more of the following publications/websites:

- Times Educational Supplement
- Schools Vacancy Bulletin (<http://jobs4schools.co.uk>)

- Southwark News
- The Voice
- The school's website

## Preparing Job Documentation

### **Job Description and Personal Specification**

On each occasion the Headteachers will set a job description and personal specification (using the LA models for guidance to ensure that the correct rate of pay on the grading scale is paid thus avoiding equal pay claims).

### **Application Pack**

7.1 An application pack will be available to all prospective applicants and will include:

- the school's application form
- the job description
- the personal specification (must be used to complete the personal statement on the application form)
- additional relevant information

7.2 We do not accept CVs in place of a completed application form as part of safer recruitment guidelines.

### **Recruitment Panel**

8.1 Once recruitment is required a panel will be set up. Panels will be made up of at least two people and as much as is practical will be representative of the community, in terms of gender and ethnicity.

8.2 Panel members will remain the same throughout the whole recruitment process; if one panel member drops out of a two-member panel at any stage the whole process will recommence.

8.3 At least one panel member must have completed safer recruitment training (***Keeping Children Safe in Education***).

## Selection of Candidates

### **Short listing**

9.1 Only applications received by the closing date will be considered for short listing. Incomplete application forms will not be considered.

9.2 Application forms must hold at least 10 years of work history.

9.3 Candidates must declare if they are related to a Councillor or current employee of the Council. Panel chairs can discuss with their HR provider to verify any decision on appointment and may disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment. This does not prevent a Councillor from providing a reference for a candidate.

9.4 Candidates' monitoring information from the application form will not be used for the purposes of shortlisting.

9.5 A candidate who has identified on the application form that s/he has a disability will be automatically invited to interview providing they meet all essential criteria.

- 9.6 Copies of all forms will be provided to the Panel.
- 9.7 Panel members must consider all candidates independently against all essential criteria using this marking system on a grid to produce a manageable short-list:  
2 = candidate met shortlisting criterion in full, with examples/expansion  
1 = candidate met shortlisting criterion with limited information  
0 = candidate fails to meet shortlisting criterion
- 9.8 The panel will determine a 'pass' score to produce a high quality shortlist.
- 9.9 If a large, unmanageable number of candidates meet all essential criteria, desirable criteria (only those on the personal specification) will be used and only those who meet all essential and at least one desirable criterion can be used to produce a high quality short list.
- 9.10 A designated panel member will record the panel's marks for each candidate.

### **References**

- 10.1 All shortlisted candidates must have requests for references made and to be received before the interview.
- 10.2 If no response is received or if a candidate indicates they do not wish references to be requested till an offer is made this will form the basis of some of the questioning at interview.
- 10.3 Requests to delay requests for references until an offer is made will only be granted in exceptional circumstances and require careful consideration and after discussion with the individual as to why.

### **Interview**

- 11.1 Appointment to all posts will be undertaken following a structured, competency - based interview by the recruitment panel; leading or closed questions should be avoided.
- 11.2 The interview will seek to select the best candidate based on the agreed criteria contained in the personal specification.
- 11.3 The panel will meet in advance to decide final questions, which panel member will ask each and ensure that some model answers have been agreed.
- 11.4 The form of the interview will be specific to the post.
- 11.5 Panels will ask safeguarding questions as a minimum regarding their motivation to work with children, how they deal with difficult issues, how aware they are of their own duties in ensuring they remain vigilant in reporting any inappropriate or concerning behaviour and how they maintain safe and appropriate boundaries.

### **Proof of identity**

- 12.1 Candidates will be asked for proof of identity (with photo) at interview. Acceptable documents are:
- UK or other Passport
  - UK or other Photo-card driving licence (include counterpart)
  - Biometric Residence Permit (formerly known as identity cards for foreign nationals) (UK)\*
  - HM Armed Forces Identity card

- ID cards carrying the PASS accreditation logo (UK and Channel Islands), for example a UK Citizen ID card with similar security marks to UK passports and driving licences.

12.2 Candidates will have to provide supporting documentation if they have changed their name.

12.3 If a candidate is unable to provide any of the above documents HR advice will be sought and a risk assessment carried out.

### **Selection of candidate**

13.1 At the close of the interview process the panel will consider all candidates independently against the relevant personal specification criteria, using the agreed marking system.

13.2 Panel members will consider all candidates independently against all essential criteria using this marking system on a grid:

- 2 = candidate met shortlisting criterion in full, with examples/expansion
- 1 = candidate met shortlisting criterion with limited information
- 0 = candidate fails to meet shortlisting criterion

13.3 The panel will consider each applicant's suitability for appointment against all the criteria as a means to distinguish between candidates.

13.4 The panel will record their responses on an interview grid.

13.5 When deciding on whether a candidate has met essential criteria and then selecting between candidates the panel will aim to reach a consensus. If it is not possible to reach a consensus the majority view will prevail. If the panel is equally split, the view of the panel Chair will be the decisive one.

13.6 A designated panel member will record the panel's marks for each candidate with any notes on the candidate's performance. This is the official decision of the panel and no other records will be retained.

### **Reserve List**

Candidates that met all the essential criteria but were not the best candidate can go on a reserve list. Applications may be considered for the vacancy applied for if it or the same post becomes vacant again within 6 months.

### **Appointment**

If successful at the interview stage the candidate will be made a job offer, subject to certain conditions being met (see ***Pre-Employment Checks***)

### **Successful Candidate**

14.1 The successful candidate will be notified in writing of the job offer subject to checks. The candidate will be advised not to resign their post until all checks have been made.

14.2 At the point of offer the candidate will be advised of the starting salary in line with the '***School Teachers' Pay and Conditions***' document or the '***Pay and Conditions for Support Staff***' document.

14.3 Governing bodies have the discretion to appoint new staff at any point within the range evaluated for the job in question. There will be an objective justification for payment at this point.

### **Recruitment Feedback & Complaints**

15.1 All candidates unsuccessful after interview will be informed in writing of the panel's decision.

15.2 For internal candidates (current employees) an offer of a discussion with the panel chair, or nominee, to explain the reasons for rejection will be offered. If this is not taken up within two weeks of rejection, no further appeal (i.e. staff complaints) will be entertained.

15.3 Good practice requires a panel member to respond to enquiries from unsuccessful external candidates on the reason for their rejection, though this is not compulsory.

15.4 It is noted that people can make a data subject access request under the Data Protection Act. In such circumstances the school has a legal obligation to disclose any information it holds on them within 40 days.

15.5 All candidates will be offered written feedback concerning occupational assessment results and an opportunity for a supplementary telephone or face-to-face discussion with assessors.

15.6 Internal applicants may register a staff complaint against the recruitment process. Where a complaint relates to the reason for rejection, after interview, however the employee must have had a discussion after interview within the time-scale before the complaint can be pursued. In these circumstances the panel chair hears the complaint.

15.7 There is no mechanism to hear complaints from agency workers on an assignment at Southwark Council or from external applicants. Potentially, however, a candidate may make an application to an Employment Tribunal that selection was unfair and discriminatory on the basis of protected characteristic or trade union membership.

### **Recruitment monitoring and administration**

A recruitment file of the campaign will be kept for 6 months to guard against any legal challenge against the fairness of the recruitment carried out. The recruitment file will contain:

- advert
- job description
- personal specification
- all application forms
- short listing proforma
- references and letters to referees
- interview proforma
- application monitoring

## **PRE-EMPLOYMENT**

The conditions to be met once a job offer has been made are:

### **The receipt of two satisfactory references**

- one must be from the candidate's current or most recent employer (or educational establishment).
- "To Whom it May Concern" and personal references are not acceptable.
- All references must answer all the questions, be from the authorised person and be on headed paper
- all negative, neutral (or unsubstantiated) statements will be checked.
- Evasive answers will be clarified via telephone or email and a written record of conversations made

- if a list of tasks does not indicate how well the candidate has done the referee will be asked and cross checked with the candidate's application form for all the information supplied
- the school may contact any previous employer for a reference but candidates will be advised before contacting them
- the Headteacher will be asked to sign off references received as acceptable before a job offer is confirmed
- one reference should relate to a previous role where the individual has worked with children
- references will not be accepted from relatives
- If references are not forthcoming, the candidate will be notified that the school will be unable to progress with their application without the receipt of 2 satisfactory written references
- tutors may be suitable referees for those applying immediately after completing a relevant course or with little or no work experience
- HR advice will be sought before an offer of employment is withdrawn
- for internal candidates, at least one reference will be from the employee's current manager.

#### **Enhanced DBS check satisfactorily completed**

- an enhanced DBS with a barred list check is required for all individuals working in 'regulated activity'. This is defined as work done once a week or more or on four or more days in a 30 day period or overnight; personal care whether supervised or unsupervised; any unsupervised activities with children including driving a vehicle; contractors and suppliers undertaking work for the school with the opportunity for contact with children.
- contractors undertaking work who have no opportunity for contact with children may require an enhanced DBS check *but the school do not have a right to check the barred list*
- volunteers who are unpaid require a DBS *but the school do not have a right to check the barred list*. In these cases the question 'Section X Question 64 where it states "are you eligible to know whether the applicant is registered to work with children" will state "no".

16.1 Candidates must declare all convictions other than those removed under the following circumstances in accordance with the ***Rehabilitation of Offenders Act 2013***.

16.2 If aged 18 or over at the time of the offence it will be removed if:

- 11 years have elapsed since the date of conviction and
- It is the person's only offence and
- It did not result in a custodial sentence

16.3 If aged under 18 at the time of the offence:

- same as for **14.5** but elapsed time is 5 ½ years
- cautions for adults will be removed after 6 years of the date of the caution
- cautions for those under 18 at the time will have them removed after 2 years of the date of the caution

16.4 If a candidate declares a conviction a discussion will take place between the Head of School and the individual and notes made in respect of the circumstances surrounding the conviction (e.g. where were they, how old, why did they do it, any remorse, attitude to offending, frequency of offences, etc.). A risk assessment will then be conducted to determine if the appointment should proceed or be withdrawn and record kept.



16.5 All risks must be avoided, managed, time bound and reviewed by the Chair of Governors. Advice will be sought from the school's HR provider after this discussion has taken place. The original document needs to be seen and the number recorded on the single central record in all cases.

16.6 Applicants will be advised that failure to declare any type of conviction for whatever reason may result in withdrawal of the offer or termination of employment

16.7 **Please note**

- convictions will only be removed if it does not appear on the range of offences which will never be removed from a certificate (serious sexual and violent offences will never be removed)
- if a person has more than one offence then details of all their convictions will always be included.

**Satisfactory medical clearance from occupational health provider**

- medical questionnaires will be completed by individuals only after an offer is made.
- completed medical questionnaires will not be viewed by the school. They will be sent, sealed in an envelope, to the school's OH provider.
- if a reference indicates high levels of sickness or other medical concern, the school will alert the OH provider so that they can determine whether the candidate is medically fit for the job.

17.1 Decisions to reject on medical grounds are taken by the panel with HR advice.

**Proof of qualifications if necessary for the job**

- if specific qualifications or evidence of professional registration is required for the job, original copies will be viewed and copies placed on the individual's employment file.
- If recruiting a teacher, proof of QTS and completion of induction will be required.

18.1 Fully qualified teachers from Australia, Canada, New Zealand and the USA are automatically awarded Qualified Teacher Status (QTS). Teachers must apply to the Teaching Agency for the award of QTS before they can be recognised as qualified teachers. Details of fully qualified teachers from Australia, Canada, New Zealand and the USA will be held on the Teaching Agency's database of teachers with QTS.

**Proof of authorisation to work in the UK**

- UK or EEA Passport or
- full birth certificate and proof of NI number (e.g. payslip, P45, P60)

19.1 Individuals unable to provide the above documents will be checked against the advice held on [www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk)

19.2 If documents are not produced, individuals will be advised in writing that they have one week to produce; if no documents are forthcoming, HR advice will be sought and the offer of a post will be withdrawn.

### **Proof of address**

2 forms of proof of address (which must be dated within the last 3 months) must be provided from the following list

- bank statement
- utility bill
- tenancy agreement
- council tax bill

20.1 If a candidate is unable to provide any of the above documents HR advice will be sought and a risk assessment carried out.

### **Employee file**

A file for all employees will be kept in the Office. This file will retain:

- induction file checklist
- application form
- job description
- personal specification
- DBS check confirmation of number, date and result
- Medical clearance confirmation
- References x 2
- Contract of Employment (if Fixed Term, reason for this is specified)
- Term Time Only Calculator
- Pension Opt out if completed
- Compliance with Immigration Act Documents (e.g. UK or EU passport etc)
- QTS proof of completion
- Induction proof of completion

## **EMPLOYMENT**

21.1 Every member of staff must be issued with a contract of employment which follows the LA guidance for issuing contracts.

21.2 Legally the contract must be issued within 8 weeks from the date employment began but it is best practice this is issued prior to commencement or at the latest on their first day.

21.3 Once all the post interview checks have been completed to the satisfaction of the Head of School, a first day of service will be confirmed and arrangements made for their induction.

## **INDUCTION**

22.1 Induction is vital for establishing the school's objectives and cultural values to minimise future issues and is the starting point of performance management, not a separate function.

22.2 All new recruits will be provided with an induction. A final copy of a completed checklist should be placed on the employee's personal file within 4-6 weeks of commencement.

22.3 Induction will be adapted to reflect the skills and experience of the new employee, the type of job they are employed to do and to include key contacts to give the new employee the best opportunity to start performing well.

22.4 During the induction period a work plan/training and development plan may require review and supervision/appraisal may be more frequent.

### **Responsibilities**

23.1 The overall induction plan is the responsibility of the Head of School.

23.2 The Head of School will establish aims and objectives, set standards of work performance and conduct, set a work plan, address training & development issues, take advice on work tasks and timescales for achievement as well as introduce key colleagues. She will also provide a tour of the workplace, touch on health and safety responsibilities of the new employee and introduce colleagues.

23.3 The Head of School will explain how to access copies of relevant information in particular in relation to safeguarding, code of conduct, respect at work, disciplinary procedure, absence procedure (including local arrangements for reporting) and whistleblowing as well as lesson planning and curriculum responsibilities.

23.4 The School Administration Officer will advise on admin-related issues e.g. what forms need completing, record key details to ensure the employee file is complete, make arrangements for payment, show where to find policies etc.

23.5 The Team Manager will provide on-going support and a 'friendly face' to ask questions if they don't wish to ask a senior leader.

23.4 Care will be taken to ensure the individual is not overloaded with too much information but that they are given some work tasks at an early stage so they don't feel surplus to requirements.

23.5 Within the first week the Induction Co-ordinator will

- provide key departmental information on aims, goals etc. and how this fits into the overall school aims, objectives
- provide information on specific codes of conduct/guidance notes/ "rules" applicable to their post or area of work
- discuss the job description and immediate work tasks
- respond to questions on HR issues that the employee may raise
- make arrangements for individual to begin specific work tasks and ensure adequate supervision is put in place
- take action with regard to requests for training.

23.6 Within the first month a manager will, in liaison with the employee:

- set a future programme of supervision (if required) and/or appraisal appropriate to the person and the post
- ensure mandatory and suggested training courses have either been attended or attendance is scheduled.
- conclude induction meetings with the induction checklist completed and placed on the individual's employee file.

## ADDENDUM

- 24.1      **Section 4.1 (RECRUITMENT AND SELECTION PROCEDURE)**  
When a vacancy arises questions will be asked to determine if a recruitment campaign is necessary and if so for what role and under what contract. It is recognised that during exceptional circumstances, the campaign may require revisions that support the school's efforts to maintain services.
- 24.2      **Section 4.2 (RECRUITMENT AND SELECTION PROCEDURE)**  
It is also necessary to ensure enough time is allowed to complete the recruitment campaign and notice periods have been considered. Where possible in exceptional circumstances, timelines may need to be adjusted and campaign procedures may require revisions.
- 24.3      **Section 4.3 (RECRUITMENT AND SELECTION PROCEDURE)**  
The following questions should be asked when a vacancy arises:
- do we need to fill the vacancy?
  - when do we need the position to be filled?
  - what are the key requirements of the position?
  - could the responsibilities be shared out amongst others?
  - is it the same job or has it changed (e.g. changed work pattern, roles and responsibilities, technology, funding, legislative requirements etc.)?
  - does the post fit into the overall aims of our school?
  - is this role to be on a permanent basis or is a fixed term or temporary contract more appropriate. Will the post be required after a period of exceptional circumstance?
  - will the post be advertised internally?
  - will we accept recommendations for a post in place of an advertisement?
- 24.4      **Section 4.4 (RECRUITMENT AND SELECTION PROCEDURE)**  
All jobs (whether temporary, permanent, acting up, secondment, casual or fixed term) will be advertised internally or will be as a result of a recommendation by a trusted source as a minimum, with the exception of an EIC teacher (newly qualified teacher) who may be recruited through a university/college, a government initiative programme or a "pool".
- 24.5      **Section 5.2 (ATTRACTING CANDIDATES)**  
Candidates who are newly-qualified teachers may be recruited through the university/college systems and those recommended for a position may be recruited and in such circumstances an advertisement would not be used to attract a candidate.
- 24.6      **Section 8.1 (RECRUITMENT PANEL)**  
Once recruitment is required a panel will be set up. Panels will be made up of at least two people wherever possible and as much as is practical will be representative of the community, in terms of gender and ethnicity. The safety of the panel and the candidate will determine the panel setup.