



Recruitment and Selection Policy & Procedure

The STAR Multi Academy Trust

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1.0 Purpose

- 1.1 At all times recruitment and selection must be fair, effective, robust and safe for the purpose of building and maintaining an effective workforce, ensuring individuals with the right skills are in the right post at the right time and that vulnerable children have their needs securely met.

2.0 Scope

- 2.1 The Recruitment and Selection Policy will apply to the appointment of all roles within a STAR MAT school, and sets out the standards and stages for all recruitment activities.
- 2.2 The Local Governing Bodies (LGBs) will have reference to additional guidance and the statutory requirements with regards making a Headteacher appointment; this detailed in the separate Headteacher Recruitment Section.

3.0 Principles

- 3.1 The following principles will be adhered to at all times:
- To apply equality, diversity and safer recruitment considerations consistently throughout the recruitment, selection and appointment process
 - To ensure vacancies are advertised through appropriate media, giving consideration as to how to bring vacancies to the attention of suitable candidates to achieve maximum benefits and value, for example by maximising the use of e-methods when appropriate
 - To present a positive and professional image of the schools and the Trust
- 3.2
- 3.3
- 3.4 **Equality and recruitment and selection statement** – STAR MAT is committed to equality, and to making fair and equitable treatment an integral part of everything we do. We will take action to identify and eliminate all forms of discriminatory practice that act as barriers to achieving this.
- 3.5 All arrangements for and the implementation of all recruitment and selection activities must comply with the Equalities Act 2010 and the ‘protected characteristics’ within it – age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity.
- 3.6 All appointment decisions will be demonstrably free from any form of bias and will be based on merit determined by predefined selection criteria. All applicants will have complete equality of opportunity, the recruitment and selection process will be fair and transparent at every stage.
- 3.7. **Safer Recruitment and safeguarding statement** - STAR MAT is committed to safeguarding and promoting the welfare of our pupils and young people. We have a robust Child Protection Policy and all staff will receive training relevant to their role at induction and throughout their employment within the Trust. We expect all staff and volunteers to share this commitment.

- 3.8. All recruitment processes will adhere to the key elements of safer recruitment;
- including information on the school's commitment to safeguarding children in the advert, job description, person specification and any other relevant documentation
 - obtaining and scrutinising comprehensive information from all applicants, investigating any discrepancies or anomalies, including gaps in employment
 - obtaining robust, relevant and appropriate references that fully cover the candidate's recent work history
 - ask specific questions relating to the applicant's suitability to work with children, exploring at interview the applicant's suitability to work with children
 - verifying the successful applicant's identity, medical history, qualifications, employment history and experience
 - obtaining a satisfactory DBS clearance prior to the candidate commencing in post, except in exceptional circumstances and with an appropriate risk assessment

4.0 Statutory Obligations

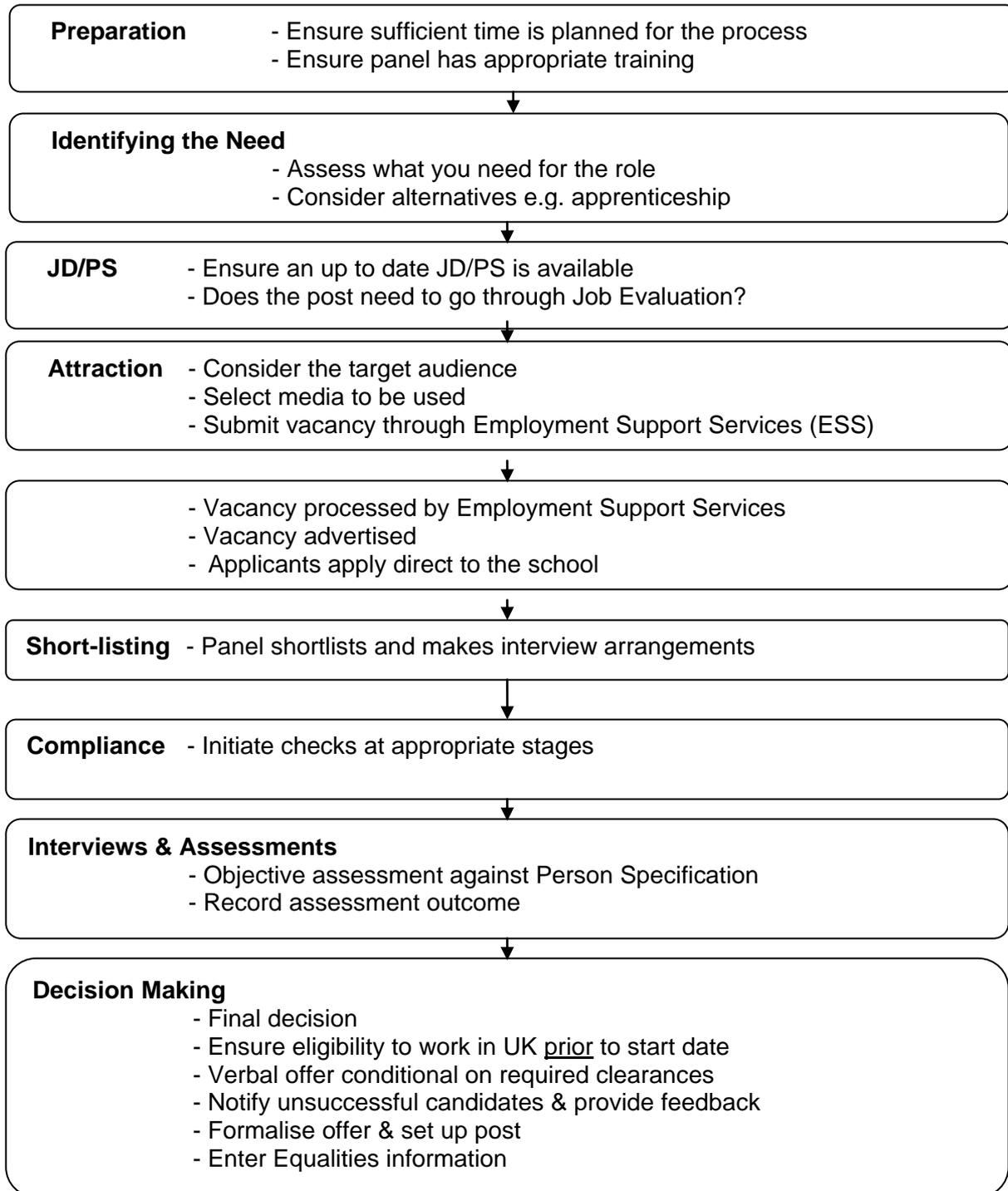
4.1 This Policy recognises the requirements to comply with the following legislation:

- Safeguarding Vulnerable Groups Act 2006
- General Data Protection Regulation (GDPR) 2018
- Working Time Directive 1993 and Amendment 2000
- Equality Act 2010
- Agency Workers Directive 2011
- The Education Act 2002
- The School Staff (England) Regulations 2009
- Guidance on Managing Staff Employment in Schools
- Safeguarding Children and Safer Recruitment in Schools

4.2 The Local Governing Bodies (LGBs) may delegate any of their functions relating to the appointment of teaching and support staff (other than the Headteacher or Deputy Headteacher) to;

- The Headteacher
- One or more of the governors (for teaching appointments the Headteacher is entitled to attend all relevant procedures and offer advice, which the governors must consider)
- The Headteacher and one or more governors

Overview of recruitment process



5.0 Preparation

- 5.1 Planning the process in detail is essential to minimise the risk of making unsuitable appointments, and ensure that sufficient time is scheduled to deliver an effective process.
- 5.2 By effectively utilising the appraisal process to identify a robust succession plan managers will be able to ensure that the development of the services that they are responsible for is continuous, and that employee development is delivered.
- 5.3 Prior to taking the decision to advertise, managers should consider whether they need to replace the role, or whether the duties of the role could be fulfilled in an alternative way rather than replace 'like for like'. Changes to the staffing establishment must be agreed by the Local Governing Body and/or the STAR MAT Board of Trustees.
- 5.4 It is recommended that anyone responsible for recruitment and selection decisions undertake the Safer Recruitment and Selection workshop for schools covering the basic principals of recruitment, including relevant legislation, equalities, and selection procedures.
- 5.5 In compliance with the **mandatory requirement** under the School Staffing (England) Regulations, at least one person on the panel for the appointment of any member of school staff must be trained in safer recruitment approved by the Secretary of State, available at www.education.gov.uk. This training should be repeated every 5 years.

6.0 Identifying the need

- 6.1 Prior to advertising a vacancy the recruiting manager will consider the full requirements of the vacancy, the context of the role and the qualities and skills needed to perform it successfully. Having clearly identified the needs of the post, the manager will articulate the need in the job description and person specification.

7.0 Job description and person specification

- 7.1 The job description states the main duties and responsibilities of the post. The person specification details the skills, knowledge and experience required to do it. The person specification will be used to assess each candidate's suitability for the post, from short listing through to interview, assessment and selection.
- 7.2 Standard job descriptions are available on the Job description and Person Specification Section. Whenever a new post is introduced, or an existing post amended, it will be assessed through the job evaluation process in accordance with the guidance ([link to Job Evaluation – Grading and Re-grading](#)).
- 7.3 Genuine Occupational Requirements - There are a very small number of genuine reasons when an employer may need to discriminate. These situations are very rare and will be related to statutory responsibilities, for example where the post holder provides intimate care, or in a faith school for a teacher of religious education. If a post holds a Genuine Occupational Requirement, this must be made clear in the person specification and the advertisement.

- 7.3 To apply a Genuine Occupation requirement an organisation must show that it is: **A requirement of the job in order to keep the ethos of the organisation; and 'proportionate' to apply the requirement.**
Managers should seek advice from HR to determine if there is a Genuine Occupational Requirement and must not make the decision in isolation.

8.0 Vacancy Advertising

- 8.1 Prior to advertising the vacancy schools may wish to consider employee's from the redeployment pool, or whether the post may be suitable for an apprenticeship opportunity.
- 8.2 **Target Audience** - Considering your target audience is a crucial stage in the attraction process and is the key to your success in attracting the right candidates. Vacancies should be advertised to ensure widest possible coverage on a value for money basis. Guidance is available to assist you in deciding where to advertise, including the use of press and online advertisements.
- 8.3 **Equal Opportunity:** When seeking to making internal appointments the vacancy must be advertised within the school to give all staff a fair and equal opportunity to be considered for the post.
- 8.4 **Advert content** - The content of the advert will be influenced by your choice of media. Words cost money in the press, so you will need to be more succinct than online advertisements. You should provide sufficient information to the attract attention of appropriate candidates. The following information should be included:
- Job title
 - Location
 - Salary
 - Hours
 - Closing date
 - How to access application forms
 - Any additional school specific details, for example the use of school logo and number on roll
 - Child protection statement
- 8.5 Applicants must be provided with the following documentation as a minimum:
- Job description
 - Person specification
 - Application form
 - Equal Opportunities Monitoring form
 - The School Child Protection Statement
- 8.6 **Application process** - It is good practice to only accept application forms and to state that CV's will not be accepted under any circumstances. It is recommended that vacancies are advertised for two weeks, preferably including two weekends, to give applicants sufficient time to apply.

9.0 Short-listing

- 9.1 The recruitment panel are responsible for short listing through to selection. They must be appropriately trained, consistent and provide balanced representation. There should be more than one panel member involved in the short listing.
- 9.2 Panel members must disclose any conflict of interest in making appointment decisions. In order to avoid any possible accusation of bias, panel members should not be involved in any appointment where they are related to, or have a close personal relationship outside work with the applicant.
- 9.3 Once the advertisement has reached the closing date the panel can consider all applications / redeployment profiles that have been submitted for the vacancy. On receipt of each application form the completed Equal Opportunities monitoring forms should be assigned a reference number then detached from the application form.
- 9.4 Candidates must be consistently assessed against the person specification according to the agreed marking criteria. Candidates who do not meet the essential requirements will not be shortlisted.
- 9.5 It is the responsibility of the recruiting manager/ recruitment panel to select the applicants most suitable to attend an interview.
- 9.6 The Safer Recruitment Shortlisted Candidates Checklist at Appendix 1 gives details of key points to cover once candidate are selected for interview.



Where schools have adopted the 'Two Ticks' accreditation any applicant who meets all of the demonstrable essential criteria, and has indicated that they have a disability must be short listed.

 Applicants have the right to request to see any notes or documentation relating to the short listing of their application.



This information is kept for 6 months from the interview date.

10.0 Compliance/Employment clearances

[Detailed guidance is available by clicking on this link \(link to compliance/employment clearances guidance\)](#)

- 10.1 Whilst some of the employment clearances may not be completed until after an offer of employment, the process must in all circumstances be initiated at the application stage and checks undertaken to ensure that we will be in a position to carry out our compliances/ employment checks.
- 10.2 The school must undertake the required employment checks. Failure to carry out these checks could have very significant implications.
- 10.3 The following checks must be completed;
 - **DBS** clearances – once offer has been made but prior to start – [link to DBS guide](#)

- **NCTL Prohibition List Check**- all teaching appointments including Headteacher posts must be checked against the NCTL Teachers Prohibition List, and complete the Single Central Record to evidence that the check has been completed
- **References** – between short listing and assessment, to allow any concerns to be fully investigated, must not include health related questions.
- **Qualifications**- original qualification documents to be check and copied
- **Proof of Eligibility to Work in the UK**
- **Mandatory** questions
- **Health Clearance** – once offer has been made but prior to start

☞ No employee will be authorised to commence employment until all appropriate employment clearances have been fulfilled and are applicable to all candidates – internal, redeployees and external appointments, except in exceptional circumstances.

11.0 Interview and assessment

- 11.1 All Interview and Assessment events are a two way process; an opportunity for the manager to select the best candidate for the role, and also an opportunity for a candidate to determine whether the school is the right organisation for them.
- 11.2 A **scoring matrix** should be used to ensure objective assessment against agreed criteria – please note it is important that you only assess skills/behaviours essential to the role which appear in the job description / person specification. The marking system agreed before hand must be used and applications must be scored separately before a final mark is given.
- 11.3 It is the school’s responsibility to make reasonable adjustments for applicants, should they be required, in order to attend and participate fully with the selection and assessment process. The types of adjustments are wide ranging and varied and could arise for all sorts of reasons, such as requirements for additional time to undertake an assessment, flexibility regarding child care arrangements or written materials in different formats. Reasonable adjustments are about ensuring that all applicants are given the best possible opportunity to demonstrate their ability for the task being assessed

☞ Failure to make reasonable adjustments would contravene our duties under the Equalities Act 2010 and could result in a legal challenge.

Applicants should not be asked any health or sickness related questions prior to an offer of employment.

12.0 Decision making

- 12.1 Once the formal assessment process is completed all members of the Selection Panel will need to reconvene to reach a final decision. You should ensure that you have all the information you need for each candidate to enable you to reach a decision. The selection should be made on the basis of which individual best fits the criteria set at the start of the recruitment process, using the scores and results of any assessments. Using a robust and consistent scoring procedure will ensure that you do this.

- 12.2 It is essential that only objective information is used in the decision making process and those decisions are justified, fair and evidence based. If the recruitment process is challenged, it is the responsibility of the Chair of the interview panel to demonstrate that discrimination has not occurred.
- 12.3 **Deciding not to appoint** - Selecting the best candidate for the role is essential and managers should not feel compelled to appoint a less than satisfactory candidate regardless of the demands of the service. Appointing the wrong candidate can be extremely costly.
- 12.4 **Candidate Feedback** - The recruitment process is not complete until all candidates who have attended selection are aware of the outcome of the process. Any candidate who attends an interview or undertakes an assessment is entitled to feedback from the person responsible for making the decision. Failure to provide timely and appropriate feedback can result in negative perceptions of the organisation.

☞ There is a legal requirement through the GDPR to provide feedback to candidates if requested

☞ It is illegal to make an offer of employment unless as a minimum, eligibility to work in the UK has been verified.

☞ A verbal offer of employment is legally binding, provided that it has been made by a person nominated within the organisation and deemed suitable to make such an offer (i.e a manager). It is also subject to satisfactory employment clearances.

- 12.5 **Appointment** - It is essential that **all** employment clearances/ compliances are verified again at this stage to ensure that everything is in order. **Do not proceed if you do not have all the necessary clearances in place.**
- 12.6 The preferred candidate should be contacted to ascertain whether, following the assessment and selection process, they are still interested in the post. If so, they should be advised that the offer of employment is conditional upon receipt of satisfactory clearances and that they should not give notice to their current employer at this stage. If references have not already been taken up it is important to express to the candidate that their referees will now be contacted and that they should advise them of this to ensure that there are no delays to their appointment.
- 12.7 Setting up the post. Needs MAT process inserting.
- 12.8 All documentation relating to the recruitment and selection process must be held securely for six months and then shredded. The application form and related documents for the successful candidate should be held on their personal file.
- 12.9 **New Starter Engagement- Building the employment relationship** - The majority of candidates will have to give notice to their existing employer and, depending on the role, there will be some delay between the candidate being appointed and starting in post. It is important to maintain regular contact with your new appointee, providing them with any information that they need. The new employee's career with the school starts now, so any development areas identified during the selection process should be used to inform their probationary and induction documentation.

[Appendix 1](#)

SAFER RECRUITMENT SHORTLISTED CANDIDATE CHECKLIST

Shortlisted Candidate Name/Ref No		Y/N	Notes/Actions Required	By whom and by when
Application form information/additional information provided by the candidate	Is the application form fully completed?			
	Is there any information from the candidate which gives cause for concern? Are there any gaps in employment history? Any concerns re reason for leaving? etc.			
	Issues to be followed up at interview identified?			
Reference requests	Are referees suitable persons? Is one of the referees current employer? Is one referee from last employment working with children and young people? Does the candidate need to be approached to request different/additional references?			
	Requested prior to interview?(only if permission granted by the applicant and only a partial reference should be requested prior to interview)			
	Sent to place of work, not home address?			
	Reference proforma seeks all relevant information re suitability to work with children and young people, asks re any previous concerns and relates to job description and person specification which are enclosed with request			
Reference information	Have at least two suitable references been received?			
	Are the references fully completed and all information requested included?			

	Is there any information from referees which gives cause for concern? Could this be a compromise agreement reference?			
	Are applicant's and referees' information consistent?			
	Issues to be followed up at interview identified?			
Pre-Interview consideration	Should the interview go ahead?			
Interview	Questions re suitability to work with and safeguard and promote the welfare of children and young people asked and followed up with supplementary questions where necessary			
	Additional questions asked and followed up with supplementary questions where necessary			
	Candidate reminded that appointments subject to satisfactory Enhanced DBS, NCTL Teachers Prohibited List and references, and asked if there is anything they wish to declare			
	Documents relating to Identity, Change of name D.O.B and qualifications seen, scrutinised and photocopied			
	Is there any information/concern which suggests that the candidate should be reported to police/ DBS /Regulatory body?			
	Is there any information which suggests that the candidate may be unsuitable to work with children or young people and should not be offered the post?			
	Is all of the information consistent? Is there any information/concern which needs to be followed up further?			
Offer of appointment	If the candidate is to be offered the post:			
	All pre appointment checks and at least 2 suitable references are received and satisfactory. If partial reference has been obtained prior to interview,			

	<p>ensure the second part of the reference is completed. Risk assessment undertaken and recorded where any cause for concern.</p>			
	<p>Candidate not permitted to start work until all checks completed. In exceptional circumstances a candidate may begin work prior to receipt of checks and references only in circumstances where a risk assessment has been undertaken and risk control measures have been put in place e.g. no unsupervised access to children. It is made clear that should the checks be unsatisfactory that employment offer will be withdrawn.</p>			