

Document Control Sheet

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Originator	Director of People and Culture Jennie Kieran
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Equality Act 2010 issues fully considered	Reasonable adjustments will be considered in relation to candidates with a disability.

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1 Introduction

- 1.1 The Foundation recognises that a highly skilled and dedicated workforce are fundamental to the success of the Foundation and its individual academies. The Foundation and its academies therefore needs to attract and retain colleagues of the highest calibre and a strategic, professional approach to recruitment is essential in achieving this.
- 1.2 The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below.
- 1.3 This policy and procedure covers all activities that form part of the recruitment and selection process.
- 1.4 This policy re-affirms the Foundation's commitment to equality of opportunity at all times and where appropriate to actively seeking to ensure greater representation of particular groups.
- 1.5 This policy can be read in conjunction with the Safer Recruitment national guidelines.
- 1.6 This policy represents the maximum delegation to Academies.

2 Core Principles

- 2.1 Recruitment will be overseen by a HR representative, who has the necessary training and knowledge in safer recruitment, and fair selection procedures.
- 2.2 The Foundation will seek to recruit the best candidate for the job based on merit.
- 2.3 The Foundation wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process in order for a successful candidate with a disability to undertake the post.
- 2.4 The Foundation also seeks to encourage applications from groups that share protected characteristics who maybe underrepresented across the Foundation. Where appropriate recruitment adverts will make positive action statements in relation to these groups.
- 2.5 The Foundation will ensure that the recruitment and selection of colleagues is conducted in a professional, timely and responsive manner and in compliance with all relevant employment legislation including guidance published by the Department for Education, the Prevent Duty Guidance for England and Wales 2016 and any guidance or code of practice published by the Disclosure and Barring Service.

- 2.6 In fulfilling its Prevent Duty obligations the Foundation will not discriminate on the grounds of any protected characteristics.
- 2.7 The Foundation will ensure that all recruitment and selection processes are cost effective.
- 2.8 All information gathered during the recruitment and selection process including application forms, notes etc is confidential to those involved directly in the recruitment and selection process and must not be disclosed to any individuals or third parties. Information gathered during the recruitment process documentation will be in accordance with the Data Protection Act.
- 2.9 Within this framework, Academies may design and manage the recruitment process making the decisions that best support their specific objectives.

3 Recruitment and Selection Procedure

3.1 Preparation

3.1.1 Before advertising a post, the appropriate manager (as set out in section 7) must ensure the post is:

- within agreed budget
- meets the Foundation's strategic objectives
- proposed salary and contract type are appropriate (by reference to HR)

3.1.2 It is important that the Foundation has an oversight regarding recruitment activities. It is therefore expected there will be regular and ongoing informal dialogue regarding the situation of current and upcoming recruitment activities, via normal HR and management channels.

3.1.3 A job description and person specification should be prepared and in the case of existing posts, the information should be reviewed to ensure it remains an accurate reflection of the position.

3.2 Documentation

3.2.1 All vacancies should have an up to date advert, job description and person specification.

3.2.2 The job description should accurately reflect the duties of the post.

3.2.3 The person specification will state both the essential and desirable criteria in terms of experience, qualifications, skills, knowledge etc all of which should be directly related to the job and applied equally to all applicants. Care should

be taken when writing the person specification to ensure that criteria do not indirectly discriminate against certain groups of applicants.

3.3 Advertising

3.3.1 All advertised vacancies should be placed on the individual Academy's website, the Foundation's website, appropriate online jobs boards, government jobs portal, and other social media as appropriate. Teaching vacancies will usually be advertised in the TES.

3.3.2 Temporary positions that subsequently become permanent will usually be re-advertised.

3.3.3 The Head Teacher will invite letters of application for internal promotion opportunities within Academies, which may be ring fenced to particular groups of staff, as appropriate. For Foundation level positions, the Chief Executive Officer will invite applications as appropriate.

3.3.4 All job advertisements will emphasise the Foundation's commitment to equality of opportunity, and again, care will be taken when writing the job descriptions not to preclude any candidate unreasonably on the grounds of any protected characteristic

3.3.5 Applicants are asked to complete a questionnaire when making their application to enable a robust means of monitoring equal opportunities. This information is separate from the job application and applicants are free to indicate that they do not want to provide these details.

3.3.6 All candidates will be asked to apply by application form. This ensures a fair and consistent approach and provides the panel with the necessary information to make an informed decision at shortlisting. CV's will not normally be accepted in place of a completed application form.

3.3.7 Roles will normally be advertised with a closing date, to allow a window of time to generate a field of candidates. The Foundation may, for certain roles, decide to close the advert early, this should be stated on adverts to encourage early applications.

3.4 Shortlisting

3.4.1 It is recommended that short-listing is carried out by three people but no fewer than two people to avoid any possibility of bias.

3.4.2 All candidates will be assessed objectively against the selection criteria set out in the Person Specification and only candidates who most closely match these criteria will be shortlisted.

- 3.4.3 Shortlisted candidates will be provided with details of the selection process in writing giving as much prior notice as possible.
- 3.4.4 Candidates invited for selection processes will be asked to give details of any disability or any other circumstances which may mean that special arrangements or reasonable adjustments are needed for the selection process.
- 3.4.5 Keeping Children Safe in Education guidelines recommends considering conducting an online search of publicly available information of shortlisted candidates. This may include news articles and freely available social media posts such as linkedin. This may help identify any incidents or issues that have happened, and are publicly available online, which the school or college might want to explore with the applicant at interview. To prevent bias or discrimination in the selection process, this online search should be carried out by a suitably qualified recruitment/HR professional, and an objective and factual record made of the search and date it took place.

3.5 Selection and Interview

- 3.5.1 The design of the selection process will be dependent upon the nature of the role and the skills and knowledge required. HR advice and support is available to help design interview process and selection days.
- 3.5.2 For the majority of posts, selection days will normally consist of a number of selection tests in the morning which will be used to assess the essential and desirable criteria in the person specification. The tests may include a one-to-one discussion, a work based task, presentation or a micro-teach in the case of teachers.
- 3.5.3 A final short list is normally drawn up following the selection tests and successful candidates will be taken through to a formal interview.
- 3.5.4 Interviews will be carried out ideally by two or more colleagues as set out in section 6.
- 3.5.5 The structure of the interview will be consistently applied to all candidates and should be based on the person specification and information provided in the application form.
- 3.5.6 Notes recording the salient points of the interview will be taken so that these can be referred to when making decisions. Following the interviews, a summary will be made of the strengths and weaknesses of each candidate and the reasons for the appointment. The interview notes, summary and all notes made by individual members of the panel will be retained in accordance with the Data Protection Act. All documentation will be treated as confidential.
- 3.5.7 The Immigration Act (2016) sets out the requirement for colleagues in customer-facing roles in public sector organisations like the Foundation to be

sufficiently fluent English for the effective performance of their roles. Where necessary, this will be assessed at interview.

3.6 Making an Appointment

3.6.1 It is recognised that in many cases it is desirable to make a verbal offer shortly after the selection process to secure the preferred candidate. In such cases a member of the Senior Leadership Team will make the verbal offer to the successful candidate in accordance with the recruitment approval document.

3.6.2 A written conditional offer of employment will be produced immediately following the verbal offer.

3.6.3 The offer of employment is subject to satisfactory references, medical clearance, checks of qualifications, DBS check and any other checks as appropriate. References must be from a validated source, this may be from an official email address, or a follow up phone-call.

3.6.4 Appointments will usually be made at the minimum grade of the advertised salary scale unless directly relevant experience would justify additional increments.

3.6.5 The formal contract of employment will be signed by the appropriate manager (as set out in section 6).

3.6.6 Unsuccessful candidates will be telephoned and informed of the outcome. Should the candidate request feedback on their performance during selection, this should be provided verbally.

3.6.7 In exceptional cases, the preferred candidate may not accept the offer or change their mind before the contract of employment comes into effect. Depending upon the time elapsed, it may be appropriate to revisit the selection outcome and approach any reserve candidate.

3.6.8 A contract request form should be completed and sent to HR for processing.

3.7 Engaging with new starters

3.7.1 The majority of newly appointed candidates will have a degree of uncertainty about what to expect in their new role and new starters may benefit from some degree of engagement with their new employer during the time between accepting the post and the start date. Individual academies may put in place whatever measures they feel appropriate to support any new starter. This may include for example:

- Sharing certain material or documents for review
- Visits to the site

- Meetings with other colleagues
 - Invitation to particular events of interest
- 3.7.2 Any appointed candidate, who is yet to formally commence employment, should visit the site by prior arrangement and be treated as a visitor and accompanied accordingly. Candidates cannot be treated as an employee, until the official commencement of their contract.

4 Types of contract

4.1 The majority of colleagues will hold permanent contracts of employment. However, it is recognised that on occasion, the Foundation will need to cover short term requirements and therefore engage staff on a temporary or casual basis.

4.2 All appointments will be subject to a fair selection process and candidates must complete an application form and be subject to the normal pre-employment checks appropriate for the post.

4.3 Advice should be sought from Personnel regarding the contract type proposed.

4.4 Fixed Term appointments

4.4.1 Fixed term appointments are contracts that last for a specific period of time or until a specific task or event has been completed. Normally the Foundation will use a fixed term appointment for a minimum period of 3 months to a maximum of 2 years.

4.4.2 Fixed term appointments should not be used without appropriate justification and where there is a clear need for a fixed term contract. Personnel advice should be sought where a fixed term contract is being considered. Such situations may include:

- To provide cover for a period of leave of the substantive post holder.
- To work on a project of specific duration
- To cover a role that is externally funded for a specific duration

4.4.3 It is not appropriate to use fixed term contracts as an extended period to assess individual's suitability, instead all appointments should be subject to a probationary period.

4.5 Casual appointments

4.5.1 Casual workers are recruited on an irregular basis normally for short periods of time (not normally more than 12 weeks).

- 4.5.2 Casual workers are paid only for the hours they work (plus accrued statutory leave), and must complete a time sheet each month.
- 4.5.3 Following the ending of an assignment, there is no continuing commitment from the employer to offer work, and no obligation on the part of the casual worker to accept any assignment offered.
- 4.5.4 A colleague engaged on a casual basis will be processed as a leaver when there have been no assignments for 6 months or more, or where the colleague requests to be processed as a leaver.
- 4.5.5 Casual appointments may be appropriate in the following circumstances:
- Where work is occasional (e.g. invigilators, student helpers, some leisure centre staff)
 - Where there is no definite requirement to work a particular number of hours because the availability of work is uncertain (e.g. Leisure Centre and Adult Education).
 - Where work is temporary for a limited period of up to 13 weeks.

4.6 **Agency Staff**

- 4.6.1 Agency staff will usually be used to manage short term and/or unexpected absences by teachers that cannot be covered internally.
- 4.6.2 Due to the immediate need of such cover, Academies' Senior Leadership Teams are responsible for the management of such cover up to a period of 12 weeks.
- 4.6.3 Agency staff should not normally be engaged for longer than 12 weeks. Where cover is likely to last for longer than 12 weeks the advice of HR should be sought.

5 **Contract request form**

- 5.1 Following the decision to appoint the successful candidate, and their acceptance of the verbal offer of employment, a contract must be requested.
- 5.2 The contract request form must be completed, indicating the terms of agreement and handed to HR in order for the contract of employment to be drawn up.
- 5.3 This form is required for any new appointment (including existing colleagues who have successfully applied for a different post).

6 Pre-appointment paperwork and checks

6.1 Individual academies are responsible for appropriate and robust pre-employment checks, in line with safer recruitment guidelines, which should include where applicable:

- DBS
- List 99
- Qualifications
- Right to work
- Occupational Health clearance (where appropriate)

6.2 New starters must not commence employment until the appropriate pre-employment checks have been satisfactorily completed. In some cases, where a particular check may be outstanding but there is an urgent need to commence the new starter in post, HR will be able to advise what is permissible and the steps to mitigate any risks.

7 Authority to act

	Staff Level	Authority to act
Decision to recruit	Chief Executive Officer	Chair of Trustees
	Executive Leadership Team	Trust Board on the advice of The Chief Executive Officer (agreeing a "link" Trustee)
	Senior Leadership Team (including any post over £50,000)	Chief Executive Officer
	Posts within Academies	Head Teacher/Principal if within budget
Shortlisting, Interview & appointment	Chief Executive Officer	Chair of Trustees
	Executive Leadership Team	Chief Executive Officer & 1 Trustee
	Senior Leadership Team (Academy Level)	Appropriate panel determined by the Chief Executive Officer
	All other staff	Appropriate panel determined by Head Teacher/Principal

Contract of employment	Chief Executive Officer	Chair of Trustees
	Executive Leadership Team (Foundation level staff, Incl. Academy Head/Principal)	Chief Executive Officer on behalf of the Board of Trustees
	Senior Leadership Team (Academy Level)	Chief Executive Officer
	All other staff	Academy Head Teacher/Principal