

Public Document Pack

Officer Decisions

Friday, 27th July, 2018

Time Not Specified

AGENDA

OFFICER DECISIONS FOR WEEK ENDING 27TH JULY 2018

1. **Grievance Policy**
Grievance Policy Officer Decision 2 - 7
Grievance Policy EIA
Grievance Policy V5.0 - March 2018

2. **School Recruitment and Selection Policy**
Recruitment and Selection Policy 2018 Officer Decision 8 - 24
Recruitment and Selection Policy EIA
School Recruitment and Selection Guidance V2.0 July 2018
School Recruitment and Selection Policy V1.0 July 2018

Date Published: Date Not Specified
Harry Catherall, Chief Executive

RECORD OF DECISION TAKEN UNDER DELEGATED POWERS OUTLINED IN THE CONSTITUTION – Part 3 Section 16



DELEGATED OFFICER DECISION TAKEN BY:	Director of HR, Legal and Governance
PORTFOLIO AREA:	ALL

SUBJECT: Grievance Policy (Council)

1. DECISION

The Director of HR, Legal and Governance is asked to approve the revised Grievance Policy.

2. REASON FOR DECISION

The Grievance Policy has been updated to ensure that it remains fit for purpose in line with employment legislation and best practice.

3. BACKGROUND

The policy has been tweaked for clarity to ensure that it is easy for managers to interpret and understand for consistency in application.

4. OPTIONS CONSIDERED AND REJECTED

N/A

5. DECLARATION OF INTEREST

All Declarations of Interest of the officer with delegation and the any Member who has been consulted, and note of any dispensation granted should be recorded below:

None

VERSION:	5.0
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CONTACT OFFICER:	Sally-Ann Wolstenholme
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DATE:	6 th July 2018
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BACKGROUND DOCUMENTS:	Grievance Policy
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Signed:

Director	Date: 11/07/2018
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EQUALITY IMPACT ASSESSMENT CHECKLIST

This checklist is to be used when you are uncertain if your activity requires an EIA or not.

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the [EIA Guidance](#) to assist managers and team leaders to complete all EIAs.

Service area & dept.	All	Date the activity will be implemented	01/08/2018
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Brief description of activity	Grievance Policy
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Answers favouring doing an EIA	Checklist question	Answers favouring not doing an EIA
<input type="checkbox"/> Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Change to existing Council policy/strategy - Budget changes	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?	<input checked="" type="checkbox"/> No
<input type="checkbox"/> No <input type="checkbox"/> Not sure	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?	<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Does this activity: Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Foster poor relations between people who share a protected characteristic and those who do not <i>(i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	<input checked="" type="checkbox"/> No
FOR =	TOTAL	AGAINST =

Will you now be completing an EIA?

Yes

No

The EIA toolkit can be found [here](#)

Assessment Lead Signature	Sally-Ann Wolstenholme
Checked by departmental E&D Lead	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Date	06/07/2018



Grievance Policy

1 Aim of this Policy and Procedure

This policy and procedure is to help settle problems, complaints, grievances or concerns an employee may have about a work-related issue fairly and quickly.

2 Scope

The standard Council procedure extends to all employees of the Council.

In cases where the employee has left employment, the statutory procedures in section 6 will apply.

These procedures may, by agreement of the parties be used where more than one individual has the same grievance, for settling a common grievance. Where the grievance has been raised collectively by a trade union or other appropriate representative the statutory collective dispute procedure applies.

3 Matters dealt with under this policy and procedure

Issues that may cause grievances and dealt with under this policy and procedure include but are not limited to:

- Terms and conditions of employment and how they are applied
- Job evaluations and grading appeals
- Health and safety
- Work relations
- Dignity at Work including Bullying, Harassment & Victimisation
- New working practices
- Working environment
- Organisational change
- Equal opportunities in employment
- Matters concerning recruitment and selection from internal applicants, including complaints of discrimination (Received within 3 months, complaints received after 3 months will not normally be heard).

Where separate procedures exist for dealing with grievances on particular issues, those procedures should be used instead of this procedure. Examples of issues dealt with under separate procedures / arrangements include:

- Collective disputes – Statutory Procedure
- Matters concerning recruitment and selection from external applicants, including complaints of discrimination
- Disciplinary and capability issues (the dealing of such complaints will be considered on a case by case basis and will be dependent upon the seriousness of the concerns)
- Selection for redundancy
- Negotiated pay deals
- Concerns raised under the 'whistleblowing' procedure

4 Principles

All complaints will be taken seriously and investigated sensitively and quickly.

It is the complainant's responsibility to report their complaint in a timely manner in order that the matter is dealt with quickly and to allow a proper investigation of the complaint. Discriminatory practices and the unfair treatment of others by individual employees and workers of the Council is a disciplinary offence and serious offences may lead to dismissal.

The intimidation or victimisation of the complainant prior to or following the complaint being made will not be tolerated and is a disciplinary offence.

Malicious, vexatious or unreasonable complaints will be treated as a disciplinary matter.



All incidents of a racist nature will be recorded and reported in accordance with national requirements and the Council’s Procedure for Racial Incident Monitoring.

Employees have the right to be accompanied by a work colleague or trade union representative at all grievance meetings and hearings.

HR Service may be present at any of the formal stages of the procedure.

Written records will be kept detailing the nature of the grievance, the employer’s response, any action taken and the reasons for this action. These will be kept confidential and retained in accordance with the Data Protection Act 1998. All parties involved must maintain confidentiality (except where required by law).

There may be circumstances where an employee believes it inappropriate to lodge a grievance with their line manager. In such circumstances, HR advice should be sought.

Timescales will be adhered to wherever possible. However, where there are good reasons, each party may request that the other agrees to an extension. If the matter has not been resolved informally within the prescribed / agreed time limits, the employee will be entitled to continue to the next stage.

The Council will monitor grievance data at least annually to ensure the policy and procedure is operating fairly, consistently and effectively but will operate to ensure confidentiality.

5 Standard Council Procedure

5.1 Informal Procedure

In the first instance any problem, complaint, grievance or concern should be discussed between the employee and line manager (or nominated manager) with a view to resolving the grievance without resort to the formal procedure.

Where a complaint, grievance or concern relates to recruitment and selection, in the first instance the individual should request feedback from the chair of the recruitment panel.

The Line manager should discuss the complaint with the complainant, make any initial investigation into the complaint in order to give it proper consideration and, where appropriate and necessary, take steps to address the complaint. A note should be made of these discussions, citing the issues raised and actions taken. If it is not possible to resolve the complaint informally, the formal procedure will commence.

5.2 Formal Procedure

Step 1

The employee may raise a formal grievance by setting out the grievance in writing as fully as possible to their line manager (or nominated manager). A Notification of Grievance Form is available to assist employees in setting out their grievance.

If the concerns are relating to a potential breach of the Council’s Dignity at Work Policy a Dignity at Work Complaint Form should be completed.

Where a complaint has been made against a person or persons, the individual(s) against whom the complaint has been made will be made aware of the complaint as soon as practicable and support offered where applicable.

Step 2

The line manager (or nominated manager) will consider the grievance and in normal



circumstances will invite the employee to attend a meeting to discuss the grievance. The meeting will be held at a convenient date to be held normally within 10 working days following receipt of the formal grievance. Where the employee fails to attend the meeting, a further meeting will be scheduled. This to be held within 5 working days of the date of the original meeting and confirmed in writing to the employee. Should the employee fail to attend the second meeting without good reason, the grievance will normally be considered closed.

Any relevant witnesses may be asked to attend the meeting.

Within 5 days of the meeting the manager will inform the employee in writing of their decision in response to the grievance, notifying the employee of their right of appeal against the decision if they are not satisfied with it.

In exceptional circumstances, with the agreement of the Director or HR and Director of HR, Legal and Governance (or their designate), the grievance may be heard by a manager outside of the employing department.

Step 3 – Appeal

If the employee wishes to appeal, they must do so in writing within 10 working days of receiving written notification of the manager's decision. The notice of appeal must be submitted to the Departmental Director (in which the employee works) and must state fully the ground(s) for appeal.

The Director or appropriate level of manager as determined by the director under normal circumstances will write to the employee, inviting the employee to attend an appeal meeting. The appeal

meeting will normally take place within 10 working days of receiving the appeal. In exceptional circumstances, with the agreement of the Director or HR and Director of HR, Legal and Governance (or their designate), the appeal may be heard by a manager outside of the employing department.

Any relevant witnesses may be asked to attend the meeting.

After the meeting the manager hearing the appeal will inform the employee of their decision - in writing and within 5 working days of the meeting. This decision is final and there are no further stages to the Council's grievance procedure.

6 Grievances Unresolved when Employment Ends

Wherever possible a grievance should be dealt with before an employee leaves the employment of the Council. However, where an employee leaves and the Council's standard grievance procedure has not been started or concluded then the statutory grievance procedures as detailed below will apply.

6.1 Statutory Grievance Procedure

6.1.1 Step 1 – Statement of Grievance

The employee/leaver must set down in writing the nature of the grievance and submit this written statement to the Director of the Department in which they worked, normally within three months of the ending of employment.

6.1.2 Step 2 – Meeting

The manager nominated by the Director to hear the grievance will invite the employee/leaver in writing to attend a meeting to discuss the grievance.

The employee/leaver will have the right to be accompanied by a work colleague or trade union representative at the meeting.



After the meeting the manager will inform the employee/leaver in writing of their decision in response to the grievance, notifying them of their right of appeal against the decision if they are not satisfied with it.

6.1.3 Step 3 - Appeal

If the employee/leaver wishes to appeal, they must do so in writing to the Director of the Department in which they worked stating the ground(s) for appeal.

The Director will write to the employee/leaver, inviting them to attend an appeal meeting with the next appropriate level of management (as determined by the Director).

The employee/leaver will have the right to be accompanied by a work colleague or trade union representative at the meeting. After the meeting the manager hearing the appeal will inform the employee/leaver in writing of their decision. This decision is final and there are no further stages to the grievance procedure.

6.2 Special Circumstances

Where it is felt that it is no longer reasonably practicable to comply with the procedures stated in Paragraphs 6.1 and 6.2 above, such matters should be referred to the Director of HR, Legal and Governance.

6.3 Concerns relating to other Council Procedures

If a manager has already discussed their concerns about an employee's attendance, performance, probationary period or conduct and the employee subsequently submits a complaint, the circumstances will be considered on a case by case basis by the department or nominated officer. Particular consideration will be given to the specific nature of the issue being raised before deciding how to

proceed. This may include the following options:

- whether or not to continue with a formal meeting and consider the grievance separately or;
- to suspend the formal meeting until the complaint is resolved or;
- if the issues are sufficiently related, to deal with both issues in the same process.

Approving Body & Date

LJNCC: 28/03/2018
Review Date: March 2021

If you require further advice regarding the application of this policy and guidance please contact the HR Advice Line on 01254 585905 or email hradvice@blackburn.gov.uk

RECORD OF DECISION TAKEN UNDER DELEGATED POWERS OUTLINED IN THE CONSTITUTION – Part 3 Section 16



DELEGATED OFFICER DECISION TAKEN BY:	Director of Hr, Legal and Governance and Director of Children's Services
PORTFOLIO AREA:	ALL

SUBJECT: Recruitment and Selection Policy - Schools

1. DECISION

The Director of HR, Legal and Governance and the Director of Children's Services are asked to approve the revised Recruitment and Selection Policy for Schools.

2. REASON FOR DECISION

The Policy has been revised and updated as part of the normal 3 year review cycle to ensure that it remains fit for purpose and in line with employment legislation changes and best practice.

3. BACKGROUND

The Policy has been reviewed in line with the Council Policy and updated due to recent employment legislation changes regarding the General Data Protection Regulation. I also include the Recruitment and Selection Guidance for information and reference.

4. OPTIONS CONSIDERED AND REJECTED

None

5. DECLARATION OF INTEREST

All Declarations of Interest of the officer with delegation and the any Member who has been consulted, and note of any dispensation granted should be recorded below:

None

VERSION:	1.0
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CONTACT OFFICER:	Sally-Ann Wolstenholme
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DATE:	19/07/2018
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BACKGROUND DOCUMENTS:	Recruitment and Selection Policy
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Signed:



Director of Children's Services

Date: 19/07/2018

Signed:



Director of HR, Legal & Governance

Date: 19/07/2018

EQUALITY IMPACT ASSESSMENT CHECKLIST

This checklist is to be used when you are uncertain if your activity requires an EIA or not.

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the [EIA Guidance](#) to assist managers and team leaders to complete all EIAs.

Service area & dept.	HR, Legal and Governance	Date the activity will be implemented	01/09/2018
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Brief description of activity	Recruitment and Selection Policy
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Answers favouring doing an EIA	Checklist question	Answers favouring not doing an EIA
<input type="checkbox"/> Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Change to existing Council policy/strategy - Budget changes	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?	<input checked="" type="checkbox"/> No
<input type="checkbox"/> No <input type="checkbox"/> Not sure	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?	<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Does this activity: Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Foster poor relations between people who share a protected characteristic and those who do not <i>(i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	<input checked="" type="checkbox"/> No
FOR =	TOTAL	AGAINST =

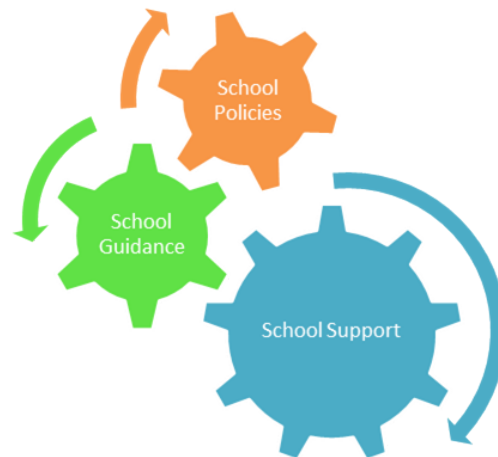
Will you now be completing an EIA?

Yes

No

The EIA toolkit can be found [here](#)

Assessment Lead Signature	Sally-Ann Wolstenholme
Checked by departmental E&D Lead	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Date	19/07/2018



Recruitment and Selection Guidance – Schools

Contents

1. Aim of this Policy
2. Job Criteria and Vacancy approval
3. Role of the recruitment panel
4. Attract
5. Assess
6. Select
7. References and Pre employment Checks
8. Offer of Appointment
9. Confidentiality

1. Aim of this Policy

This guidance provides information on how to apply the Recruitment and Selection Policy. It applies to the recruitment of all employees whether permanent, temporary, casual/fixed term or volunteer.

When a vacancy arises consideration should be given regarding whether the post(s) needs to be filled or if alternative arrangements can be made, such as reallocation of duties, deletion or redesigning of the post.

2. Job Criteria and Vacancy approval

If the vacancy is to be filled the job description and person specification must be reviewed and where appropriate be reevaluated.

The main duties and responsibilities of a post must be clearly outlined to provide applicants with a clear idea of what is expected of them.

The job description and person specification form part of the contract of employment. They reflect the position at the present time only and may be changed at management's discretion in the future, including things such as changes in job content, undertaking other duties or working at different locations.



Where the role requires that the post holder will come into contact with children and families, there must be a statement included that recognises the responsibilities around safeguarding children and improvements in outcomes for children.

Job purpose

A short description of what the post holder is expected to do in order to fulfil the purpose of the job.

Main Areas of Responsibility

Each main task should be described as clearly as possible.

Essential Criteria

Essential criteria must be reviewed to ensure they are relevant and justifiable. Skills, knowledge, abilities and experience or qualifications must be necessary to carry out the duties of the post.

Skills and ability

Must be of a practical nature such as typing, keyboard, shorthand, desk top publishing, negotiating skills, languages and define the level required, for example writing standard letters, writing detailed reports, check an invoice, manage a budget, communication in meetings, the public, governors, employees and children, leading a team, completing documentation, writing, facilitating training courses etc.

Education/qualifications

Specify the educational level or qualification requirements of the post.

Ability to drive

Unless driving is a necessary function of the post e.g. minibus driver, It is much better to be specific "an ability to attend meetings throughout the district" or "a willingness to travel".

Behaviours

The type of behaviour that the person would need to demonstrate in order to do the job well.

Appropriate line of questioning and careful probing at interview should be used to demonstrate appropriate behaviour. An example scenario could be provided to an applicant that they may encounter in the job and they would explain how they would deal with it.

The essential criteria should form the basis of the advertisement as this allows applicants to self-select. It also provides the recruitment panel with the criteria to shortlist applicants and to structure interviews in an objective and effective way in order to select the most suitable applicant.

Where the post necessitates specific physical (lifting, standing, climbing, carrying etc.), or sensory (sight, touch, smell, speech) requirements, care should be taken when reflecting this in the criteria.

It is important that people with a sensory disability are not discriminated against when communication via an alternative means could be possible with the appropriate aides/adaptation or support.



Consider the specialist nature and professional content of the post, for instance, a job that needs high-level experience of the intricacies of child care legislation. Decide what previous experience the person will actually need in order to be successful in the post.

Be prepared to be flexible if a good applicant needs special support in order to perform the job satisfactorily. For instance, if a job requires a person to answer the telephone "occasionally" it should not be a reason for excluding deaf people from the interview shortlist.

3. Role of the Recruitment Panel

The recruitment panel must comprise a minimum of two people, usually the line manager and other appropriate person. In certain circumstances where it is deemed appropriate a HR representative may be able to attend to offer guidance and support throughout the recruitment and selection procedure. Occasionally, representatives from external agencies may be invited to attend selection interviews.

All recruitment panel members should ensure a fair, objective and equitable process is followed and be trained in the recruitment and selection process ensuring the recruitment and selection policy is followed. At least one member of the recruitment panel must have completed Safer Recruitment training.

The Chair must ensure recruitment panel members are clear on their role e.g. advisory, technical and that the interview times and venue are arranged and recruitment panel members and applicants are informed. They must also ensure applicants are informed of the outcome and offered feedback. It is their responsibility to ensure correct documentation is completed satisfactorily and kept in line with Data Protection legislation and that all pre-employment documentation is completed and forwarded to HR and payroll.

Individual Recruitment panel Members

Must complete their own assessment after each stage of the recruitment and selection process (i.e. the shortlisting matrix and interview scoring matrix).

It is best practice that the recruitment panel members jointly agree the assessment process and reach a consensus decision.

4. Attract

The aim of recruitment advertising is to attract appropriate and eligible applicants and promote the School as a good employer. The recruiting manager should take time to consider the impact of the advertisement and word it in such a way that attracts suitable applicants.

The Equality Act 2010 makes it unlawful to discriminate on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Nothing in the advertisement should also be indirectly discriminatory against men or women, or against people from a minority racial group. Images should not exclude a certain group or create a stereotypical image. Ageist terminology should be avoided, for example, 'mature', 'energetic', 'recent graduate'. The advertisement should not state or imply that the work is unsuitable for a disabled person, or that the job requires physical fitness or energy.



Advertisements must always include the closing date for applications and the proposed interview date.

Use of Media Where a post is to be advertised externally consideration should be given to the cost of advertising and reaching the target audience.

All Headteacher vacancies should be advertised externally unless there is good reason not to. Guidance can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/668949/Recruiting-a-headteacher-v2.pdf

5. Assess

Shortlisting

Each member of the recruitment panel should view the applications and Job Description/Person Specification and agree the short-list. The criteria for shortlisting must be consistently applied to all applicants against the essential criteria.

It is the policy of the Local Authority not to re-employ employees previously dismissed for misconduct/gross misconduct.

Prior Knowledge of an applicant

Where there is some prior knowledge of an applicant it should be declared to the other members of the recruitment panel.

All forms used in the recruitment and selection process will be retained for 12 months by the recruiting manager adhering to current data protection legislation.

Selection Methods

The minimum recruitment assessment method is an interview, but this may be supplemented by further selection methods.

There are a variety of methods available to help in the selection process, including interviews, tests (practical or psychometric), assessment centers, role plays, in-tray exercises, team exercises, presentations. Using a range of methods can result in a more successful recruitment programme.

Interviewing and Weighting

All applicants must bring appropriate Identification to the interview with them, which should be checked by the recruitment panel.

The interview should be an exchange of information, which will help assess the applicants against the essential criteria.

The validity of the interview process is reliant on the recruitment panel member's ability to listen, probe, assess and, above all, be objective and fair.

The recruitment panel should agree a set of core questions designed to assess the ability of the applicants to meet specific criteria and plan the format and structure of the interview.



Interviewers should take care not to make assumptions about the applicant's style of dress. Where appearance is an important part of the job, any concerns about the appearance of an applicant at interview should be dealt with sensitively prior to appointment if they were the most suitable applicant in all other regards.

Bias and prejudice can occur because applicants do not conform to the interviewers own idea of social or cultural behaviour. Applicants from different cultural backgrounds will vary in their approach to the interview and interviewers should be aware of this and be careful to assess the applicant in relation to his/her skills and experience to do the job.

Interviewers must not stereotype an applicant based on first impressions rather than objective evidence.

It is important that all interviewers keep notes to ensure that a properly reasoned assessment can be made as to whether an applicant meets the essential criteria. At interview stage explore any gaps in employment that may not be covered by explanation on the application form.

Questioning Techniques

The recruitment panel must give the individual time to answer. If the applicant shows signs of struggling to answer a question, the recruitment panel can ask if the applicant wishes the question to be repeated or offer to return to the question later. Questions should be clear and concise.

Open ended questions should be asked to encourage applicants to express their views fully and to gain as much information as possible. Use questions pre-fixed by when, where, how, why, tell me, :- e.g. "Tell me about a time when you have had to manage a difficult situation". "Give me an example when you have dealt with a customer complaint".

People generally feel it appropriate to give a "text book" answer to hypothetical questions. The purpose of the interview is to try and establish what it is the applicant would actually do i.e. "Tell me about a project you have been involved in?"

Avoid asking questions which may invite the applicant to respond with a "yes" or "no. Some applicants will not have any work experience therefore examples from their home, school or college experience can be given.

All applicants should be asked the same core questions.

Supplementary questions may be asked by any recruitment panel member, it may be necessary to ask further follow-up questions in order to probe the answer originally given.

Weighting

A well-planned and clearly understood scoring system must be agreed. The use of a weighting system involves identifying aspects of the vacancy that are considered to be particularly important and giving them greater weight in the scoring process.

Any documentation used to record assessment and selection decisions may be used in applicant feedback, in the event of a recruitment complaint or in the event of any legal action taken by an unsuccessful applicant. As such information will, therefore, be retained for a



period of 12 months by the Chair of the recruitment panel or recruiting manager in line with Data protection legislation.

The recruitment panel should ensure that clarification on any gaps in the employment history is established and make a note of the explanation provided.

The recruitment panel should also use the interview to explore the applicant's attitude to children and their perception of the boundaries of acceptable behaviour towards them.

Psychometric Tests

Use only tests that are approved by the British Psychological Society (BPS). A selection decision must not be made using psychological tests alone.

These types of tests would normally be used for more senior roles within the Council.

Exercises and Tests

Typing tests or tests and exercises are available from various external providers or have been developed by Council departments.

Assessment Centre Process

This method of selection includes a variety of different tests, such as occupational tests, aptitude tests, presentations, group exercises, written tests, and interviews to aid a final decision. In relation to the more technical and complex aspects, it is important that people involved in designing and running an assessment centre process should be appropriately trained and, where necessary, registered or guided by advisors who have expertise in this area.

6. Select

The recruitment panel must aim to reach a consensus, using the interview scoring matrix. Applicants must be assessed on the basis of who best demonstrated their ability to meet the essential criteria and the applicant who scored the highest mark is the successful candidate. Where no applicant has reached the required benchmark, the recruitment panel should consider internal applicants who may have narrowly missed the benchmark and may be appointable subject to further training or development opportunities.

Inability to Reach Agreement on which applicant to Appoint

If the recruitment panel feels that two or more applicants are equally appointable; a further selection test can be introduced.

Where there is disagreement between the recruitment panel members on which applicant to appoint the chair of the recruitment panel will make the final decision.

It is advisable to have a second choice of candidate, i.e. the applicant who scored the second highest score, should the first choice withdraw or turn down the offer.

If there are no appointable applicants, the post will need to be taken back through the recruitment process.



Informing the Applicants

The Chair of the recruitment panel is responsible for ensuring that applicants are informed of the outcome of the interview. The second choice candidate should not be told they were unsuccessful until the successful candidate has accepted the offer of appointment. The offer of employment is subject to satisfactory references and pre-employment checks. The offer can only be on the terms originally advertised and approved.

The appointed candidate should always be appointed to the bottom point of the pay grade except in special circumstances.

Applicant Feedback

It is good practice to offer applicants feedback on either their application or interview performance. Feedback should be objective and honest. Asking questions such as “How did you feel you performed during the interview?” can be helpful.

7. References and Pre Employment Checks

(Further information is available from

<https://www.gov.uk/government/publications/keeping-children-safe-in-education--2>)

Best practice is to send for references prior to interview. Offers of appointment for external vacancies will be made subject to the receipt of two satisfactory references, one of which must be from the current or last employer. Offers of appointment for internal vacancies will be made subject to a minimum of one satisfactory reference which must be from the current line manager.

There is a standard format for requesting references for applicants, one must be received from the applicant's current or where this is not possible, their most recent employer. However, there are circumstances when this is not always applicable, such as if the applicant has not previously been employed, a reference would normally be requested from their last educational establishment or if the applicant has recently been unemployed or self-employed, then consideration should be given to asking for another suitable referee with knowledge of the applicant such as a doctor, solicitor, police officer or other professional.

Evaluating a Reference

References should be treated as confidential. Where a reference raises a concern the recruiting manager may feel that more clarification is required before taking a decision on the successful candidate, they may contact the referee to discuss the content. Notes of the conversation must be documented, dated, signed and placed on file. If they wish to discuss the contents of the reference with the applicant, the referee's consent to the disclosure of the contents of the reference should be obtained prior to discussing the concerns directly with them.

The recruitment panel may also consider re-interviewing the applicant and seeking clarification on the area of concern (having taken account of the confidentiality issues above). If these prove satisfactory, the recruitment panel may appoint. If not they can consider the second choice candidate.

Applicants are informed that no formal offer of employment may be confirmed until the satisfactory references have been received.



Absence History / Medical Conditions

Under the Equality Act 2010 it restricts employers from asking questions about health before offering a post.

Medical information will not be sought for internal appointees to job vacancies,

Right to work in the UK

Applicants must provide evidence of their right to work in the UK. For a full list of documents that can be used please visit- <https://www.gov.uk/government/publications/acceptable-right-to-work-documents-an-employers-guide>

DBS

Further information is available from <https://www.gov.uk/dbs-check-applicant-criminal-record>

Criminal Convictions

Where unspent convictions are declared and have a direct bearing on the individual's ability to do the job.

Prohibition Check

A prohibition check is required to ensure anyone Teaching is not prohibited from doing so. This can be carried out at <https://www.gov.uk/guidance/teacher-status-checks-information-for-employers>

Disqualification by Association

All employees should complete a declaration which should be retained on file. (further information is available from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/528473/Disqualification_under_the_childcare_act_June2016.pdf)

HR will confirm to recruiting manager when all pre-employment checks have been completed and obtain a start date from the recruiting manager.

8. Offer of Appointment

Following receipt of pre-employment checks the recruiting manager will confirm a start date.

If a satisfactory reference or DBS has not been received, no offer can be confirmed without Governor approval.

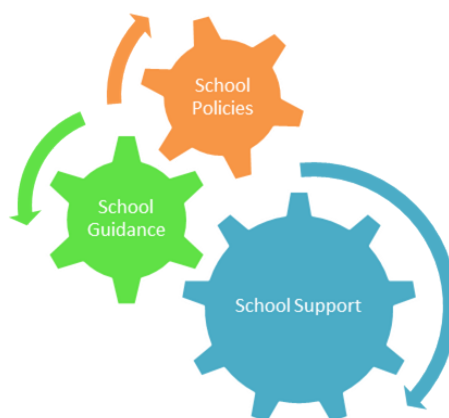
9. Data Protection

The General Data Protection Regulations (GDPR) provides all employees and applicants with control over how the organisation holds and uses personal data. Please refer to the School Privacy Notice and Data Retention Information for further information.

10. Document Control

Date Agreed	July 2018
Date of Next Review	July 2018
Review Period	Every 3 Years





Recruitment and Selection Policy - Schools

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1. Aim of this Policy

This policy has been developed to ensure that Schools' recruitment processes are transparent, fair, provide equal opportunities for all and are in line with employment legislation. It aims to ensure that roles and responsibilities are clear relating to how we attract, assess and select the right people, based on an applicant's abilities and attributes which are measured against the job criteria and competencies.

This Policy should be read in conjunction with the Recruitment and Selection Guidance and Equality Act Statement.

2. Scope

This policy applies to the recruitment and selection of internal and external applicants. It applies to all recruitment, whether permanent, temporary/fixed term, casual or volunteers.

Please refer to the Redundancy Policy for re-modelling/restructuring procedures which includes further information regarding the process and the duty to explore suitable alternative vacancies for those employees whose employment is likely to end.



3. Definitions

Recruiting Manager – The person taking lead responsibility for the recruitment process. Please refer to the school scheme of delegation as this could be the Headteacher, Chair of Governing Body or another appropriate person.

LA – Local Authority.

4. Roles and Responsibilities

The Governing Body is responsible for:

- notifying the LA, and the Diocesan Advisor (where appropriate) in writing of a Headteacher/Deputy Headteacher vacancy/prospective vacancy that has occurred;
- sending a specification for any teacher vacancies to the LA and the diocese;
- appointing a recruitment panel (for Headteacher and Deputy Headteacher recruitment;)
- appointing the successful candidate as recommended by the recruitment panel or recommending the applicant in question to the LA (where the school is a community, voluntary controlled, community special or maintained nursery school).

The LA is responsible for:

(In community, voluntary controlled, community special or maintained nursery schools)

- giving advice to the Governing Body and the recruitment panel through a representative at all stages of the selection process;
- attending stages of the selection process, through a representative, as appropriate;
- confirming the appointment of the recommended applicant unless they do not meet any relevant qualification requirements.

The Headteacher is responsible for:

- ensuring that all employees engaged in recruitment and selection processes are aware of, understand and are able to implement this policy and have received adequate training.

The recruiting manager is responsible for:

- selecting the appropriate job description and person specification to accurately and fairly reflect the requirements of the post;
- protecting time to plan for recruitment activity so that it is robust and conducted in a timely manner;
- ensuring that ALL vacancies follow an appropriate authorisation process;
- writing the job advertisement to ensure that it fully reflects the role to attract applicants with the required skills, attributes and experience;
- ensuring media expenditure is approved;
- shortlisting applicants, preparing and conducting interview and selection processes in accordance with the guidance;
- keeping accurate records relating to the selection process for 12 months;
- providing shortlist or interview feedback to applicants on request;
- undertaking any relevant qualification, registration, DBS and Right to Work identity checks;
- ensuring advertisements are placed;



- issuing the relevant documentation for the successful candidate;
- ensuring the appointed candidate is added to the HR & Payroll system.

5. Attract, Assess, Select

Please refer to the Recruitment and Selection Guidance for further detail on these stages.

Identifying a Vacancy

Consider the need for the vacancy and whether the role may require changing in any way; this may also include identifying the role as an apprenticeship opportunity, supported by the Apprenticeship Levy.

ATTRACT

Approval

Seek the necessary approval.

Advertise

Consideration should be given to roles if suitable applicants were appointable from previous similar advertised roles within a 3 month period.

Positions of Headteachers' and Deputy Headteachers' must be advertised throughout England and Wales in a manner likely to bring it to the attention of persons who are qualified to fill the post.

Where the role requires that the post holder will come into contact with children and families, there must be a clear statement that recognises the responsibilities around safeguarding children and improvements in outcomes for children. This should also be included in the job criteria in the job description and person specification.

All costs of external advertising must be met from within the school budget.

ASSESS

Shortlist

The shortlisting process must be undertaken by a minimum of two people.

Any Governor should be excluded from the recruitment panel if they have pecuniary interests and they should withdraw at the earliest stage from the selection process if they have a declaration of interest or are related to, or know well personally someone who is applying for the job in question

All applicants who declare that they have a disability and who meet the essential criteria for a vacancy must be shortlisted.

The recruitment panel must notify the LA in writing of the names of the applicants short listed for the post of Headteacher to enable the LA to consider its entitlement to make representations about unsuitable applicants.



In community, voluntary controlled, community special and maintained nursery schools the LA, through a representative, is entitled to attend, for the purposes of giving advice, at all stages of the selection process for all teaching employees (including Headteacher and Deputy Headteacher). Any advice given by the LA representative must be considered before a decision is made.

In voluntary aided schools which are Church of England or Roman Catholic Church schools the appropriate diocesan authority, through a representative, is entitled to attend, for the purposes of giving advice, at all stages of the selection process for all teaching employees (including Headteacher and Deputy Headteacher). Any advice given by the diocesan representative must be considered before a decision is made.

All legal obligations will be adhered to relating to recruitment and selection (see recruitment and selection guidance).

Interview

In order to fully support applicants who have declared any disabilities or stated that they may need adjustments during the assessment process, this must be taken into consideration prior to assessment.

Use a range of methods to assess applicants which can include interview and practical assessments.

Interview/selection should be undertaken by a minimum of two people, one of whom must have undertaken Safer Recruitment Training. For Headteacher/Deputy Headteacher recruitment in maintained schools, the recruitment panel must comprise of at least three governors.

SELECT

A recruitment panel member will contact the successful candidate and make the offer of employment subject to the appropriate pre-employment checks.

The successful applicant should be added to the HR & Payroll system (MyView system for those using Blackburn with Darwen HR Services) as a new starter and placed in their new role.

A recruitment panel member should also contact and inform the unsuccessful applicants, normally within 24 hours of the interview taking place and offer to provide them with feedback.

Offer of Appointment

No internal appointment will be confirmed without receipt of a minimum of one satisfactory reference and external appointments must have a minimum of two satisfactory references, one of which must be from the current or where not possible the most recent employer. (Please refer to the Recruitment and Selection Guidance for further detail on minimum pre-employment checks for teaching and non-teaching employees).



All offers of employment to internal and external applicants will be conditional and will not be confirmed until all the appropriate pre-employment checks have been satisfactorily completed.

Commencing employment prior to receipt of satisfactory pre-employment checks should only take place in exceptional circumstances and can only be authorised by the Governing Body.

All applicants will be given an opportunity to make representations should any reference or other check indicate a discrepancy, which may or may not result in the offer being confirmed.

6. Vetting

Everyone selected for appointment in a school should satisfy checks on identity, academic qualifications, professional and character reference and previous employment history. In addition, it is important that, where appropriate, all those whose work will bring them into contact with children have obtained a satisfactory Disclosure and Barring Service Check (DBS) and meets appropriate medical fitness requirements.

For all teaching employees, checks should be made that they are registered with the GTC, have qualified teacher status and, where appropriate, have completed induction satisfactorily.

7. Data Protection

The General Data Protection Regulations (GDPR) provides all employees and applicants with control over how the organisation holds and uses personal data. Please refer to the School Privacy Notice and Data Retention Information for further information.

8. Complaints

Internal complaints will be dealt with via the Schools grievance procedure and complaints from external applicants will be dealt with via the school's complaints procedure.

9. Document Control

Approving Body	LJNCC Meeting (Schools)
Date Agreed	July 2018
Date of Next Review	July 2021
Review Period	Every 3 Years