

# ***RECRUITMENT & APPOINTMENT PROCEDURE FOR SCHOOL STAFF***

Name of School: Alston Moor Federation

Date by which School have adopted procedure: March 2020

Review Date: March 2022

Signature of Chair of Governors:

## **1. Introduction**

The following procedure is designed to establish a framework for the effective management of recruitment and selection. It is important to have the right people with the right skills and abilities in post to deliver high quality services to the people of Cumbria.

The purpose of this procedure is to support schools to ensure that the best possible candidates are appointed to a particular post taking into account skills, knowledge, experience, qualifications, ability and recruiting safely.

This document represents agreement between the Local Authority (LA) and the recognised trade unions representing teaching and support staff in schools.

In reaching agreement on this procedure it is acknowledged that the employer of staff in schools is the LA except in the case of Foundation Schools and Voluntary Aided Schools, where the governing body is the employer. In agreeing to this procedure all parties share a commitment to the effective recruitment of staff in schools.

The Local Authority (LA), Governing Bodies and recognised trade unions representing teaching and support staff in schools are committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share in this commitment.

This procedure shall apply to all teaching and support staff who are employed to work at the school, other than those who are employed by an authority wide Direct Labour or Service Organisation.

Headteachers may delegate responsibility for dealing with different stages of this procedure to another senior member of staff depending on reporting arrangements within the school and the specific circumstances of recruitment. The Chair of Governors shall be involved with recruitment to Headship vacancies except where, in her/his absence, the Vice Chair may take on this role.

Schools with a religious character should refer to the advice issued by their diocesan authority regarding staff appointment procedures in addition to this procedure.

## **2. Agreeing a Vacancy**

2.1 Updating the Job Profile and Person Specification- when a vacancy becomes available this is an ideal opportunity for Headteachers to reassess the job profile and person specification. A full suite of generic job profiles and person specifications are available on the school portal (reference library, staff and personnel, job descriptions).

2.2 Headteachers need to ensure that the job profile is up to date with a full list of the duties and accountabilities and that the person specification covers all the essential and desirable skills, qualifications, knowledge and experience that applicants would need to have to successfully carry out the role. Should a post be 'unique' and not fit the existing suite of generic job profiles then a new job profile and person specification should be submitted to Children's Services HR Team for an accurate evaluation.

2.3 The job profile should make reference to the responsibility for safeguarding and promoting the welfare of children and the person specification should include specific reference to suitability to work with children / young people.

**2.4 Headteachers need to build in between 6 and 8 weeks into their recruitment plan to allow for a new evaluation to take place.**

## **3. Temporary to Permanent Post**

3.1 Where funding becomes available to allow for a temporary or fixed term post to be made permanent **and** where the current postholder has a year or more service then they may be confirmed as being permanent in post without having to advertise the position.

3.2 This does not apply to casual employees, employees on secondment or acting up where they have a substantive post to return to.

3.3 Temporary to permanent is subject to the provision that there are no disciplinary, capability or performance issues outstanding with the current postholder.

3.4 Where a permanent post becomes available and there is more than one person carrying out the role then all candidates should go through a competitive interview process.

#### **4. Redeployment Register/Transition Support**

4.1 Alongside Cumbria County Council's redeployment register Children's Services HR Team have an additional member of staff to provide additional transition support with the aim to reduce the number of redundancies in schools.

4.2 It is a statutory requirement as per the School Staffing (England) Regulations 2003 for **all schools to notify the LA of any vacancies prior to advertisement**. Notifications should be made via the Children's Service HR Team. Vacancies will be matched against school based staff who are seeking employment. Similarly if an employee is identified as being at risk then Children's Services HR Team should also be notified with that employee's details.

4.3 It is important that Headteachers allow sufficient time and build in this time to their recruitment processes to allow for notification to the LA and checking of staff's details before advertising.

#### **4.4 Please see Appendix One for the redeployment process**

4.5 Cumbria County Council operates an alternative employment scheme called the redeployment register. The redeployment register is for situations where employees who may be affected by one or more of the following situations listed below can request to be placed on the redeployment register with the approval of their Headteacher to seek suitable alternative work within Cumbria County Council:

- Redundancy,
- Disability,
- Pregnancy,
- Ill health
- Capability,
- NVQ apprenticeship is coming to an end,
- Fixed term appointment coming to an end where employee has been with the council at least a year.

Further information on Cumbria County Council's redeployment register can be obtained by contacting Capita HR Administration Team.

#### **5. External Recruitment - Beginning the Process**

February 2020 Version

5.1 Headteachers need to ensure that time is allocated from the outset to planning the process thoroughly to avoid any unnecessary or unexpected delays. Ideally at the start of the process and before the advertisement is placed the Headteacher needs to identify the recruiting panel who will be involved in the shortlisting and selection process. Dates on which everyone is available to shortlist and interview should be coordinated giving consideration as to whether appropriate equipment is available and that interview rooms are booked.

5.2 The closing date for applications and interview date should be scheduled in advance and should be specified in the advertisement.

5.3 The advertisement should include a statement about the school's commitment to safeguarding and promoting the welfare of children and reference to the need for the successful candidate to undertake an enhanced disclosure through the DBS.

## **6. Gender Balance**

6.1 Where possible there should be a gender balance throughout the recruitment process. Specifically this is most important at the interview stages to ensure all candidates are comfortable.

## **7. Informal Discussions**

7.1 If offering applicants the facility for an informal discussion within the job advert then the Headteacher should ensure that:

- The discussion does not turn into or give the impression of a telephone interview.
- Keep the discussion relevant to the post and avoid discussing personal circumstances.
- There is one point of contacting for informal discussions to ensure all potential applicants are given consistent information about the vacancy.
- The same information should be given to both internal and external applicants. Internal applicants should not be given priority.

## **8. Application Forms**

8.1 It is advisable for all schools to use the standard county council application form or the appropriate application form for a church school. The reason for this is that often applicants can give too much information on a CV or not the right type of information. The application has guidance notes attached to help applicants through the process and to make it as easy as possible to complete. Using a standard form this also assists with the shortlisting process.

## **9. Closing Dates for Applications**

9.1 The closing date for receipt of application forms should be published in all adverts. To be fair to all applicants and to avoid any undue delays to the recruitment process, applications should not be accepted following the specified closing date.

9.2 In highly exceptional circumstances and where agreed beforehand with the Headteacher a late application may be considered.

## **10. Shortlisting**

10.1 In all circumstances there should be a minimum of two people involved in shortlisting applications for interview. Where possible the shortlisting panel should be those who will also be involved in the interview process, and should be of mixed gender.

10.2 All applications for vacancies should be short-listed based on the criteria as outlined in the person specification for the post:

10.3 Those applications that meet the essential criteria should then be marked on the desirable criteria. Where it is clear that an application falls below the essential criteria a note should be made and the application does not then have to be scored.

10.4 It is not possible to invite all applicants that meet the minimum criteria to interview. Once applications have been short-listed the recruiting panel should consider the overall quality of the applications and invite those applicants that best meet the essential and desirable criteria for the post.

10.5 A template of an example invitation to interview letter is available at Appendix Two.

10.6 Once applicants are invited for interview the scores obtained throughout the shortlisting process should have no bearing on the interview process.

10.7 Copies of all job applications and shortlisting scores and notes should be retained for a period of 6 months after which time they should be confidentially destroyed.

10.8 It is advisable to request references for all candidates invited to attend interview. Further information regarding reference requests can be found at section 22.

## **11. Positive about Disabled People**

11.1 The LA is a Positive about Disabled People Employer. In accordance with the Disability Discrimination Act 2005 the LA adopts a positive action strategy for the recruitment of internal and external disabled applicants.

11.2 Where a disabled applicant meets the essential criteria for the post they should automatically be invited to attend an interview. Every effort should be made to accommodate any reasonable adjustments the applicant may need to attend the interview and subsequently should they be successful following the selection process.

## **12. Planning the Selection Process**

12.1 Every part of the selection process should be pre-planned and the interview questions should be set in advance and structured. The same job related questions should be consistently applied to all candidates at interview.

12.2 The panel may ask further supplementary or probing questions to glean more information from the candidate with regards to their background, particular skills, qualifications, knowledge and experience as to how they best meet both the essential and desirable criteria for the job.

## **13. Interview Process**

13.1 The purpose of an interview is to assess the candidate's suitability for the post for which they are applying against a pre-determined job profile and person specification and to appoint the best candidate for the job paying regard for qualifications, experience, skills and abilities.

13.2 It is important that following the interviews a culture exists where panel members feel able to speak up or challenge other panel members about their views or assumptions about a particular candidate and have an open and fair discussion before coming to agreement on the appointment.

## **14. The Format of an Interview**

14.1 An example interview format is shown below:

- The chair of the recruitment panel will introduce all panel members stating their names and positions within the school.
- The chair of the panel should attempt to put the candidates at ease and make sure they have access to a glass of water.
- The chair of the panel should then explain the format that the interview will take and when they can expect to be notified of the outcome of the interview.
- The panel members should take it in turns to ask pre determined questions, listen to the candidate's response and take comprehensive notes.

- The panel may ask further probing or supplementary questions at anytime to clarify any points or to draw out further information from the candidate as to how they may best meet the essential or desirable criteria.
- It is important that the recruitment panel are aware of their body language and are conscious not to give the candidates the wrong impression. For example continuous nodding of your head whilst the candidate is answering a question may give the candidate the impression that what they are saying is correct or the answer you want to hear which actually may not be the case.
- The candidate should then be given an opportunity to ask any questions they may have about the post for which they are applying, about working for the school or terms and conditions of employment.
- The chair of the panel will then bring the interview to a close and the panel should then retire to mark the candidate's performance before the next interview. Scoring should be carried out individually by each panel member.

## **15. Structured Interview Questions**

15.1 Interview questions should be related back to the job profile and person specification.

15.2 It is important that the panel can establish what the candidate's involvement in a certain situation was. For example if a candidate says "we did this...." probe further and ask what their particular role was or part to play.

15.3 A suggested do and don't list of sample interview questions can be found at Appendix Three to assist the recruitment panel in formulating appropriate non discriminatory interview questions.

## **16. Scoring and Weighting the Interview**

16.1 By implementing a structured scoring system during interviews a clear audit trail is established, documentary evidence and justification for appointing the successful candidate and clear reasons for not appointing other shortlisted candidates. The panel need to agree a scoring system prior to the interviews.

16.2 Weighting systems also need to be discussed and decided upon if one particular area e.g. experience should have more relevance than skills and abilities. Please see Appendix four for an example. Weighting then feeds through to the total interview score assisting the recruitment panel in identifying those candidates that best match the criteria.

16.3 It is advisable to allow time between each interview to score each candidate on an individual basis by each panel member. It is not advisable to

score throughout the interview as each candidate deserves the recruitment panel to be thoroughly concentrating and actively listening to their responses.

16.4 Scoring should also not be left until the end of the day when recollections can be hazy or vague after several candidates.

## **17. Interview Dates**

17.1 Interview dates should be published in the job advert alongside the closing date so applicants are aware in advance of the date they would be required to attend for interview if their application were to be successful in being short-listed.

17.2 Candidates invited for interview will generally be informed by letter. Best practice is to allow at least 7 days notice where possible.

17.3 Interview dates should not be changed or rearranged due to the difficulties in the recruitment panel having to reconvene at a later date. Trying to accommodate alternative interview dates will also further delay the recruitment process.

17.4 A template of an example invitation to interview letter is available at Appendix Two.

## **18. Informing Candidates of the Outcome and providing Feedback**

18.1 Following the interviews the Headteacher or members of the recruitment panel should ensure that all candidates are informed of the outcome of the selection process when promised. If the panel cannot agree on a decision and need to debate and deliberate their decision further then all candidates should be contacted and informed when a decision should be likely to be reached.

18.2 When providing unsuccessful candidates with the outcome of the selection process then the Headteacher or panel members should provide constructive comments and feedback on how the candidate could improve should they apply in the future.

18.3 Feedback should be offered to all unsuccessful candidates attending for interview and the Headteacher may want to arrange a suitable time and day to call the candidate back or arrange to meet with them.

## **19. Other Possible Selection Methods**

Other selection methods which can be used in conjunction with an interview are listed below:

### **19.2 In-tray exercises**

The Headteacher / recruitment panel may wish to design an in-tray exercise for candidates. You may use such exercises to see how the candidates may cope with working under pressure and how they cope with differing demands

and to test time management / prioritisation skills. When Headteachers are developing their own tests they must be prepared in advance and the same instructions given to all candidates. Marking criteria should also be agreed in advance and the overall weighting given to the test.

### 19.3 Presentations

It is good practice to give the candidates the presentation topic/title in advance. For more senior positions candidates may be given the presentation topic/title and materials on the day of the interview with preparation time. In such instances a recruiting panel may want to test candidates' ability to cope under pressure and knowledge / expertise "on the spot". In all cases candidates should all be offered the same materials and given the same time scale in which to prepare and present. Marking criteria should also be agreed in advance and the overall weighting given to the presentation.

### 19.4 Children and Young People Panels

It is important that we listen to our children and young people. By involving children / young people in interview panels candidates are able to demonstrate their ability to understand and relate to their needs. Where children / young people are involved in the selection process:

- They should be fully briefed on the process prior to the interview.
- A facilitator should be present throughout the interview.
- Questions formulated by the children / young people should have the prior approval of the Headteacher.

### 19.5 Record Keeping

It is difficult to remember all of the answers and examples a candidate provided at interview 3 months earlier. It is therefore essential that recruitment panels keep clear, concise and comprehensive notes throughout the shortlisting and interview processes to be able to justify their rationale for:

- Inviting candidates to interview.
- The actual appointment decision.
- Reason why candidates were unsuccessful.
- To provide feedback as to why those candidates that were unsuccessful.

19.6 Under the Data Protection Act 1998 applicants and candidates can request to see any manual or electronic records that the school holds on them, this includes any notes that the recruitment panel make at shortlisting and interview.

19.7 Shortlisting and interview notes may be also brought before a tribunal should an unsuccessful candidate bring a claim against the school/LA. It is vitally important that these notes are clear and concise in order to defend the school/LA against any potential claims.

19.8 Recruitment files should be held for a period of 3 months and are then confidentially disposed of.

19.9 Interview notes should be placed on the successful candidate's personal file as part of their employment record with the school/LA.

## **20. Choosing with Care - Safe Recruitment**

20.1 Advertisements, candidate information packs, job profiles and person specifications should include an appropriate statement such as ' This school is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share in this commitment.'

20.2 When recruiting to a post working with children / young people it is important that when devising interview questions the recruitment panel do not only measure the candidates knowledge, experience, skills and abilities but that the interview process is also used to measure candidates motives, attitudes and behaviours towards children / young people.

20.3 Any areas of concern should be specifically documented and followed up further with the candidate or through further pre-employment vetting checks.

20.4 Suggested sample questions which could be used or developed further are listed at Appendix Five.

## **21. Failure to Appoint within 3 months**

21.1 Where the recruitment process has been followed and where a successful candidate has been identified and due to one of the following reasons below is not appointed or fails to complete the required probationary period; the Headteacher may offer the post to the next suitable candidate from those previously interviewed without having to re-advertise the position and repeat the recruitment process.

- Where the successful candidate has declined the position.
- Where the offer of employment is rescinded due to the results of pre-employment checks.
- Where the successful candidate is in post and resigns from the school within 3 months of appointment.
- Where the successful candidate does not complete their probationary period and leaves within 3 months of appointment.

## **22. Pre-Employment Vetting**

### **22.1 Documentation Checks**

It is good practice with all appointments but is even more imperative when recruiting to posts working children / young people that the recruitment panel check all documentation of applicants to identify any gaps in employment history, changes in name or identity, check dates to ensure that all the information provided by the applicant matches. If there is something that the

recruiting panel are concerned about or the information provided does correspond then the panel should ask the candidate about this at interview.

#### 22.2 Verification of References and Previous Employment

Where recruiting to a post that requires the successful candidate to work with children / young people it is good practice to carry out additional checks. The Headteacher may contact the referee direct and or previous employers to verify information provided.

#### 22.3 Professional employment and Character References

All applicants are required to provide details of whom the Headteacher can contact to act as a referee. Internal candidates who have been with the school/LA for a year or longer need only provide details of one referee. Where their line manager is on the interview panel then they should arrange for an alternative referee.

22.4 An example template of a reference request can be found at Appendix Six.

#### 22.5 Pre-employment Checks and Confirmation of Appointment

Qualifications and Certificates - where qualifications are essential criteria for the post the Headteacher should request to see the original copies of certificates. Where original copies cannot be provided then the offer of employment should be rescinded. For those applying to teaching posts candidates must be registered with the General Teaching Council for England (GTC). The Headteacher should check that the applicant is registered. It is important to note that if an applicant has a DfES reference number this does not necessarily mean that s/he has QTS.

#### 22.6 Asylum and Immigration

The successful candidate will be required to prove that they have the right to live and work within the United Kingdom. Failure to provide the relevant documentation should result in the offer of employment being rescinded.

#### 22.7 Criminal Records Bureau Checks

Best practice is for all posts within schools to be subject to an enhanced Criminal Records Bureau Check. These are posts where the post holder is likely to be able to build up a rapport with children / young people. It should be noted that CRB checks will take a minimum of 4 weeks and Headteachers should build this time in when planning the recruitment process.

**22.8 For further information relating to CRB checks in schools please refer to the document 'Guidance to Schools on Criminal Records Bureau Checks' (school portal, reference library, safeguarding).**

22.9 From October 2009 new employees working with children and / or vulnerable adults will also require registration through the Independent Safeguarding Authority (ISA) in accordance with the Safe Guarding Vulnerable Groups Act 2006.

#### 22.10 Pre-employment Medical Screening

Prior to appointment being confirmed the successful candidate will be required to undergo a pre-employment medical screening test. Details will be sent to the successful candidate following a verbal offer of employment. The medical screening test is related to the risks associated with the post for which the candidate has applied. Dependant on responses provided by the candidate Occupational Health may require a face to face appointment and / or may need to request further information from the candidates GP.

22.11 A face to face appointment will normally be arranged within 15 working days of the initial medical screening being carried out. Where an internal candidate has been successful they should still complete the pre-employment medical screening as the risks from their current post compared to the new post may differ.

#### **22.12 The appointment process should not proceed without medical clearance from Occupational Health.**

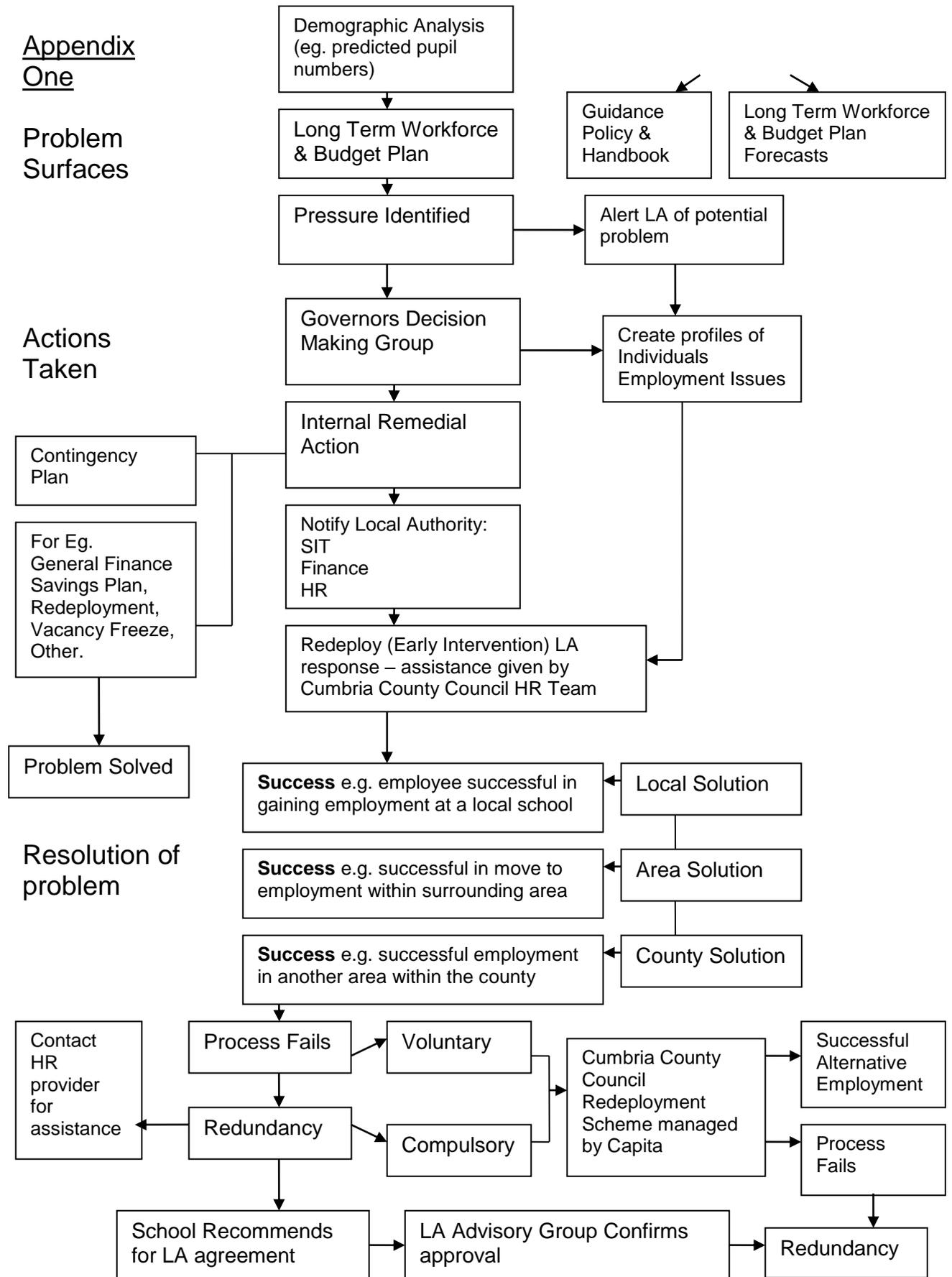
22.13 Appendix Seven gives a checklist for Headteachers/ Chair of the recruitment panel to use at the interview stage to ensure all candidates' information is captured.

#### **Policy agreed by management (following vetting by the LA's Legal Services) and Trade Unions on 11 February 2009**

Adopted by Governing Body

On (Date) July 2020

Appendix One



## **Appendix Two**

### **PRIVATE AND CONFIDENTIAL**

Dear

**Post:**

**Post ref:**

I am pleased to inform you that you have been selected for interview for the post of \*\*. Your interview details are as follows:

Date:

Time:

Venue:

Interview panel:

Special requirements: (e.g. presentation, assessment centre, in tray exercise or any requirements for those candidates with a disability – include details as appropriate. Delete this text before issuing the letter.)

### **Identity Checks**

This post is subject to a disclosure through the Criminal Records Bureau. If you are offered the position you will be required to complete the CRB Disclosure process and will be advised of the details in due course. This post is also subject to Asylum and Immigration checks please refer to the enclosed flow chart to advise you of suitable documents which you should bring along to the interview.

Please also bring with you any certificates of education, professional qualifications and certified courses attended as indicated as essential for this post.

All documents will be returned to you immediately after your interview.

Failure to bring the required documentation could result in a delay in an offer of employment being made.

Yours sincerely

## **Appendix Two**

Asylum And Immigration Act 1996 – Section 8. Under the above Act employers have to ensure that all new employees have a legal entitlement to work in the UK. In order for the school to comply with this requirement, when you attend interview can you please provide either:

- **ONE** of the documents listed on the enclosed LIST 1
- OR**
- **TWO** of the documents in a combination listed on the enclosed LIST 2.

A copy will be made of the document(s) and the original(s) returned to you.  
Failure to supply satisfactory documentation will result in the offer of employment being withdrawn.

### **I ENCLOSE THE FOLLOWING DOCUMENT:**

<b><u>LIST 1</u></b>	
	<b>Please Tick</b>
1. A United Kingdom passport describing me as a British citizen or as a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom.	
2. A passport containing a certificate of entitlement issued by or on behalf of the Government of the United Kingdom, certifying that I have the right of abode in the United Kingdom.	
3. A passport or National Identity Card, issued by a state which is a party to the European Economic Area Agreement or any other agreement forming part of the Communities Treaties which confers rights of entry to or residence in the United Kingdom, which describes me as a National of a state which is a party to that agreement.	
4. A United Kingdom Residence Permit issued to a National of a state which is a party to the European Economic Area Agreement or any other agreement forming part of the Communities Treaties which confirms that I have rights of entry to or residence in the United Kingdom.	
5. A passport or other travel document or a residence document issued by the Home Office which is endorsed to show that I have a current right of residence in the United Kingdom as the family member of a named National of a state which is a party to the European Economic Area Agreement or any other agreement forming part of the Communities Treaties which confers rights of entry to, or residence in, the United Kingdom, and who is resident in the United Kingdom.	
6. A passport or other travel document endorsed to show that I am exempt from immigration control, have indefinite leave to enter, or remain in, the United Kingdom or have no time limit on my stay.	
7. A passport or other travel document endorsed to show that the I have current leave to enter, or remain in, the United Kingdom and am permitted to take the employment in question, provided that it does not require the issue of a work permit.	
8. A registration card, which indicates that I am entitled to take employment in the United Kingdom.	

If you are unable to provide one of the documents from List 1, you must provide **TWO** of the documents from List 2 in **either the first or second combination** as shown.

You do not have to provide any documents from List 2 if you have already provided one document from List 1.

Failure to supply the correct documentation will result in the offer of employment being withdrawn.

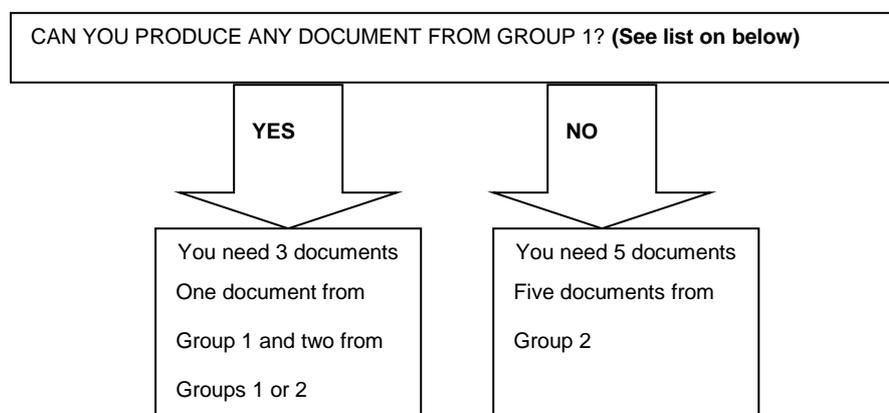
**I ENCLOSE THE FOLLOWING DOCUMENTS:**

<b>LIST 2</b>	
<b>First combination</b>	<b>Please Tick</b>
A document issued by a previous employer, Inland Revenue, the Department for Work and Pensions Job Centre Plus, the Employment Service, the Training and Employment Agency (Northern Ireland) or the Northern Ireland Social Security Agency, which contains my National Insurance Number.	
<b><u>AND one of the following documents</u></b>	
1. A Birth Certificate issued in the United Kingdom which specifies the names of my parents <b>or</b>	
2. A Birth Certificate issued in the Channel Islands, Isle of Man or Ireland; <b>or</b>	
3. A Certificate of Registration or naturalisation as a British citizen; <b>or</b>	
4. A letter issued by the Home Office, to me, which indicates that I have been granted indefinite leave to enter, or remain in, the United Kingdom; <b>or</b>	
5. An immigration status document issued by the Home Office, to me, endorsed with a United Kingdom residence permit which indicates that I have been granted indefinite leave to enter, or remain in, the United Kingdom; <b>or</b>	
6. A letter issued by the Home Office to me, which indicates that I have subsisting leave to enter, or remain in, the United Kingdom and am entitled to take the employment in question in the United Kingdom; <b>or</b>	
7. An immigration status document issued by the Home Office, to me, endorsed with a United Kingdom residence permit, which indicates that I have been granted limited leave to enter or remain in the United Kingdom and am entitled to take the employment in question in the United Kingdom.	
<b>Second combination</b>	<b>Please Tick</b>
A work permit or other approval to take employment issued by the Work Permits UK	
<b><u>AND one of the following documents</u></b>	
1. A passport or other travel document endorsed to show that I have current leave to enter, or remain in, the United Kingdom and am permitted to take the work permit employment in question <b>or</b>	
2. A letter issued by the Home Office to the holder, confirming the same.	

## Appendix Two

**Confirming your identity - your identity needs to be confirmed. You need to provide original documentation (no photocopies) to the person who asked you to apply for the Disclosure. The table below lists the documents we can accept. Please use the diagram below to determine which of these documents you need to provide.**

Which documents do you need to provide?



### **PLEASE NOTE:**

**All documents must be in your current name. At least one document must show your current address. At least one document must show your date of birth.**

### **List of documents that can be used to confirm identity**

Only documents in the table below can be used to confirm identity

#### **Group 1**

- Valid passport (any nationality)
- UK Driving Licence *England/Wales/Scotland/Northern Ireland; either photocard or paper. A photocard is only valid if the individual presents it with the counterpart licence.*
- Original UK Birth Certificate (issued within 12 months of date of birth)  
(full or short form acceptable)
- EU National Identity Card
- UK Firearms Licence
- HM Forces ID Card (UK)
- Adoption Certificate (UK)

#### **Group 2**

- Marriage/Civil Partnership certificate
- Non-original UK birth certificate (issued after 12 months of date of birth)  
(full or short form acceptable)
- P45/P60 statement\*\*
- Bank or building society statement\*
- Utility bill (electricity, gas, water, telephone (inc mobile phone contract / bill))\*
- Valid TV Licence
- Credit card statement\*
- Store card statement\*
- Mortgage statement\*\*
- Valid insurance certificate
- Council Tax Statement (UK) \*\*
- A document from Central/Local Government/Government Agency/Local Authority giving entitlement (UK) \*  
*e.g. from the Department for Work and Pensions, the Employment Service, Customs & Revenue, Job Centre, Job Centre Plus, Social Security*
- CRB Disclosure Certificate \*\*
- Asylum Registration Card
- Financial statement (e.g. pension, endowment, ISA)\*\*
- Valid vehicle registration document
- Mail order catalogue statement\*
- Court Claim Form (UK)\*\*
- Valid NHS Card (UK)
- Addressed payslip\*
- National Insurance number card (UK)
- Exam certificate (e.g. GCSE, NVQ)
- Benefit Statement\* (e.g. Child Allowance, Pension)
- Connexions card (UK)
- Certificate of British nationality (UK)

Work permit / visa (UK)\*\*

Letter from a Head Teacher \*

**\* Documentation should be less than 3 months old**

**\*\* Issued within past 12 months**

### Appendix Three

#### Effective Interview Questions – Do's and Don'ts

<u>Do say</u>	<u>Don't say</u>
What are your general aims and goals over the next 3 to 5 years?	Are you planning to get married / have a family in the next few years?
The job may occasionally from time to time require the successful candidate working late or working additional hours at short notice. How would you respond if asked?	If asked to work late would this cause a problem with your childcare arrangements?
I see you have mobility impairment. What adjustments did your last employer carry out that would possibly help you in this role? <u>OR</u> If we were to offer you the post what type of support would you find helpful?	I see you have mobility impairment. This would obviously make it difficult for you to.....
Tell me the extent to which you think you would be able to perform the manual aspects of this role....	You would obviously be unable to carry out the manual aspects of the job....

## **Appendix Four**

### **Interview Scoring Methods**

#### **Example**

4	Evidence that the candidate significantly exceeds the criteria- response clearly demonstrates high level of achievement required for the role.
3	Evidence that the candidate meets the criteria – to adequate level
2	Candidate partially meets the criteria – demonstrates some evidence but falls short of meeting the criteria
1	No evidence of meeting the criteria

## **Appendix Five**

### **Safer Recruitment - Suggested Questions**

What methods would you use to communicate with children?
How would you deal with the situation where a child discussed a confidential problem with you or conversely gave you back chat, cheek or aggression?
What is your understanding of confidentiality?
What's your understanding of safeguarding?
What do you consider as abuse?
Your job involves building up trust between you and the children / young people within the school – how have you gone about achieving this in past positions?
What motivates you to work with children / young people?
How do you feel when you are challenged by a child / young person's behaviour?
What would you do if you had concerns with a colleague's behaviour, i.e. sharing confidential information with a child?
If a child / young person becomes aggressive, hitting out at you, but because they cannot actually hit, they spit in your face, how would you feel about this and how would you react?
What steps would you take to minimise the risks when working one to one?
What would you do if a child / young person asks you to keep a secret, or told you that a member of staff was doing something to them? At what stage would you share this information?
How would you respond if child / young person expects to be hugged?
What kind of behaviour in a candidate would lead you to have concerns about their possible appointment/employment?
What physical environmental changes would you suggest for the workplace to increase safeguarding?
I notice from your application form that you have worked in a number of schools/establishments which have been single sex. Can you explain why your career path has followed this route?
Your application form shows that you have moved around the country and changed jobs frequently in the last 5 years. Can you take me through your career history and tell me why that was?
What standards of practice would you apply to ensure safe care of children?
What would you do if you saw a child / young person with a bruise?

## **Appendix Six**

### **PRIVATE AND CONFIDENTIAL**

Dear

#### **Post**

\*\* has applied for the post of \*\* within our school and has given your name for reference.

Please complete the enclosed form and return it to me as soon as possible.

A copy of the job profile and person specification is enclosed for information.

It is normal procedure not to make a formal offer of employment until references are received, therefore an early reply would be appreciated.

Thank you for your assistance.

Yours sincerely

## Appendix Six

### **EMPLOYMENT REFERENCE FOR POSTS REQUIRING STANDARD OR ENHANCED DISCLOSURE**

Thank you for agreeing to provide a reference. A job profile and person specification for the job that the candidate has applied for has been included for your reference and to help you in commenting on the candidate's suitability for the role.

Please answer all questions where applicable providing truthful and accurate answers.

Candidate's Name: \*\* \_\_\_\_\_

How long have you known the candidate? \_\_\_\_\_

In what capacity do you know the candidate? \_\_\_\_\_

If employed, what position? \_\_\_\_\_

Dates employed from \_\_\_\_\_ to \_\_\_\_\_

	<u>Excellent</u>	<u>Good</u>	<u>Satisfactory</u>	<u>Below Average</u>	<u>Not Applicable</u>
Timekeeping					
Team working					
Working unsupervised					
Ability to comply with instructions					
Ability to prioritise workload					
Ability to meet deadlines					
Ability to work under pressure					
Ability to communicate effectively (both written and oral)					
Serving members of the public /customers					
Budgetary responsibility					

Number of days' sickness absence in the past 2 years \_\_\_\_\_

Over how many occasions was the sickness absence taken? \_\_\_\_\_

Did the candidate complete a satisfactory probationary period? Yes / No.

If 'no', please provide further details

Can you confirm if whilst in your employment, under provisions of child protection a DBS check was carried out on this candidate? Yes / No

If yes, please provide the date when the check was undertaken \_\_\_\_\_

Since this post is considered exempt from the provisions of the Rehabilitation of Offenders Act 1974 (exemptions order 1986), it would be in order for you to reveal any information you may have received about any convictions that this candidate may have.

Please comment on the candidate's ability to work with children and understand their needs.

---

Please describe examples of what you have observed about how the candidate interacts with children.

As part of the duties of this post the post holder will be required to work with the parents and families of young children. Please comment on how you think the candidate would deal with such relationships.

To your knowledge, is there any reason why you think the candidate would not be suitable to work with children. Yes / No

If 'yes', please provide further details.

---

Would you re-employ this person again in a child care capacity?

Yes / No

If 'no', please provide further details.

If the candidate has previously worked with a vulnerable group (children or vulnerable adults) please advise if you have made a referral of any misconduct, for possible barring purposes.

Is the candidate subject to any outstanding disciplinary investigations?

Yes/No

---

---

Making reference to the job profile and person specification, please comment on the candidate's suitability for the role for which they are applying.

Do you approve / authorise the candidate to see this reference should they request Subject Access under the Data Protection Act 1998?      Yes / No

Kindly return the completed form with headed notepaper, compliment slip or alternatively endorsed with the relevant business stamp

Signature.....

Print name.....

Position.....

Contact telephone number.....

Date.....

## **Appendix Seven**

### **Check list for Chair of Panel**

In order to help you through the interview process please work through the below checklist to ensure all relevant information is captured at interview

<b>Check</b>	<b><u>Why?</u></b>	<b>TICK LIST</b>
Disclosure checklist – refer to the disclosure list of acceptable documents for guidance	In order to speed up the DBS application process it is important to check candidate's documents at interview – particularly if candidate is coming from out of county. A disclosure cannot be processed without the necessary documents being checked	<input type="checkbox"/> Completed
Asylum & Immigration – refer to list of acceptable documents, take a photocopy of one of the documents and sign the copy to verify you have seen the original	The Government has announced that, from February 2008, employers who negligently hire illegal workers will face a new system of civil penalties	<input type="checkbox"/> Completed
Is the application form signed? If the candidate has completed an electronic version please ensure you obtain a signature from the candidate	This is the candidate's declaration that all information on their application form is accurate and correct	<input type="checkbox"/> Completed
Certificates of qualifications	If you are asking for specific qualifications as essential in your person spec you need to ensure that you have seen evidence that the candidate does hold such qualifications	<input type="checkbox"/> Completed
Interview notes and scoring sheet	This is your record of the interview, notes should be kept for 3 months for unsuccessful candidates and on the personal file for successful candidates	<input type="checkbox"/> Completed