



Recruitment and Selection Policy and Procedure

Responsibility of:
Date of Approval:
Review Cycle:

Director of HR
6th July 2017
Every 3 years

Introduction and Aims

This policy aims to support the following commitments:

- The trust realises it can only achieve its aims through the expertise, dedication and creativity of its staff and its overall performance will be determined by the quality of their work, therefore the trust is committed to ensuring the best possible candidate for each post is recruited based on merit alone.
- The trust is committed to equality and diversity and values a diverse workforce. All aspects of the recruitment and selection process will be monitored and carefully structured to ensure that they are non-discriminatory and promote good practice.
- The trust is also committed to safeguarding and promoting the welfare of students and expects all staff, workers and volunteers to share this commitment. As such, we will comply with safer recruitment best practice.

New Collaborative Learning Trust's (NCLT) approach to recruitment and selection of staff aims to:

- provide a professional and cost-effective recruitment and selection service
- promote good practice, including equality and diversity and safeguarding issues
- ensure fair and consistent treatment of all applicants
- attract sufficient applicants of a high quality
- provide continuity in the teaching and support for students and recognise the urgency of their needs
- present candidates with a positive image of the trust and college (including unsuccessful applicants who may be future "customers" or employees)
- ensure that the best candidate for the post is recruited to continue to deliver a high quality learning experience
- give successful applicants a clear understanding of the college and what will be expected of them
- reduce the risk of making the wrong selection decision which can be expensive and detrimental to the trust and college
- reduce the risk of any claims of discrimination during the recruitment and selection process, which can potentially incur costs to the trust and leave a negative public perception.

The Director of Human Resources is responsible for the establishment and maintenance of appropriate standards of recruitment and selection throughout the trust and should be consulted before any recruitment or employment is proposed. All appointments will be made in line with the trust Scheme of Delegation.

Advice and support for line managers on implementation of this policy is available from the Director of Human Resources at any time.

This policy is made available to all potential applicants via the trust website.

Safer Recruitment

Following safer recruitment practices helps deter, reject or identify individuals who might pose a risk of harm to students or are otherwise unsuitable to work with young people. Safeguarding and promoting the welfare of our students is of paramount importance to us and, as such, this policy incorporates safer recruitment practices as outlined in the document 'Keeping Children Safe in Education'.

Safer recruitment means considering issues relating to the protection and safeguarding of young people and promoting their welfare at every stage of the process. Whilst we actively promote equality of opportunity and are committed to the fair treatment of our staff, potential staff or users of our services, disclosure will be required for all positions within the trust as provisions relating to non-disclosure of criminal convictions does not apply. Having a criminal record will not necessarily prevent someone from working with us. This will depend on the nature of the position and the circumstances and background of offences.

The trust will keep a record of all pre-employment and vetting checks on a Single Central Record, in line with statutory guidance in the document 'Keeping Children Safe in Education'.

Job Analysis and Authorising Vacancies

The trust uses a Recruitment Checklist (see **Appendix 1**) to track each stage of the recruitment process to ensure all vital steps are carried out.

- When a vacant post is identified, or a new post is created, the college Principal or trust CEO, in discussion with the Director of Human Resources, will decide whether or not there is a vacancy to be filled. (*Should there be a change in duties, opportunity to restructure work in the department, number of hours required etc*).
- The Director of Human Resources, liaising with the appropriate line manager(s), will draw up or update a Job Description and Person Specification, using the college/trust standard layout. The Job Description should include reference to the responsibility the role has for safeguarding students.
- The Human Resources Team will liaise with the managers concerned (this may be the line manager/senior manager) to set dates for shortlisting and interviewing for the vacancy (for example - dates, format of interviews, etc).

Advertising and Application Packs

- All posts will be advertised internally. Vacancies may also be advertised externally using the appropriate media and giving consideration to the costs involved. The Director of Human Resources will decide on the method to be used and will draft an appropriate advertisement using the college/trust standard layout, liaising with line manager(s) as appropriate. All adverts will include a safeguarding statement, including DBS information, and a statement confirming the college's commitment to equality of opportunity.

- The Human Resources Team will arrange for application packs and supporting documentation to be available on the website (and in printed format if requested) and liaise with relevant staff to ensure appropriate links are on social media.
- CVs will not be accepted as a suitable method of application for a position within the trust or one of its colleges. Our standard application form only will be accepted, in line with safer recruitment guidance.

Shortlisting Applications and Inviting Candidates for Interview

Please note: the shortlisting panel should be the same individuals as those on the interview panel. At least one member of the selection panel should be trained in safer recruitment.

- It is the responsibility of the line manager/lead manager to arrange the shortlisting meeting and notify the Human Resources Team of the individuals involved in shortlisting/interviewing and the date.
- The Human Resources Team will provide a shortlisting pack to each of the shortlisting panel which includes the following:
 - Job Description and Person Specification
 - Application Forms (*with Equality and Diversity and Confidential Disclosure forms removed*)
 - Shortlisting Grid
 - Interview Information Grid (for lead only – to be completed and returned after shortlisting)
 - Example questions for tailoring
- The shortlisting panel should work individually to prepare their own provisional shortlist, making relevant notes and scoring each candidate using the shortlisting grid provided. Applicants will be shortlisted by considering how closely they fit the criteria set out within the Person Specification, along with any additional information given to enhance the quality of the application in terms of what the applicant can offer to the trust/college.
- The selection panel will ideally meet as a group to produce a final shortlist of applications. The line manager will be responsible for submitting the final shortlist to Human Resources. At this stage, applications should be scrutinised and any discrepancies or anomalies should be noted and raised with the applicant in advance or at interview, as appropriate. Any discrepancies should be relayed to the Director of Human Resources.
- The Human Resources Team will contact the shortlisted candidates inviting them to take part in the selection process. Candidates will be provided with details of what the selection process will involve and will be asked if they need any special arrangements to be put in place to enable them to attend the selection process.
- Candidates will be instructed to bring documentary evidence to interview to allow us to carry out pre-employment checks swiftly on the successful candidate, including an enhanced DBS check. Documentation of unsuccessful candidates will be destroyed immediately.

- The Human Resources Team will write to referees requesting references on the shortlisted candidates using the trust standard form.
- The line manager should ensure the completed shortlisting grids, tailored interview questions and Interview Information Grid are returned to the Human Resources Team.

Organising and Conducting Interviews (including any tests, etc, to be undertaken)

It is the responsibility of the line manager to organise the programme for the recruitment and selection day. (This can be recorded on **the Interview Information Grid at Appendix 2**), with support from The Human Resources Team. This may include:

- deciding what each candidate will teach and to which specific class
 - organising senior leadership involvement as appropriate
 - organising students for the student panel, reviewing standard **student panel** questions (a template is available at **Appendix 3**) and arranging a staff lead
 - organising students for a college tour
 - organising staff to support the logistics of the day, eg moving candidates from place to place
 - organising staff to conduct **lesson observations** (template available as **Appendix 4**)
 - organising staff to join candidates for lunch
 - arranging for any technical equipment/support needed for lesson observations
 - organising any activity that candidates will be asked to do on the day.
- The Human Resources Team will prepare an interview schedule for distribution to interviewers. The line manager should book appropriate rooms to conduct the interview/tests.
 - The selection process will normally involve candidates participating in tests relevant to the role on offer (for example – delivering a presentation/lesson to a group/class or completing a work-related assessment such as an in-tray exercise).
 - Candidates will take part in a traditional face-to-face panel interview. The interview panel will be provided with copies of candidates' application forms. The Chair of the interview panel will be provided with copies of references received on candidates. Wherever possible the panel(s) will comprise of a mix of gender.
 - It is the responsibility of the line manager/lead manager to review standardised questions for the interview in consultation with other members of the interview panel and return these to HR for amending. The questions should ideally be competency based questions in order to elicit the best possible response from candidates.
 - All candidates will be asked the same questions, as agreed by the interview panel, using supplementary questions as appropriate. A safeguarding question and an equality and diversity question will be asked for every post. The panel will make relevant notes and score each candidate using the interview scoring grid provided. During the interview all candidates will be given the opportunity to ask any questions they may have.
 - The Chair of the interview panel will close the interview informing them of the next steps in the procedure and checking whether or not the candidate is still interested in the post.

- All staff involved in the recruitment and selection process must complete the issued documentation relating to the assessment of individuals interviewed and reasons for not appointing where applicable. Following interviews, all documentation must be returned to the Human Resources Team and documentation will be securely stored for twelve months, after which it will be destroyed. Information relating to the successful candidate will be placed on their personnel file.

Deciding which Candidate to Appoint and Making an Offer of Employment

- After the final interview has taken place the interview panel will review the results of the selection process, using the interview scoring grid, results from tests and references received. The interview panel will discuss each candidate to enable them to reach a consensus on the candidate to be offered employment. During this stage the Human Resources Team will provide guidance and support, as required.
- The Director of Human Resources/Chair of the interview panel will contact the successful candidate within 24 hours and make a provisional offer of employment, ensuring the candidate knows the offer is subject to receipt of satisfactory pre-employment checks.
- The Human Resources Team will prepare a letter to the successful candidate (authorised by the Director of Human Resources) confirming the verbal offer and basic terms and conditions of employment, highlighting the offer is subject to pre-employment checks as follows (if they have not already been carried out):
 - The receipt of two satisfactory references, which should be submitted on the trust standard pro-forma wherever possible and one must be from the current/most recent employer.
 - Verification of identity.
 - Satisfactory medical clearance from Occupational Health.
 - Prohibition check.
 - Section 128 check (where appropriate) for those managing the institution.
 - Evidence of a satisfactory Enhanced DBS check (including Barred List Check).
 - Evidence of the right to work in the UK.
 - Further checks if the candidate has lived or worked outside the UK.
 - Evidence of qualification certificates (and professional status where applicable).
 - Evidence of verified results (for teaching staff only).
- In any case where a reference has not been obtained on the preferred candidate prior to interview, the Human Resources Team will ensure that it is received and scrutinised, any concerns brought to the attention of either the Chair of the Interview panel or the Director of Human Resources.
- All pre-employment checks will be evidenced by completion of the Recruitment Checklist (**Appendix 1**) and subsequent completion for the Single Central Record.
- The new employee will be asked to confirm their acceptance of the post by signing and returning the slip attached to the letter offering employment.

- The offer of employment will only be confirmed (via a Contract being issued) once satisfactory checks and information, as outlined above, have been received.

Informing Unsuccessful Candidates of the Outcome of the Selection Process

All candidates who were shortlisted and interviewed will be contacted by the line manager and informed that they will not be offered employment on this occasion. All candidates who were interviewed are invited to receive verbal feedback on their performance during the selection process if they wish.

Induction

The Human Resources Team will arrange for new starter and induction information to be sent to the new member of staff.

All successful candidates will take part in an induction process. It is the responsibility of the relevant line manager to ensure that this induction takes place. An induction may include:

- Induction Checklist
- Policies and procedures
- Staff Handbook
- Details of any other induction programme arrangements, as appropriate
- Induction Review Meetings.

See also: Performance Management and Remuneration Policy.

Use of Agency Staff/Casual Workers

The Director of Human Resources will advise on the use of agency staff/casual workers, as appropriate. Agency staff/casual workers will usually be used by the college on a short-term basis only. If necessary, a member of the Human Resources Team will make arrangements to contact the appropriate agencies/casual workers to assess availability.

The Director of Human Resources will aim to secure the most suitable agency staff/casual workers by checking curriculum vitae/references supplied and liaising with the relevant line manager as appropriate. Alternatively, an application process may be followed where the length of assignment for a casual worker or volunteer is longer.

Appropriate vetting and pre-employment checks will be carried out where relevant and the trust will expect supply agencies to comply with safer recruitment procedures, seeking written confirmation from the agency to this effect.

Use of Volunteers

Discuss with your line manager and Director of Human Resources if you are considering the placement of a volunteer (this should be done before any agreement is made with the volunteer). The volunteer should complete the specific application form and the Director of Human Resources will advise on the appropriateness of vetting checks.

See also: DBS and Vetting Policy

APPENDIX 2

Interview Information Grid

Please provide the following information to ensure the smooth running of the selection process.

TITLE OF VACANCY:

SHORTLISTED CANDIDATES:

1. _____ 4. _____
2. _____ 5. _____
3. _____ 6. _____

DETAILS OF TASKS:

Subject Exam Board: _____

	Number and Year Group of Students	Lead	Times	Duration	Room and Facilities (such as flip chart, paper, pens, laptops etc)
College Tour					
Student Panel					
Lesson Observation <i>(Teaching Staff Only)</i>					
Written Task / In Tray Exercise					
Interview					

Are there any additional requirements

If you require any support, please see a member of the HR Team.

For HR Use Only

- Reception Informed
- Parking Organised

APPENDIX 3

GENERIC STUDENT PANEL QUESTIONS AND COMMENTS

INTERVIEWS FOR

(Name of Post) _____ Date: _____

Student Panel Questions

- How do you make your lessons challenging and engaging?
- How do you support your students in getting to the best universities and jobs?
- How would you deal with a student that had poor attendance, poor behaviour or failed to produce homework?
- How would your students describe you?
- Which areas of your subject are more difficult to teach and how do you make difficult or dry topics more engaging?
- Which areas of your subject do you really enjoy teaching and why?

	Comments
Candidate 1	
Candidate 2	
Candidate 3	
Candidate 4	
Candidate 5	
Candidate 6	

APPENDIX 4

LESSON OBSERVATION

Date:	Observee:	Level & Subject:
<p><u>1. Learning Environment</u></p> <ul style="list-style-type: none">• Belonging• Group cohesion/inclusivity• Positive relationships• Aspiration (high challenge)• Safety (low stress)• Independence• Collaboration• Seating plans• Class routines		
<p><u>2. Teacher Subject Knowledge</u></p> <ul style="list-style-type: none">• Inspire & enthuse learners• Explain clearly, precisely & simply• Represent ideas in multiple ways• Identify common misconceptions• Know threshold concepts• Assess student understanding• Link to assessment objectives• Knowledge of exam spec/mark points• Give students confidence• Plan an effective course• Appropriate resources		
<p><u>3. Research-led Pedagogy</u></p> <ul style="list-style-type: none">• Context (overview, big questions, success criteria, exemplars, varied)• Explanation (short, simple, clear, concrete, credible, unexpected, emotional, stories)• Questioning (plan, pose, pause, pounce, bounce & stretch)• Processing (thinking hard, doing something with information)• Feedback (closing gaps, student engagement, cognitive response, more work for student)• Reviewing for understanding & memory (testing, practice & reflection)		
<p><u>4. Student Behaviours</u></p> <ul style="list-style-type: none">• Beliefs (mindset, attribution)• Attitudes (resilience, responsibility, resourcefulness)• Skills (literacy, numeracy, ICT)• Knowledge of learning process (active engagement, encoding, storage, retrieval, metacognition)• Knowledge of subject & evidence of previous learning (student responses, student files & notes, and monthly assessment marks)		
<p><u>5. Next Steps</u></p> <ul style="list-style-type: none">• Share good practice• T&L suggestions/research/reading• CPD required• Re-observation• Learning walks• Peer observation• Learning Leader support		
Observer:		