



THE KEMNAL ACADEMIES TRUST

Recruitment and Selection Policy and Procedure

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1. Policy Statement

- 1.1 The Kemnal Academies Trust believes that our people are at the heart of everything that we do and are a key component to our success. A strategic and fair approach to recruitment processes ensures that we attract, appoint and retain staff who possess the necessary skills and attributes to fulfil our strategic aims of achieving high standards of learning for all students and support of our values.
- 1.2 The Trust fully recognises that its ability to recruit best quality employees has a direct bearing on the quality of education it provides. This Policy outlines the key principles which the Trust will follow in relation to all recruitment and selection activity, and the responsibilities of the recruiting manager in properly implementing the policy.
- 1.3 The Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. This policy reflects requirements expected of safer recruitment practice.
- 1.4 The Trust recognises its responsibilities to provide job opportunities to internal and external candidates on a fair, consistent and equitable basis. All appointments to the school will be made on merit, and the appointments process is designed to ensure that the best person for the job is recruited.
- 1.5 Failure to adhere to this Policy may leave the Trust vulnerable to challenge. The recruiting manager must ensure that all employees involved in recruitment and selection are made aware of their responsibilities for its proper implementation. Implementation of this Policy and Procedure is a key element in achieving a consistent and effective approach to recruitment and selection across the Trust.

- 1.6 This policy is designed to provide a flexible framework which promotes good practice and supports the key business of the organisation.
- 1.7 The guidelines which form part of how to implement this policy are also provided. Whilst flexibility is encouraged to maximise the needs of individual academies any significant deviation or variations in practice should be discussed with Human Resources to ensure that actions comply with the relevant legislation to minimise risk to the Trust.
- 1.8 Professional advice and support is available at all stages of this process from TKAT HR Services.
- 1.9 Where mention is made to Headteacher in this policy, it also means manager, senior leader, Director or CEO.
- 1.10 This policy has been consulted on and agreed with the recognised trade unions.

2. Scope

- 2.1 This policy applies to recruitment and selection of all staff within The Kemnal Academies Trust whether centrally employed or in academies.
- 2.2 All employees involved in any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this policy. Any external consultants, recruitment agencies or external experts who assist in the recruitment and selection of staff must act in accordance with this policy. The recruiting or appointing manager is responsible for ensuring that such external parties are provided with a copy of this policy prior to their involvement in the recruitment and selection process.

3. Aims

- 3.1 To ensure that recruitment processes are robust, fair, fit for purpose and can stand up to scrutiny
- 3.2 To ensure that the best person is recruited for each vacancy/opportunity
- 3.3 To ensure compliance with relevant legislation including the Equality Act 2010, Data Protection Act 1998 and relevant UK Immigration legislation
- 3.4 To effectively promote the ethos and values of the Trust
- 3.5 To meet the strategic aims of the Trust
- 3.6 To ensure that children and young people in our academies are safeguarded

4. General Principles

- 4.1 All employees involved in the recruitment and selection of staff and in particular chairs of selection panels, should be aware of their responsibilities under the relevant employment legislation. At least one member of the recruitment panel should have the relevant safeguarding training for safer recruitment.
- 4.2 If a member of staff involved in the recruitment and selection process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the candidate's application. It would normally be necessary for the member of staff to have no further involvement in the recruitment process.
- 4.3 Documentation relating to applicants should be treated with strict confidence and in accordance with the requirements of the Data Protection Act. Under this legislation applicants will have the right to request feedback and to access any documentation held on them in relation to the recruitment and selection process.
- 4.4 The Recruitment and Selection Policy and Procedure takes full account of relevant legislative and best practice principles, and will be periodically reviewed in line with changes in the employment legislation.
- 4.5 The CEO, TKAT is responsible for the appointment of Director level posts and Head teacher posts in consultation with the chair of the Local Governing Body. The relevant directors are responsible for all staff appointments in their departments and may delegate this responsible to their senior team as they see fit.
- 4.6 The CEO and the HR Director must ensure that all staff involved in recruitment and selection will have received appropriate briefing/training to ensure that procedures are followed properly, and that all relevant equal opportunities and safeguarding issues are covered. As a minimum requirement, at least one panel member should have received safer recruitment training.
- 4.7 A practical assessment of skills and competencies will be used, where appropriate, to improve the Trust's ability to select the best candidate for any job.
- 4.8 All appointments to jobs within the academy will be subject to the receipt of satisfactory pre-employment checks to include:
- references
 - identify check

- proof of eligibility to live and work in the UK
- medical clearance
- Enhanced Disclosure and Barring Service Check
- Children's barred lists check (formerly list 99)
- evidence, where applicable, of appropriate qualifications,

4.9 All appointments will be made having regard for safeguarding arrangements for children including careful assessment of application forms/gaps in employment and pre-employment checks as indicated above.

4.10 Proper documentation and records will be kept relating to all aspects of the recruitment process, including information on the assessment of individual candidates, and information required to review and monitor implementation of the Trust's policies on recruitment and selection, and equal opportunities. The confidential nature of information gathered on individual candidates will be respected at all times. However, there are occasions when the Trust may be required to provide such information.

4.11 It is the responsibility of the HR Director and the Directors to ensure the proper implementation of this Policy within the Trust, and to ensure that the Policy is communicated to all staff working in the Trust.

5. Preparation Stage

5.1 The recruitment and selection process should not commence until the appointing manager has carried out a full evaluation of the needs of the role against their staffing structure, improvement plans and budget.

5.2 Job Descriptions and Person Specifications should be created prior to advert and job evaluated as required for new roles.

5.4 The best method to source candidates should be assessed and the most appropriate medium used.

5.5 Salary ranges and selection processes should be discussed and agreed.

6. Sourcing Candidates

6.1 All posts which become vacant will be reviewed prior to advertising to confirm:

- that the post is within the required establishment of the Trust
- that budgetary provision for the post is available within current financial arrangements
- any arrangements to fill the vacant post on a temporary or any other basis than permanent appointment to the job

6.2 As a minimum all vacancies will normally be advertised across the Trust, using the Trust's website. This will help to maximise equality of opportunity and provide staff with opportunities for career development. Only in extenuating circumstances may the CEO waive the need to advertise. This is likely to happen in the following circumstances:

- Where positions may provide suitable alternative employment for existing staff whose post has been identified as at risk of redundancy, including the termination of fixed term contracts or following a restructure exercise.
- Positions requiring specialist expertise where the recruiting manager or CEO can demonstrate that a prior comprehensive search and advertising process has been conducted and exhausted and the nominated individual are the most suitable person for the job.
- Where the position is interim to cover an SLT vacancy, long term sick, maternity or fast tracked leadership programme

Even taking the above into consideration if the successful candidate is likely to require a work permit, the post must be advertised in line with work permit legislation.

6.2 Positions should be advertised using the most appropriate and cost effective means to maximise the number of suitably qualified candidates. This may include local or national publications, websites and social media sites. All such adverts must adhere to the Trust's visual identity.

6.3 It is recommended that departments adopt a consistent approach when considering whether to advertise internally or externally for promotion opportunities. Ideally, in these cases it would be preferable to advertise internally in the first instance, reserving external recruitment if unable to recruit suitably experienced/qualified staff from internal candidate base. However, the Trust may adopt a policy of advertising all opportunities internally and externally concurrently providing this is done consistently.

6.4 All job advertisements will be written in plain language based on details contained within the job description and person specification. It will show the title of the job, full time equivalent and part time salary, allowance values (e.g. travel allowance), working hours requirements (if necessary) and the relevant section of the Trust if appropriate. There should be sufficient detail to help prospective applicants to make an accurate assessment as to their suitability for the job. Advice on drafting job adverts may be sourced from the Trust's HR Services.

- 6.5 All applicants will be treated with respect and provided with sufficient information to make informed decisions regarding their suitability for the role. It is recommended that as a minimum internal applicants should be given at least three working days' notice to submit an application for a vacant role and external applicants at least five working days' notice.
- 6.6 All adverts must include a short statement about safeguarding checks and the trusts commitment to equal opportunities.
- 6.7 The Trust may use an agency or external consultancy to assist in recruiting staff for hard to fill roles.

7. Selection Process

- 7.1 The Selection Process should be:
- Transparent
 - Timely and cost effective
 - Free from conflict of interest
 - Relevant to the job
- 7.2 All recruitment will be based on an agreed job description and person specification. Recruitment and selection must be an evidence based process and candidates should be assessed against agreed criteria, based on relevant knowledge, skills, competencies, experience and qualification to perform the role as outlined in the person specification.
- 7.3 No additional criteria will be introduced at the shortlisting stage. The shortlisting process must be undertaken on a fair and consistent basis. No-one should be shortlisted who does not, as a minimum, meet the defined essential criteria within the person specification.
- 7.4 All decisions must be recorded by the panel.
- 7.5 No person, who has a close personal relationship with a candidate for a specific job, may shortlist or interview for the job. Failure to declare this to the panel could put the recruitment process at risk and result in disciplinary action.
- 7.6 To avoid any possibility of discrimination, Application Forms must not contain any information relating to sex, age etc. The Trust's standard Equal Opportunities monitoring form must be removed prior to any shortlisting activity taking place. It is unlawful to not select a candidate based on their disability or protected characteristics.

- 7.7 Shortlisting of applicants should be undertaken ideally by all members of the recruiting panel who are involved with the interview process. If the panel consists of more than 2 members, at least 2 members must undertake shortlisting. Shortlisting should be against agreed criteria from the person specification advertised for the role.
- 7.8 Interviews should normally be conducted by the recruiting manager and at least one other person. All interviews for the same role must be conducted by the same panel. The CEO will be involved or nominate a representative to be involved in the selection process of any Headteacher or Director appointment.
- 7.9 Any skills tests (e.g. presentations, in tray exercises, data analysis) must be directly related to the role and measured against objective criteria. Presentations for the same post should be assessed by the same panel members. Candidates must be notified about the details of any skills test when they are invited for interview. The selection process for teaching posts must include a demonstration of teaching skills.
- 7.10 Where required every effort must be made to make reasonable adjustments for candidates with disabilities. Further advice on this can be sought from TKAT HR.
- 7.11 Interview questions must relate to the job role as stated in the job description and person specification and the candidate's suitability for the role. The person specification should be used as the starting point to formulate interview questions.
- 7.12 Interview questions must appear on an interview assessment form on which answers must also be recorded.
- 7.13 Where possible every effort should be made to take up references between shortlisting and interview. References must be taken up before an unconditional offer of employment is sent to the candidate and definitely before the candidate starts in employment.
- 7.14 The choice of who is appointed is the sole decision of the members of the panel.

8. Selection Methods and Processes

- 8.1 Face to face interviews will be the primary means of recruitment to all vacant jobs. A range of other selection methods and processes may also be considered in relation to each vacant job. When adopting selection tools, care must be taken to ensure that they are relevant to the person specification and able to be objectively assessed as part of the selection criteria. Specific advice

on the usefulness and validity of selection tests is available from the Trust's Human Resources department.

8.2 The Trust will ensure that candidates are informed in writing of:

- the date, time, location and approximate length of the interview
- the format of the interview and designations of the interview panel
- details of any other selection methods which will be used in addition to interview
- the person to be contacted for any further information on recruitment arrangements.

8.3 All candidates invited for interview will be asked to indicate if they require any specific facilities or assistance. In particular, disabled applicants will be asked to specify any particular arrangements which they will require.

8.4 Assessments from application form, interview, all tests and/or other exercises used within the selection process will be properly documented and recorded against each individual candidate, and details placed within the recruitment file. Details of unsuccessful candidates should be retained for six months after which they should be confidentially destroyed.

9. Interviews and Interview Panels

9.1 Face to face interviews are a core element of the academy's recruitment and selection procedures. It is vital that they are carried out in a systematic, objective and professional manner to ensure that the best candidate is selected for each vacant job. The HR Director is responsible for ensuring that at least one member of the interview panels will have received specific training in interview techniques as part of their general recruitment and selection training.

9.2 All interviews will be conducted by a panel of a minimum of two people, and preferably by three people. At least one member of the panel where appropriate should be the role's line manager. A gender balance of panel members should be given consideration where possible.

9.3 Canvassing of any academy staff, members of the Governing Body or Trust Members involved in the selection process by candidates, or attempts to influence on a candidate's behalf, may result in disqualification of that candidate or the withdrawal of a job offer, and disciplinary action recommended.

9.4 The structure, format and core questions to be used within the interview process will be agreed with all interview panel members. Core interview questions will be based upon a proper consideration of the person specification for the job, and will be agreed beforehand with all members of the interview panel.

Supplementary questions are appropriate to clarify or expand on a candidate's response to a core question, but must relate clearly to the duties and responsibilities of the job. Supplementary questions will be properly recorded and candidate's responses logged within the appropriate documentation

9.5 It is recommended that model answers in bullet point form are recorded against each core question so that candidate responses can be effectively assessed. However, the model answer is only a guide and will not serve to devalue good candidate responses to questions in any way.

9.6 In addition to assessing and evaluating the candidate's suitability for the post, the interview panel should also explore:

- the applicants attitude towards children and young people
- their ability to support the schools agenda for safeguarding and promoting the welfare of children
- gaps in the applicant's employment history
- concerns or discrepancies arising from information provided by the applicant and/or referee

9.7 The panel should also ask the candidate if they wish to declare anything in light of the requirement for an enhanced DBS disclosure.

9.8 During the interview process care should be taken to avoid any questions which could be interpreted as discriminatory. The focus should always be on job-related criteria and any questions related to gender, ethnic origin, marital status, sex, age, family circumstances or sexual orientation etc. must be avoided. At least one appropriate question in relation to the school's Equal Opportunities Policy should be included at all interviews.

9.9 Reasonable adjustments should be made to the interview process where appropriate so as not to substantially disadvantage any disabled applicant.

9.10 It is recommended that each panel member completes a Record Sheet for each candidate so that individual scoring can be undertaken.

9.11 The chair of the panel is responsible for contacting both the successful and unsuccessful candidate to inform them of the outcome following the selection process.

10. The Offer of Employment and the Employment Contract

10.1 At the end of the recruitment and selection process all documents pertaining to the process must be retained for a period of at least 6 months, after which they

should be destroyed in line with disposal of confidential waste. Details pertaining to the successful candidate must be retained on their personnel file.

10.2 All offers of employment are conditional upon receipt of two satisfactory references, one of which must be the current or most recent employer), medical assessment, proof of qualifications, eligibility to live and work in the UK and DBS check. The first offer letter must state these conditions.

10.3 The Trust will ensure that a letter of appointment is issued to the successful candidate within a reasonable timescale outlining;

- the job title and grade of the job
- the date of commencement of employment (if confirmed)
- salary and payment arrangements
- the term of the employment (whether temporary/fixed term/ permanent contract)
- reference requirements
- medical clearance, if required
- Enhanced Disclosure and Barring Service Check
- whether the employment is subject to a trial or probationary period and if so, the terms which will apply to this
- any particular or special benefits which might apply
- the notice periods for termination

10.4 Ideally, candidates should not start employment before receipt of satisfactory pre- employment checks. However, in the delay of the return of a DBS by the Disclosure and Barring Service, the Trust may appoint someone subject to checks with the Children Barred Lists, risk assessment and appropriate safeguards being put in place. If there is any doubt, a delay to the start date should be put in place and where appropriate advice sought from TKAT HR Services.

10.5 The Trust should seek the advice of Human Resources Department if there are any issues or concerns regarding the suitability/standard of pre-employment checks.

10.6 Once the conditions of the offer of employment are met, the contract of employment should be issued. Contracts of employment should be issued within 8 weeks of the start of employment. This is a legal requirement and must be adhered to.

11. **Review and Monitoring of Appointments**

11.1 Applicants for all jobs will be asked to provide details of their ethnic origin, gender and disability status by completing the monitoring documents issued with the application form. This information is confidential and will not be seen

or used by the panel in selection in any way. The information will be forwarded to the HR department for monitoring purposes.

- 11.2 The aim of recruitment monitoring is to enable the academy and the trust to identify the numbers and relative proportion of various groups participating in the selection process at application, shortlisting and appointment stages. This information will also help to assess progress in implementing the school's Equal Opportunities Policy, and identify actions which might improve the fairness of its recruitment and selection procedures.

Responsibilities

Role	Accountable for
CEO and Board	<ul style="list-style-type: none"> ▪ Creation of new and replacement positions for Trust Directors ▪ Creation of new and replacement positions for Academy Principals/Headteachers ▪ Approve salary level for Academy Principals/Headteachers and Trust Directors
LGB panel, Principals, Headteachers, Trust Directors	<ul style="list-style-type: none"> ▪ Creation of new positions and replacement positions for Academy leadership teams and departmental staff ▪ Approval to appoint candidates to leadership teams ▪ Approve salary levels for all appointments, taking account of equal pay legislation and the pay policy
Leadership Team	<ul style="list-style-type: none"> ▪ Creation of positions and replacement positions in relation to their area of responsibility ▪ Approval to appoint candidates
Chair of the Selection panel	<ul style="list-style-type: none"> ▪ Ensuring the selection process is transparent and fair ▪ Manage the interview process ▪ Inform preferred candidate of verbal offer ▪ Provide feedback to candidates ▪ Provide a written record of all stages of the recruitment process, including the reasons for selecting/rejecting each candidate

Human Resources	<ul style="list-style-type: none">▪ Provide professional human resources advice, including advice on salary, equal pay issues, formulating job descriptions and person specifications and advertisements.▪ On-going improvements to the recruitment process and provide policy and advisory documentation.▪ Issuing offers, taking up references, processes checks and issuing contracts
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