

School Recruitment and Selection Policy, Procedure and Toolkit



Please think before printing this document.

Where printing is necessary, please ensure that it is printed double sided and in greyscale.

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1 Policy Outline

1.1 What is the policy about?

The aim of this policy is to ensure that appointments are made on merit in an effective, efficient, consistent and safe way.

1.2 Who does the policy apply to?

This policy applies to all school based employees, the Head Teacher and/or governing bodies who are responsible for recruitment and selection within the school. The policy is also recommended to all other groups associated with the school who have the discretion in their employment to adopt the policy; this will include such groups as voluntary sector organisations.

1.3 Responsibility

The governing body and Head Teacher have separate and particular responsibilities for selecting and managing employees. At any time when a school has a delegated budget, the governing body has extensive powers over staffing, which can be delegated. See section 2.2 for information relating to delegated powers.

1.4 Safer recruitment practice

This Policy, Procedure and Toolkit complies with national and local guidance on safer recruitment practice, including the Durham Local Safeguarding Children Board Safer Workforce Procedures (see <http://www.durham-lscb.gov.uk/index.shtml> for further details).

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

1.5 Legislation

Governors with a responsibility for recruitment and selection must be aware of their legal obligations under existing employment legislation.

From 1 January 2010, the School Staffing (England) Regulations (2009) states that the governing body must ensure that any person who interviews an applicant for any position or where there is a selection panel established for that purpose, at least one member of that panel or group should have completed the safer recruitment training as approved by the Secretary of State and the Safeguarding Children and Safer Recruitment in Education Documents advises refresher training to ensure that knowledge and skills are kept up to date.

It is recommended that the governing body involves the person who has undergone the safer recruitment training at all stages in the recruitment process.

The Recruitment and Selection Policy, Procedure and Toolkit should be used except in cases of honoraria (for non-teaching employees), acting allowances (for teachers undertaking leadership

responsibilities) and school restructurings. Any departure from this procedure must be approved in advance.

1.6 The appointment process

Recruitment and selection is a two-way process. While the school wants to be able to determine the most suitable individual for a post, all candidates, successful or unsuccessful need to feel they have been fairly treated and have been given every opportunity to give of their best and demonstrate the competencies they can bring to the post. If not achieved this may leave the candidate with a poor impression of the school, not only in relation to recruitment practices but also its overall performance. It may also lead to legal challenges to the fairness of an appointment should the unsuccessful candidate feel unfairly treated under Equal Opportunities guidelines.

2 Procedure

2.1 Delegated Powers

The Lead Officer (LO) for recruitment is the person(s) who has the delegated powers for the appointments. Governing bodies may delegate all appointments (other than the Head Teachers and Deputy Head Teachers) to:

- The Head Teacher, or;
- One or more governors, or;
- One or more governors and the Head Teacher.

In certain circumstances, the governing body may consider applying alternative arrangements, which may include decisions being made by an individual governor or a group of governors such as a committee with or without the Head Teacher. If alternative arrangements are made, the Head Teacher has the right to attend and offer advice. The circumstances may be as follows:

- A Head Teacher who is unwilling to perform these functions and whose previous service history did not include any such responsibilities. However, when the governing body considers a new appointment for the Head Teacher post, the normal expectation would be that the Head Teacher undertakes these responsibilities;
- Where the governing body of a school with a religious character has agreed policies which provide for governor involvement to preserve the school's religious character;
- Any appointment of support employees outside the leadership group who are required to act in a senior management capacity;
- A Head Teacher who is subject to suspension, disciplinary procedures (including disciplinary sanction) or ill-health capability procedures;
- Where the Council has made representations to the chair of the governing body relating to serious concerns about the performance of the Head Teacher;

- Where the Head Teacher has failed to abide by financial limits agreed by the governing body for any school purpose.

It is advised that the governing body review at least annually the continuation of any circumstances where the Head Teacher does not lead on employee matters because of concerns about their conduct or performance. Where the Head Teacher is on long-term sick leave, secondment or some other long-term absence, the governing body may consider whether it is appropriate to delegate the responsibility to the person acting as the Head Teacher. The Head Teacher should have the opportunity to make representations on any decisions to discontinue or continue delegated responsibility.

Where the governing body has made the delegation to one or more governors, such as a committee, the Head Teacher may attend and offer advice at all relevant proceedings. Such advice must be considered by the governor or governors to whom the delegation has been made.

Governors lead the process of making appointments to the leadership group and may set up a selection panel for appointing a Head Teacher or Deputy Head Teacher or may appoint as the whole governing body.

A representative of the Council has an entitlement to attend and offer advice at all proceedings relating to the selection of any teacher. Such advice must be considered by the governing body or any person or persons to whom such functions have been delegated when reaching any such decision.

The governing bodies of voluntary-aided, foundation and foundation special schools are in general the employers of the school's teaching and support employees (although the Council may employ some support employees directly). The Council and the Diocese authority do not have an automatic statutory right of attendance at appointment proceedings, but the governing body may grant the right to attend and give advice. Where the advisory rights have been granted, any advice given must be considered by those concerned before making a decision.

Where functions have been delegated, these cannot be delegated on to another person by the Head Teacher.

The delegation of functions should be agreed by the whole governing body and reviewed at least annually.

2.2 Appointing the Head Teacher

The Education Act (2002) requires all maintained schools to have a Head Teacher and limits the number of Head Teachers in each school to one although the post may be job shared. Once a vacancy is identified, the governing body must notify the Council. The governing body must advertise a Head Teacher or Deputy Head Teacher post as it thinks appropriate. It is recommended as good practice that the post is advertised in printed publications and additional means for advertising are considered such as local newspapers and the Internet to attract as many suitable candidates as possible.

The governing body may appoint a selection panel of at least three of its members to select for interview for the post of Head Teacher although this may be the whole of the governing body. The Council should then be informed in writing of the names of the applicants which have been selected. The selection panel should then interview applicants and where they consider it appropriate, recommend to the governing body for approval one of the applicants interviewed by them.

Where a governor has a pecuniary interest in the recruitment process, he or she should withdraw and a record of this kept in the recruitment file. An example could be that one of the candidates is a relative.

A representative of the Council has a right to attend relevant meetings of the selection panel to offer professional advice, but only governors on the selection panel can vote.

The decision of the selection panel must be approved by the governing body and the Council must appoint the person, unless the person is to be appointed otherwise than on a contract of employment or does not meet any relevant employee qualification requirements.

If the selection panel does not recommend a person to the governing body for appointment, the governing body declines to approve the person recommended or the Council declines to appoint the person that the governing body approves, the selection panel may re-advertise the vacancy and require the panel to conduct another selection process as stated above (but this does not prevent the selection of the existing applicant) until a permanent Head Teacher is appointed even where an Acting Head Teacher is in place.

At foundation and voluntary-controlled schools with a religious character, the governing body may take into account any candidate's suitability and ability to preserve and develop the religious character of the school.

At voluntary-aided schools with a religious character, the governing body may give preference to any candidate whose religious opinions and worship are in accordance with the tenets of the religious denomination of the school.

2.2.1 Council representations about Head Teacher appointments

The Council is entitled to make written representations to a governing body if it considers that an unsuitable person is being short listed for appointment. If the Council writes to the governing body within a period of seven days beginning with the date when written notification of the names of those selected for interview are received about an applicant's unsuitability for the appointment, the governing body should consider the views of the Council. In all cases, the Council's written representation should explain why it has concluded that the candidate is not suitable and the evidence on which it has based its conclusion. If the governing body still decides to interview that candidate, it must notify the Council in writing of its reasons.

In the case of foundation, foundation special or voluntary aided schools, where the governing body has not agreed advisory rights with the Council, the selection panel's notification of applicants selected for interview should be accompanied by enough information to enable the Council to determine each applicant's suitability for appointment.

2.2.2 Head Teacher qualifications

Whilst it is no longer mandatory for all first-time Head Teachers appointed to a post in local authority maintained schools and non-maintained special schools in England, to hold the National Professional Qualification for Headship (NPQH) it is recommended by the Education Development Service prior to appointments to first headship positions.

2.3 Appointing Deputy Head Teachers

There is no legal obligation for maintained schools to have Deputy Head Teachers or to be limited to just one. Therefore if a serving Deputy Head Teacher leaves, there is no automatic obligation for a governing body to replace him/her. The governing body may wish to consider reorganising management responsibilities within the school or meet any employee resource needs by some other means such as offering an acting allowance to other teachers to take on leadership responsibilities. However, if a Deputy Head Teacher vacancy is identified, it is important that they come to the attention of as many suitable persons as possible to ensure the correct person is selected for the post.

With the exception of the Council's right to make representations about unsuitable Head Teacher candidates, the procedure for appointing Deputy Head Teachers is the same as that for Head Teachers set out above. The governing body decides how many, if any, Deputy Head Teachers the school should have.

2.4 Acting Head Teacher and Deputy Head Teachers

The Deputy Head Teacher is not required to undertake the duties of the Head Teacher pending the appointment of a Head Teacher. If the Head Teacher is absent from the school, the 'School Teachers Pay and Conditions Document' requires the Deputy Head Teacher should undertake the professional duties of the Head Teacher as required. This arrangement should only be used short term and where a Head Teacher is absent for a long period, the governing body should appoint an acting Head Teacher rather than require the Deputy Head Teacher to undertake the Head Teacher's duties.

The governing body may engage a person to provide his or her services as acting Head Teacher, or acting Deputy Head Teacher. 'Engagement' means otherwise than under a contract of employment with the governing body or Council. The use of an acting Head Teacher is a temporary measure and does not remove the Head Teacher vacancy or remove the governing body's duty to fill that vacancy. The governing body should be proactive in filling the vacancy as soon as practicably possible. Please see guidance on the use of Agency Workers in section 2.15 Appointment of support/agency employees (if applicable).

Where an appointment is to be made under a contract of employment with the Council, the Council must appoint the person recommended unless he or she does not meet any employee qualification requirements. If the Council declines to appoint a person recommended by the governing body because of failure to meet qualification requirements, the governing body should recommend another person for appointment.

2.5 Advertising requirements for Head Teacher/Deputy Head Teacher posts

The School Staffing (England) Regulations (2009) states that the governing body must advertise the vacancy or post for Head Teachers and Deputy Head Teachers in such manner as it considers appropriate unless it has good reason not to. The governing body should consider the most appropriate way of advertising the post and should decide the best way of reaching its target audience, taking into consideration the type of media to be used and the level of exposure the advertisement will receive.

A decision not to advertise should only be taken if the governing body can demonstrate there is good reason not to and that it does not leave them open to challenge. All decisions should be documented fully, as the governing body will need to demonstrate that it has acted reasonably if it is challenged. The governing body should seek advice from Human Resources Advice and Guidance Team on 03000 265 367 or by email: hradviceandguidanceteam@durham.gov.uk before making a decision not to advertise.

When a vacancy is advertised, the advertisement should include a statement about the employer's commitment to safeguarding and promoting the welfare of children, and reference to the need for the successful application to undertake an Enhanced Disclosure via the CRB, where appropriate, as well as the usual details of the post and salary, qualifications required, etc.

2.6 Appointment of teachers

There is no automatic obligation for a governing body or Head Teacher to take steps to recruit a new teacher in maintained schools when a serving teacher leaves. Other options could be considered such as reorganising within the school. Where it is decided to recruit a teacher for a period of more than four months, the governing body (or Head Teacher if applicable) must keep the job description and person specification for the post on the individual's personnel file, which should be available to the Council on request. The post should be suitably advertised to bring it to the notice of anyone who is qualified to fill it.

Where a person is selected by the governing body for appointment, the Council must appoint the person and if the Council refuses to appoint a person who the governing body selects, the governing body may select another person (but this may include an existing applicant).

Where collaborating schools agree to appoint a teacher (other than the Head Teacher and Deputy Head Teacher) and any member of support employees, the governing body may delegate the appointment to the Head Teacher of one or more of the collaborating schools, or to one or more governors from any of the collaborating schools or to one or more Head Teachers acting together with one or more governors from any of the collaborating schools. Where the collaborating governing bodies have delegated the appointment of an employee, other than to the Head Teacher of the relevant school, the Head Teacher of the relevant school may attend all relevant proceedings and offer advice which must be considered by the person(s) to whom the delegation has been made.

2.6.1 Teacher qualifications

The Education (Teachers' Qualifications and Health Standards) (England) Regulations (1999) states that all teachers employed at Council maintained and non-maintained special schools in England and Wales are required to have qualified teacher status (QTS). As from 31 March 2012 the General Teaching Council for England (GTCE) ceased operating. From 1 April 2012 a new executive Agency of the Department for Education (DfE), the Teaching Agency, took over some of the GTCE's remit, particularly the award of QTS, the issue of induction certificates and the regulation of the teaching profession. Teachers must fully register with the Teaching Agency.

Teachers who do not have QTS cannot be employed as a qualified teacher in maintained schools. See section 2.11 below for further details relating to non-qualified teachers.

Qualified teachers who trained outside of England and Wales are eligible to apply for QTS in England and this includes teachers who trained in Scotland, Northern Ireland and the EEA (see section 2.5 above for member states). Teachers who gain QTS through this route are exempt from the requirement to serve a statutory induction period. Swiss nationals are also eligible for assessment.

Teachers who trained outside of the EEA and who are not nationals of an EEA member state can work for up to four years in England as a temporary teacher without the need for QTS.

If an overseas teacher wishes to be employed on a permanent basis then they must obtain QTS by completing a course of initial teacher training. Further information relating to QTS can be obtained from the Teaching Agency:

Teaching Agency

Telephone: 0370 496 8324 (Teacher Enquiry Line)

<https://www.education.gov.uk/help/contactus>

<https://www.gov.uk/government/publications/teaching-agency-framework-document>

www.education.gov.uk/employeraccess

Teaching Agency
Department for Education
53-55 Butts Road
Earlsdon Park
Coventry
CV1 3BH

Newly qualified teachers and teachers from outside the EEA have to successfully complete an induction year.

From 1 September 2009, overseas trained teachers without QTS working in a maintained school, non-maintained special school or pupil referral unit in England must be provisionally registered with the Teaching Agency.

Academies will need to refer to their Funding Agreement with the Department of Education in determining QTS, induction and membership of The Teaching Agency when recruiting teachers.

2.6.2 Non-Qualified teachers

The Education (Teachers' Qualifications and Health Standards) (England) Regulations (1999) allows for certain circumstances when unqualified teachers can be used provided that the LO with delegated powers is satisfied with their qualifications and/or experience. Examples where this could be the case include:

- An assistant teacher at a nursery school or a teacher of a nursery class who was employed before 1 September 1989;
- A student teacher, who is an unqualified teacher over the age of 18 years who either having been accepted for admission to a course of initial training for teachers in schools at an accredited institution in England or Wales, is awaiting admission to that course or having been admitted to such a course, has failed satisfactorily to complete it by the date of the end of the period ordinarily required but is continuing the course with a view to so completing it within the following year;
- An instructor with special qualifications or experience where no suitable qualified teacher, graduate teacher or registered teacher is available for appointment or to give the instruction;
- A temporary teacher, which is defined as an unqualified teacher, who has successfully completed a programme of professional training for teachers in any country outside the United Kingdom and which is recognised as such a programme of training by the competent authority in that country and is employed in any one post at a school (whether by reason of the absence of the holder of that post or otherwise) for periods which do not exceed four months in total;
- A graduate teacher or a registered teacher, who although unqualified may be employed as a teacher in a school (except in a pupil referral unit) following authorisation from the Teacher Training Agency.

The decision to employ unqualified teachers is at the sole discretion of the school.

2.6.3 Newly Qualified Teachers (NQTs)

The Education (Induction Arrangements for School Teachers) (England) Regulations 2008 relating to the induction of newly qualified teachers (NQTs) states that teachers who obtain QTS after 7 May 1999 must successfully complete an induction period of three school terms (or equivalent) in order to remain eligible for employment as a teacher in maintained schools and non-maintained special schools in England. Subject to a list of specific exemptions, no one who gained QTS after

7 May 1999 should be employed in a maintained or non-maintained special school in England unless they have completed or are working towards completion of a statutory induction period.

All NQTs in maintained schools must be registered with the Council Induction Tutor on 0191 383 4123. Any period of training prior to formal registration is considered null and void. Head Teachers must ensure that NQTs have successfully completed qualified teacher status (QTS) and all Teacher Development Agency (TDA) tests. Induction cannot commence prior to successful QTS and Head Teachers must ensure that the teacher has QTS and not the further education teaching certification which is not valid in the state school system.

Academies will need to refer to their Funding Agreement with regard to NQTs and induction period.

2.7 Qualifications for non-teaching employees

The National Qualifications Framework (NQF) sets out the levels against which a qualification can be recognised in England, Wales and Northern Ireland. All accredited qualifications are awarded an NQF level. If a qualification shares the same level as another qualification, they are broadly similar in terms of the demand they place on the learner although qualifications at the same level can still be very different in terms of content and duration.

The NQF now comprises nine levels (Entry Level to Level 8). The current Levels 4 to 8 broadly compare to the Framework for Higher Education Qualifications (FHEQ), which covers qualifications provided by universities and other higher education institutions.

The school can seek clarification on qualifications and equivalences in the UK from the following websites:

www.ofqual.gov.uk

www.cityandguilds.com/43111.html

www.ocr.org.uk

www.edexcel.com/quals/Pages/default.aspx

Further information relating to Head Teacher qualifications can be found in section 2.5, for teaching qualifications in section 2.10 and for newly qualified teachers (NQTs) in section 2.12.

2.8 Appointment of support employees

In maintained schools, the governing body is responsible for deciding who is appointed to a post, their hours of work for part-time posts, and the duration of the contract and within certain parameters, their grading and level of pay. Where the successful candidate receives a contract (statement of particulars) from the Council and is not directly employed by the school, the Council remains the legal employer and is responsible for ensuring that the requirements of equal pay legislation are complied with. For further advice on grading, pay and equal pay risk contact the Human Resources Operations Team on 03000 267 190 or email:

hroperationsteam@durham.gov.uk

2.9 Appointment of casual employees (non-teaching)

Schools may decide that there is a need to recruit casual employees to deliver non-permanent services such as summer schools, prevent the disruption of services by covering employee absences or provide additional support to meet school demands such as during exams.

'True casual workers' supply services on an irregular or flexible basis. If a casual worker is appointed with the intention of working as a "true" casual but is offered and accepts regular work, then regardless of the intention of the original arrangement, they can be deemed 'employees' by law with statutory and additional contractual rights.

In a redundancy/restructure exercise, individuals with casual status may be included in the process and potentially receive a redundancy payment, depending on the individual circumstances.

It is recommended that the school monitors the appointment and subsequent use of casual workers and determine whether a temporary part-time contract would be more appropriate.

Schools who recruit casual workers should not rely on 'informal word of mouth' recommendations and should place an advert for casual workers on a regular basis to avoid any potential discrimination claims.

Safer recruitment procedures will apply to casual employees.

2.10 Appointment of supply/agency employees (teaching and non-teaching)

Supply employees in schools can be engaged in the following ways:

- Teachers and teaching assistants can be engaged through the Durham Supply Teacher Partnership (DSTP) and the Durham Supply Teaching Assistant Partnership (DSTAP) by contacting 03000 265 917 or email cas-dstp@durham.gov.uk;
- Teaching and non-teaching employees can be engaged by contracting through an external agency. For Council maintained schools, checks should be made to ensure that the agency has been approved through the Council's procurement route;
- When employing employees through external agencies, the governing body must ensure that no person works as a teacher or a member of support employees in the school unless they have received written notification that an enhanced DBS check has been received by the external agency before the person begins to work at the school. The DBS check should be obtained no more than three months before the date that the person is due to start to work in the school unless:
 - the person has worked in a post in a school in England which brought the person regularly into contact with children or young persons, or;
 - the person worked in a post to which the person was appointed on or after 12th May 2006 and which did not bring the person regularly into contact with children or young

persons during a period which ended not more than three months before the person is due to begin work at the school

In addition, before the person is offered for supply, the school must check the person's identity (whether or not the employment business made such a check before the person was offered for supply). Notification should be made by the school to the DSTAP for safeguarding purposes and references should be checked by contacting the candidate's last place of employment. If permission is not given by the candidate to check the references, or the last employer does not provide a reference, concerns about the applicant's suitability for the post will be raised

Head Teachers **MUST BE ASSURED AND CONTENT** that everyone involved in the care and service provision for children is responsible for their safety and that safeguarding and standard checks are pre-requisite for external providers and agencies supplying services to schools.

If there is any doubt as to the capabilities of external provider or agency in this area it is strongly advised that activity **DOES NOT** go ahead until a Head Teacher is fully satisfied that sensible criteria has been met.

2.10.1 Agency Worker Regulations

When engaging supply employees, schools should be aware of their responsibilities under the Agency Workers Regulations (AWR). From 1st October 2011, the AWR gives certain rights to agency workers. From day 1 of the assignment, schools should ensure that agency workers are treated no less favourably than a comparable directly hired worker or employee in relation to access to collective facilities and amenities which may include:

- A canteen or other similar facilities
- Toilets
- Staff room
- Food and drinks machine
- Car park

2.10.2 Agency Worker Regulations and agency supply teachers

After an agency worker completes a 12 week qualifying period with the same hirer (defined as the person who is responsible for supervising and directly the agency worker while they undertake the assignment) in the same or similar role, they will be entitled to the same terms and conditions of employment as if they had been employed directly by the school or the Council. After the qualifying period, agency workers will be entitled to the same terms and conditions as direct recruits.

Hirer

In foundation schools, voluntary aided schools and foundation special schools the 'hirer' is the school's governing body. In community schools, voluntary controlled schools, community special schools and maintained nursery schools, the hirer is either the Council or the school depending on to whom the worker is supplied and who supervises and directs that person's work.

An agency supply teacher can move between schools where the Council is the hirer without stopping the clock on the 12 week qualifying period unless there is a substantively different role. If an agency supply teacher moves to a school where a different Council or a different governing body is the hirer, the qualifying clock resets to zero.

For academies, the hirer is the proprietor of the school or the legal body (often known as the Academy Trust) who has entered into a funding agreement with the Secretary of State in relation to the running of the academy and to whom the agency worker is supplied and who is responsible for his/ her supervision and direction. An agency worker can move between academies where the same Academy Trust is the hirer without stopping the clock on the qualifying period but if the agency supply teacher moves from an academy to a maintained school or to employment with another academy trust, the qualifying clock resets to zero.

Basic pay

It should not be necessary to pay agency supply teachers for additional leave to which direct recruits are not entitled. Agency supply teachers should receive payment for statutory annual leave as other workers.

Qualified teachers who do a cover supervisor or teaching assistant role

The relevant rate of pay is determined by the nature of the job not the qualifications of the teacher. If a supply worker is a qualified teacher and expected to carry out the role of a cover supervisor or teaching assistant, they would be paid as a cover supervisor or teaching assistant.

Qualified teachers who are hired to do a teaching role in a maintained school

If a school asks a temporary work agency to provide a teacher to carry out 'specified work' (planning, preparing and delivering lessons and courses to pupils and assessing and reporting on the development, progress and attainment of pupils) in a school and the person engaged to do the work is a qualified teacher, they should be paid as a qualified teacher. If the person is engaged to do the work as an unqualified teacher, they should be paid as an unqualified teacher.

Academies are free to set their own pay and conditions of employment.

School closures

In cases of school closures such as summer holidays, if the agency supply teacher is working before and after such a closure and is, for example 6 weeks into a qualifying period, the qualifying period would pause at the end of one term and start again at the beginning of the next so long as the agency worker returns to the same job with the same hirer.

2.11 Information to be kept during the recruitment and selection process

The school should set up a recruitment file for each vacancy to contain the following information, which should be kept for all applicants for a minimum of 12 months:

- Job Description and person specification
- Terms and conditions of appointment
- All notes made by the Recruitment Panel
- All Application Forms (including the Equal Opportunity Monitoring Forms which should be removed from the application forms before short listing)

- Appointment Letters
- Correspondence for unsuccessful applicants (successful candidate info is on personal file);
- References for unsuccessful applicants where applicable;
- Health Declaration
- Record/Notes of any reasonable adjustments made (if applicable);
- Reference request letters;
- Summary interview record forms for unsuccessful applicants;
- Short-listing matrix
- Test results and any associated paperwork (if applicable)
- Lead officer and or recruitment officer checklists

2.12 When a vacancy occurs

All vacancies (including cover for sick leave, maternity/paternity/adoption and secondment) will be made by application to a specific advertised vacancy only, i.e. not by word of mouth and must have a job description and person specification. For further information regarding the content of secondment agreements contact the HR Resourcing Team.

It is essential to decide whether any duties and responsibilities of the vacant post have changed to ensure that the job description and person specification for the vacant post reflects the most up to date essential and desirable criteria and the correct method of assessment is chosen. Information received from previous post holders via exit interviews may be considered if appropriate.

All posts are open to job share unless there is a valid business case why this is not appropriate.

2.12.1 Exceptions to the Recruitment and Selection procedure'

Except for the appointment of Head Teachers, which is covered in section 2.3, before advertising the vacancy, consideration must be given to whether the post should be filled by other means, i.e. an honoraria (for non-teaching employees) or acting allowance (for teachers undertaking leadership responsibilities), school restructuring, utilising the six-month rule (see section 2.17.3) or brokerage (see section 2.17.4).

Honoraria (for non-teaching employees) or Acting Allowance (for teachers undertaking leadership responsibilities)

Operational situations can arise when there is a need to cover a post. This may arise as a result of the absence of an individual in a crucial role, i.e. due to sickness. Honoraria or acting allowances should be viewed as a 'quick fix' arrangement and should be operated for short periods of time only while more formal arrangements (temporary or permanent) are pursued and put in place. In these situations it is acceptable to advertise 'the post' internally. Decisions regarding who is the most suitable individual for the honoraria or acting up post should be based on competency to do the job and formal academic qualifications may be waived.

School restructuring

When this results in no additional posts being created, the skills and abilities of the existing employees will be matched against the requirements of the 'new' posts. The most suitable individual for the 'new' post will be based upon competency to do the job and formal academic qualifications may be waived.

2.12.2 Candidate information pack

It is also good practice to make sure at the outset that all the other material, e.g. the application form, job description, and information or guidance for applicants that will form part of the candidate information pack is up to date and clearly sets out the extent of the relationships and contact with children and the degree of responsibility for children that the person will have in the position to be filled.

The candidate information pack should include a copy of:

- The application form and guidance notes regarding the completion of the form;
- The job description, person specification and terms and conditions of employment;
- Any relevant information about the school and the recruitment process;
- Statements of relevant policies such as the school's policy about equal opportunities, the recruitment of ex-offenders, etc.;
- The school's child protection policy statement;
- A statement of the terms and conditions relating to the post.

2.12.3 The sixth month rule

'The sixth month rule' can be applied if a vacancy occurs within a six month period of filling a similar vacancy in a school, which had been publicly advertised. One of the former appointable interviewees may be offered the post, subject to the approval of the governing body. The 'six month period' will commence from the date of the interview. Other options including Brokerage (see section 2.17.4 Brokerage) should be explored prior to referring the candidates to the sixth month rule.

2.12.4 Brokerage

During staffing reduction exercises in schools, opportunities for brokerage can be considered. The Brokerage Scheme is available to all employees who are deemed to be 'at risk'. Voluntary redundancy payments can be made available to eligible employees in schools not affected by proposed staffing reductions in order to provide a redeployment opportunity for an employee deemed to be at potential risk. Employees 'at risk' can also be 'brokered' into suitable vacancies. Schools who consider the Brokerage Scheme should be aware that there may be discrimination risks as any bumped redundancies must be objectively justified to reduce any legal challenges.

Whilst the governing body of the receiving school has the responsibility to make appointments to its school, the Council will use the powers available to it to ensure that employee's at risk of redundancy are given proper consideration. Further information about the Brokerage Scheme can be obtained from School and Governor Support Service on 03000 265 687.

2.13 Advertising

2.13.1 Where to advertise

In order to achieve fair access to opportunities, careful thought should be given as to where vacancies are advertised and the importance of plain English in wording advertisements and understandable job titles.

When a vacancy is advertised, the advertisement should include a statement about the employer's commitment to safeguarding and promoting the welfare of children, and reference to the need for the successful application to undertake an Enhanced Disclosure via the DBS, where appropriate, as well as the usual details of the post and salary, qualifications required, etc.

Many schools are now participating in the Service Level Agreement (SLA) Achievement Services – Recruitment and Retention of Teaching Employees which assists schools in the recruitment and retention of teachers and support employees. The SLA provides access to a commercial teacher recruitment website and advice on innovative and effective advertising strategies. Further information can be obtained from 03000 265 852.

Schools who participate in the SLA Scheme for the Advertising of School Posts will receive press advertising for Head Teacher and Deputy Head Teacher posts, teaching posts and support employees posts. Further information about this SLA can be obtained from 03000 265 852.

Schools who do not participate in the above SLAs will still be able to access electronic advertising of posts on the Extranet, North East Jobs website and can decide to advertise the post externally via newspapers, magazines, management journals, local shops etc.

2.13.2 Wording of adverts

The governing body or committee is responsible for the wording in the body of the advert. Care needs to be taken to ensure the wording used is not discriminatory. Please note if a vacancy is subject to an Occupational Requirement this must be stated in the job advert. Care should be taken to ensure that the wording of adverts is not discriminatory.

2.13.3 Actions for advertising

The person who provides the administration support for the vacancy or RO is responsible for preparing a recruitment file for the post and completing the Recruitment officer checklist (see section 3.2). The LO for the recruitment episode should update the LO checklist (see section 3.1).

2.14 Job description

The job description should provide a comprehensive statement of what the job involves and delivers a clear outline of the duties, responsibilities and functional framework of the job. As well as providing a factual account of the duties of the post, it also forms the basis upon which the skills, knowledge, experience, qualifications and personal attributes can be identified for the

person specification. It should be unambiguous and written in a way that the post holder can understand.

Once the job is advertised the job description and person specification must not be changed during the recruitment process as this can lead to challenges. Should the appointment process not yield a suitable candidate to be appointed, then the job description and person specification can be changed and the whole appointment process re-run.

For new posts, the job description should be prepared so that it achieves what will be required in the new job in the future rather than describing the current or last post holder's preferred duties, taking into consideration how the job can be altered to make it more flexible and therefore open to a wider section of the community.

For existing posts, information from the previous jobholder obtained through the Exit Interview process may need to be reflected in the job description and person specification.

The School and Governor Support Service (SGSS) can provide advice and draft job descriptions for Head Teachers and Deputy Head Teachers for all schools who participate in the SLA for support to governing bodies. Further details can be obtained from the school's Link Officer.

2.14.1 What to include in the job description

To ensure best practice and consistency, the school's Job Description and Person Specification template must be used (see section 3.3). The job description for the post should include the following information:

School name

Reference should be made to the name of the school.

Post title / post number (if applicable)

This is the title by which the job is officially known.

Grade

This should be the substantive grade of the post (In the case of school-based support employees you should avoid salary ranges that are too wide e.g. Grade 4 – Grade 9) or the relevant pay spine for teaching employees.

Location

School address and location.

Relevant to this post

Standard statements should be included here if applicable e.g. Disclosure and Barring Service (DBS) check, flexible working (if applicable)

Organisational relationships

State the job title(s) to whom the post holder would be accountable (if applicable).

Description of role

This part of the job description is a statement which outlines the overall purpose and objectives of the post. This should be stated in clear, unambiguous terms and care should be taken to keep it as brief as possible since it represents only the aims of the job not an in-depth description or analysis of the duties involved.

Duties and responsibilities specific to this post

This section gives a detailed description of the day-to-day activities of the post. The duties and responsibilities should be individually described in such a way as to provide a clear picture of the individual activity to be undertaken. The length and complexity of the job description will vary according to the work involved.

Common duties and responsibilities

These duties and responsibilities are applicable to all school-based employees and must be included on every job description. These are already listed and included in the job description template in section 3.4.

The language used in job descriptions should:

- Be in plain English to avoid jargon and unexplained acronyms and abbreviations;
- Be readily understood by the candidate;
- Avoid ambiguity about responsibility and be clear about the post holder's accountability;
- Be non-discriminatory;
- Make reference to the responsibility for safeguarding and promoting the welfare of children and includes an explicit statement about the school's commitment to safeguarding and promoting the welfare of children.

2.15 Person specification

This is a profile of the ideal candidate who has the right skills, experience and qualifications and forms the criteria against which candidates must be assessed. It helps to translate the duties of the post into a description of the person who should be recruited by identifying the experience, skills, qualifications and other attributes needed to do the job. These should be divided into 'essential' and 'desirable' criteria for the job. A person specification template can be found in section 3.5.

Before going to advert an existing person specification for a particular post should be reviewed and if necessary updated accordingly.

For school-based support employees, where there are common groups of occupational areas within the school such as administration assistants or cleaners, care should be taken to ensure that there is no variation in standards or levels of requirements. Great care should be taken to include only criteria which are relevant and affect job performance. Any conditions which cannot be justified and that may disproportionately affect a minority group, must not be used, e.g. insisting

on a handwritten application form, and perfect spelling may exclude a candidate who is dyslexic and would otherwise use the 'spell check' on a computer.

The person specification needs to concentrate on what is to be achieved rather than how, e.g. including 'must touch type' does not explain why touch-typing is essential and excludes a capable candidate with Repetitive Strain Injury. Replace with 'you will need to produce reports using a word processing package at regular intervals and at short notice'. In addition specifying a requirement for a driving licence where 'requirement to travel between school sites' is what is needed could be viewed as discriminatory.

The following person specification criteria should remain consistent and be realistic in order to meet the skills available in the local labour market:

- **Essential requirements**

These are the minimum criteria that a candidate would be required to have in order to undertake the duties of the post.

- **Qualifications/attainments**

Include here formal educational/technical and professional qualifications and specific and/or specialist training. There are a wide variety of educational, vocational and professional qualifications (together with their international/overseas equivalents). For some jobs a particular qualification may be essential, while for others no single qualification may be most appropriate and experience may be of just as much importance as a formal qualification.

It is recommended as good practice that LO's review each post to decide how important qualifications are for the job role, and if appropriate, would it be possible to attract the right candidate by placing more emphasis on appropriate experience and skills rather than qualifications.

Where qualifications are deemed essential these should reflect the minimum basic educational requirements necessary to carry out the job to an acceptable standard, and should always include the words 'or equivalent' in order to accommodate the range of suitable level and subject area qualifications a candidate may have attained at the same level to those requested on the person specification.

Further information about qualifications can be found in sections 2.2 Head Teacher qualifications, 2.6 Teacher qualifications and 2.7 non-teaching qualifications.

- **Experience**

This is occupational or other experience and can include voluntary or non-job related experience. This should be described in quality, level and type and **not** length as this could be open to legal challenge as stipulating the length of service could be seen as discriminatory.

- **Skills/knowledge**

It is recommended that the skills criteria on a person specification is given as much weight as qualifications and experience and should also be used as a measure of candidates ability for short listing purposes where this can be measured from the application form. Where this information is not clear from the application form, it should be further explored at the interview stage.

- **Personal qualities**

This should include the necessary criteria that the performance of the post requires. However consideration should be given to reasonable adjustments that would enable a person with a disability to fulfil the criteria. Standards of physical fitness are permissible but only when they are essential to the post.

Any special occupational requirements e.g. ability to work overtime or unsociable hours, live in specified accommodation or carry out specific physical demands, e.g. heavy lifting should also be included in this section.

Results of any job specific hazard/risk assessment should be shared with the applicant and their attention brought to any tasks or activities that may require any special abilities, e.g. ability to work at heights, lone working, deal with aggression etc. Standard statements have been included on the person specification relating to car use and working outside of normal office hours. These standard statements must be used if applicable to the post.

- **Desirable requirements**

These are not essential but would enhance job performance, and in case of a large number of applicants meeting the essential criteria they can be used to further short list candidates. If the desirable criteria are to be used in this way, it must be consistently applied to assess all candidates; however, disabled candidates must not be short listed against the desirable criteria as the Positive about Disabled People 'two ticks' Commitment for those employees who are employed directly by the Council (see section 2.41 for further details) requires any candidate who has declared a disability is guaranteed an interview if they meet the essential criteria for the post.

- **Method of assessment**

The person specification should explain how the criteria will be tested and assessed during the selection process. For example:

In addition to candidates' ability to perform the duties of the post, the interview will also explore issues relating to safeguarding and promoting the welfare of children including:

- Motivation to work with children and young people;
- Ability to form and maintain appropriate relationships and personal boundaries with children and young people;
- Emotional resilience in working with challenging behaviours;
- Attitudes to use of authority and maintaining discipline.

The person specification should explain that if the applicant is short listed any relevant issues arising from his or her reference will be taken up at interview.

2.16 Selection methodology

The process of selection is not an exact science. In order to eliminate as much subjectivity as possible, it is recommended that a range of selection methods be used.

The various methods can be used in two ways:

- As a technique for 'sifting' a large number of applicants on the basis of job relevant skills e.g. the use of clerical aptitude tests in the recruitment of clerical officers;
- As a technique for the individual assessment of applicants used in conjunction with a traditional interview or part of an 'assessment centre' style approach (where a range of assessments can be used to provide a more detailed picture of candidates skills and abilities).

A brief overview of appropriate assessment tools are detailed below:

Group exercises

Group exercises usually involve a group of candidates trying to solve a real or imaginary problem. They may be used to assess a candidate's ability to get on with and influence people, leadership qualities and to produce ideas in a real life situation.

Group discussions

This usually involves a group of candidates being assigned a topic to discuss and agree a solution/common position.

In-tray exercises

These are usually individually based and involve candidates simulating part of the post.

Presentations

This enables the candidate to demonstrate their presentation skills and also allows the panel to assess a candidate's knowledge in a particular area.

Written report

A candidate would be asked to submit a written report (of so many words) on a particular subject.

Work sample/observed practice

This allows a candidate to demonstrate their knowledge/skills within a particular area and may involve teaching a lesson or part of a lesson to a small group of pupils.

Testing disabled candidates

When using tests consideration must be given to reasonable adjustments for candidates with disabilities, for example the format of the material, equipment to be used and location, additional time to complete the test. If a test is being used as a method of de-selection, i.e. to reduce the

number of candidates to be seen at the interview stage, then disabled candidates who are applying for posts where the Council is the direct employer should be put through directly to the interview stage and **not** made to take the test.

If the test is to be used as part of the interview process i.e. a work sample test to assess candidates' ability to carry out the role, then disabled candidates can be tested. The school should check whether the candidate has already identified any reasonable adjustments required (e.g. on application form) however, it is recommended that the candidate is contacted (using their preferred method) to explain the interview format including the test and check whether any further adjustment is required. This information will be communicated to the Lead Officer well in advance of the scheduled date for testing, in order that reasonable adjustments/alternative material can be made available where required. Where there is any doubt around the availability or effectiveness of a reasonable adjustment then the school must seek advice in advance to ensure disabled candidates are not discriminated against.

The HR Resourcing Team have a range of test materials to assist the recruitment process and should be contacted for advice should the lead officer choose to explore using any of the above mentioned selection methods.

2.17 Action plan for appointment process

An Action Plan for appointment should be developed by those with delegated powers for appointments such as the Head Teacher, individual governors or a committee and a selection panel should be established.

Interview panel

Except for the appointment of Head Teachers (section 2.2), Deputy Head Teachers (section 2.3) and Acting Head Teachers and Deputy Head Teachers (section 2.4), the formation of the interview panel is a minimum of two people and:

- Wherever possible the panel should consist of male and female officers, one of whom ideally should be from outside the specialism/team and/or panel members may be utilised because of their previous experience or expertise.
- To ensure consistency with the appointment process the panel members appointed should be the same throughout the recruitment exercise. In some cases, for example in the appointment of Head Teachers and Deputy Head Teachers, where there may be one panel established to short list and one panel to appoint, the members in each panel should not change. However, if a panel member is no longer able to participate in the recruitment process due to exceptional circumstances or conflict of interests, a suitable replacement should be made as soon as possible or the member should be asked to withdraw and a record of such changes recorded in the recruitment file. An example of a conflict of interests would be if one of the candidates is a relative;
- Panel members should be appropriately trained in recruitment and selection, must have undertaken safer recruitment training or LSCB Safe Workforce Training or have been fully briefed by the individual who has attended the training listed;

The lead officer who has the delegated powers for appointment should discuss, agree and if appropriate, prepare the following together with the governing body:

- Wording for the body of the advert in order to 'sell' the job and taking into account equality and diversity issues.
- Any additional information to be sent to candidates;
- Where and how to advertise the vacancy, taking costs into account and diversity issues;
- Closing date for advert;
- Who are the contacts for more information about the post;
- Contact for application details while advertised;
- Contact for return of completed application forms;
- Confirm the interview panel members;
- Selection methodology;
- Dates for short listing;
- Dates, times and venue for interviews;
- Support required for the interview process;
- Interview questions.

2.18 Application stage

To increase the anonymity of candidates and for ease of short listing, all applications must be made using the Council's standard application form, which is available on the Extranet. The following information needs to be forwarded to candidates as soon as is practically possible and:

- Standard Application Form;
- Guidance Notes (see sections 3.7 and 3.8);
- Job description ;
- Person specification;
- Any further particulars e.g. conditions of appointment and information about the school;
- DBS (Disclosure and Barring Service) information (if applicable);
- DCCR (Disqualification for Caring for Children Regulations) disclosure (see section 3.6 for further details).

These will need to be available in alternative formats upon request.

2.19 After the closing date

If a candidate is unable to complete the application form before the closing date of the appointment, it is at the governing body's discretion to accept late applications. Incomplete applications should not be accepted.

The person who is administering the vacancy (RO) should number all the application forms received and remove the front sheets. The front sheets and the Equal Opportunities Monitoring Form should all be kept separate from the information given to the Interview Panel or Committee.

Any additional sheets supplied by the candidate should be 'depersonalised'. In the appointment of Head Teachers and Deputy Head Teachers, SGSS will remove the front sheets and depersonalise any additional information.

The application forms, the Job Description and the Person Specification together with the short listing matrix should be given to the person with delegated powers for appointments or LO and sent to each of the governors on the short listing panel, which may be the committee.

If a candidate has indicated that they meet the definition of disability, as described by the Equality Act 2010, then the application form should be marked with a 'D'. Disabled candidates are guaranteed an interview if they meet the essential qualification, experience and skills criteria of the person specification.

Applicants who have declared themselves as a Looked after Young Person will also be guaranteed an interview if they meet the essential criteria.

The administrator or RO should update the vacancy file to include the following:

- Job advert (if applicable)
- Short listing matrix
- Job description
- Person specification

The administrator or RO should update the recruitment officer checklist (section 3.3) and the LO to should update the lead officer checklist (see section 3.2).

2.20 Short listing

Actions

It is the responsibility of the person with delegated powers of appointment or LO, in consultation with at least one other person, to identify suitable candidates to go through to the next stage of the selection process. Short listing is a matching process that measures the information provided by candidates in their application forms, against the qualifications, experience and skills criteria of the person specification.

If it is identified from the application form that a candidate is related to anyone involved in the short listing process, this must be declared to the LO who **must** substitute that individual and a record kept in the recruitment file.

Those candidates who meet the essential qualifications, experience and skills via the application form will be eligible to go through to the next stage of the selection process. However, if the Lead Officer decides due to the high number of applications received, that all or a reduced number of the desirable criteria will be used as a method of de-selection, the same desirable criteria must be applied to all candidates. Alternatively testing may be used to as a method of de-selection.

All applications should be scrutinised to ensure that they are fully and properly completed, that the information provided is consistent, does not contain any discrepancies and to identify any gaps in employment. Any anomalies or discrepancies or gaps in employment identified by scrutiny should be noted, so that they can be taken up as part of the consideration of whether to short list the applicant or, if the applicant is short listed, clarified at interview. As well as reasons for obvious gaps in employment, the reasons for a history of repeated changes of employment without any clear career or salary progression, or a mid-career move from a permanent post to agency work, supply teaching or temporary work, also needs to be explored and verified.

Any candidate who has declared that they are disabled and who meets the essential qualification, experience and skills criteria, is guaranteed an interview under our 'Two Ticks Positive about Disabled People' commitment. They should not be tested before the interview stage as part of any long-listing or de-selection process. However, where testing is being used as part of the selection process, disabled candidates must be contacted to determine what assistance and reasonable adjustments they will require.

Any candidate who has declared they are a Looked after Young Person and who meets the essential qualification, experience and skills criteria, is guaranteed an interview.

When a vacancy occurs it will have been determined on the person specification under method of assessment that testing of the candidates is going to be used either before or during the interview stage. Testing may consist of a group exercise or an in-tray or a presentation in addition to the interview.

The lead officer should ensure that a number of appropriate interview questions are devised to measure specific criteria on the person specification decided by the panel (in conjunction with the other panel members).

There are significant restrictions on the type of questions and information relating to a person's health or disability which can be asked or considered during the recruitment and selection process. In most cases questions cannot and should not be asked until the person has been offered a job individually or as part of a pool of candidates, this includes conditional offers of employment. This means that recruitment panels cannot routinely ask for or consider information on sickness absence as part of their decision making. This requirement is intended to make recruitment fairer by ensuring candidates are considered on their ability to do the job.

Questions are allowed to be asked about health or disability in order to:

- find out about any reasonable adjustments required during the process;
- ensure the health and safety of candidates during the process, for example, to check whether a pregnant candidate can safely take part in a physical test;
- monitor the diversity of applicants and candidates;
- ensure that disabled applicants are guaranteed an interview if they meet the essential criteria;
- identify applicants who meet an occupational requirement, for example, if a deaf support worker is required.

It is lawful to ask questions relating to a person's ability to carry out a function that is intrinsic or fundamental to the job, however this should include the availability of reasonable adjustments. Since reasonable adjustments are intended to enable a disabled person to perform the fundamental aspects of a job there are few situations where this question needs to be asked in order to select the best candidate. Advice should be sought in advance if health or disability questions are being considered so that lead officers act lawfully.

The recruitment and selection process has been changed to remove sickness absence information from the application form. Sickness absence information is still requested in references but should be removed by the administrator or recruitment officer from any references made available to recruitment panels as part of the interview process. The successful candidate will be given a conditional offer of employment subject to medical, sickness absence information and other relevant pre-employment checks. Any reasonable adjustments required on a day to day basis should be identified at this stage and reviewed regularly to make sure they are effective and appropriate.

For posts dealing with children or vulnerable adults every effort should be made to obtain all necessary references from any or previous employers prior to interview. The lead officer will assess the appropriateness of the selected candidates named referees. Additional references will be required for candidates who have named panel members as referees.

Where the references are received prior to interview it is essential that the administrator or recruitment officer removes the tear off portion which details the sickness absence information to prevent the lead officer and panel members inadvertently considering previous sickness absence at the short-listing stage. The Equality Act has stipulated that the pre-employment health questions must not be asked until the candidate has been identified for a position. This will ensure that the panel make the selection decision based strictly on the application form, the job description, the person specification (and testing if applicable) and are not influenced by other factors, such as potentially subjective judgements about a candidate by referees.

If a short listed applicant claims to have some specific qualification or previous experience that is particularly relevant to the post for which s/he is applying that will not be verified by a reference, it is good practice to verify the facts before interview so that any discrepancy can be explored at interview.

The person who has delegated powers for appointment or LO will need to complete the short listing matrix (section 3.9) in respect of each candidate and to indicate if the candidate is suitable to go through to the next stage of the selection process.

2.21 Prior to Interview

Except for Head Teacher and Deputy Head Teacher posts, the short listed candidates should be invited to the next stage of the process (see section 3.12 for template interview invite letter). The school should request that candidates bring evidence of 'Right to Work in the UK' (see section 2.34 for further details) and qualification certificates or any documents confirming any educational and professional qualifications that are necessary or relevant for the post to the interview. If the

candidate cannot produce original documents or certified copies, it is their responsibility to obtain written confirmation of this from the awarding body.

Necessary arrangements should be made by the school for disabled candidates and/or governors prior to the interview stage. Any adjustments should be made in agreement with the disabled candidate/governors to identify an individual solution. Sufficient time and flexibility should be allowed to make any additional arrangements e.g. British Sign Language (BSL) interpreters need to be booked in advance to ensure availability on the day of the interview.

Necessary arrangements should be made to obtain and set up any equipment required for presentations, in-tray exercises etc.

2.22 Interview

The aim of this stage of the process is to afford the opportunity for two-way communications to occur. The interviewing panel needs to be able to obtain as much information as possible with regard to the candidate's ability to fulfil the criteria for the post. The interviewee needs to feel that they were afforded the opportunity to give of their best and also to make a determination as to whether the post is appropriate for them.

The interview should assess the merits of each candidate against the job requirements and explore their suitability to work with children. The selection process for people who will work with children should always include a face to face interview even if there is only one candidate.

Prior to seeing candidates

- The lead officer should make panel members aware of any reasonable adjustments for disabled candidates in relation to the way the interview is carried out, as necessary;
- Any relationships between candidates and the Head Teacher/ governors/ lead officer or panel members of the school should be declared to the panel by the lead officer before the interview;
- The lead officer should brief the panel of the findings of any preliminary selection activities, and agree the order of questioning and the roles of the panel members;
- Reach a consensus about the required standard for the job to which they are appointing;
- Consider the issues to be explored with each candidate and who on the panel will ask about each of those;
- The panel should agree their assessment criteria in accordance with the person specification;
- When one interview is identified for multiple posts the questions should allow a fair and equal opportunity for all candidates involved;
- When one interview is identified for multiple posts and further interviews are held on other days the lead officer must ensure that interview questions are kept consistent and the question order is not changed and further questions are not added.

Arrangements for the interviews

- The lead officer should make arrangements with the venue so that the arrival of the candidates will be expected.
- The lead officer should ensure someone is available to greet candidates and take them to the appropriate room. Interview travel expenses may be payable upon request from candidates.
- The person responsible for administration of the vacancy or RO should ensure that if candidates submit application forms electronically sign the declaration on the application form when they attend for interview.

Interview Questions

The interview panel must agree in advance a list of core questions for each candidate that they will not deviate from. The panel should also agree a set of questions they will ask all the candidates relating to the requirements of the post and the issues they will explore with each candidate based on the information provided in the candidate's application and references (if available). A candidate's response to a question about any issue or concern will determine whether and how that is followed up. Where possible it is best to avoid hypothetical questions because they allow theoretical answers. It is better to ask competence based questions that ask a candidate to relate how s/he has responded to, or dealt with, an actual situation, or questions that test a candidate's ability and understanding.

Questions should be asked around the criteria in the job description and person specification. A copy of the questions may be given to candidates at the start of the interview as an aide memoire; if this approach is followed then it must be consistently applied to all candidates.

Where one interview is identified for multiple posts and further interviews are held on other days the lead officer must ensure that that interview questions are kept consistent, the question order is not changed and further questions are not added.

In addition to assessing and evaluating the applicant's suitability for the particular post, the interview panel should ask questions which explore:

- The candidate's attitude and motivation to work with children and young people;
- Their attitude towards safeguarding and promoting the welfare of children;
- Gaps in candidate's employment history (if applicable);
- The candidate's response to any other concerns or discrepancies arising from the information provided by the candidate and/or a referee (if applicable).
- If, for whatever reason, references are not obtained before the interview, the candidate should be asked at interview if there is anything s/he wishes to declare or discuss in light of the questions that have been (or will be) put to his or her referees.

After each candidate has been asked the core questions, time needs to be allowed in order to give the candidate the opportunity to ask questions and/or add any points they wish to make. Each panel member should take appropriate notes so that objective decisions can be made. A numbered scoring system must not be used.

Health related interview questions

There are significant restrictions on the type of questions and information relating to a person's health or disability which can be asked or considered during the recruitment and selection process. In most cases questions can not and should not be asked until the person has been offered a job individually or as part of a pool of candidates, this includes conditional offers of employment. This means that recruitment panels cannot ask for or consider information on sickness absence as part of their decision making. This requirement is intended to make recruitment fairer by ensuring candidates are considered on their ability to do the job. (see section 2.26 for further details relating to pre-employment health questionnaires)

Questions about health or disability can be asked in order to:

- Find out about any reasonable adjustments required during the process;
- Ensure the health and safety of candidates during the process, for example, to check whether a pregnant candidate can safely take part in a test;
- Monitor the diversity of applicants and candidates;
- Ensure that disabled applicants are guaranteed an interview if they meet the essential criteria (for posts where the Council is the direct employer);
- Identify applicants who meet an occupational requirement, for example, if a deaf support worker is required.

It is lawful to ask questions relating to a person's ability to carry out a function that is intrinsic or fundamental to the job, however this should include the availability of reasonable adjustments.

Since reasonable adjustments are intended to enable a disabled person to perform the fundamental aspects of a job there are few situations where this question needs to be asked in order to select the best candidate. Advice must be sought in advance if it is thought that health or disability questions may be relevant to ensure that the school is acting lawfully.

If the interview panel are asking about health and whether the candidate has any reasonable adjustments that need to be made, it is advised that the same question will need to be asked to all candidates so that those with a disability are not singled out.

Interview format

The interview format will differ depending on the type of appointment. For schools who participate in the SLA Support for governing bodies they can obtain further information regarding the interview format for Head Teacher and Deputy Head Teacher posts from the school's Link Officer.

The lead officer should introduce members of the panel to each candidate, explain the objectives of the interview, outline the agenda, and explain that the interview panel will be taking notes, the timescale and when and how the candidate will be informed of the outcome.

At the end of the interview, all candidates should be told when to expect a decision by, in order to allow the panel a suitable amount of time to consider their selection.

Following the interview, each panel member should be asked for their views as to how each candidate met the person specification and the lead officer should lead the discussion to reach a panel view as to the most appointable candidate. In the event of a 'tie-break', the chair of the

governors will have the casting vote. For some posts it may be desirable to seek the views of students. Involving young people in the recruitment and selection process is recognised as good practice and the governing body may give due consideration of these views as part of the overall assessment of candidates.

The Recruitment Officer Checklist and the Lead Officer Checklist should be updated and maintained for record purposes. See forms 3.2 and 3.3 respectively in the toolkit.

2.22.1 Interview venues

When deciding where interviews will be held the following points need to be considered:

- Where practical, interviews should be conducted at the school work place where the vacancy is held, as this will allow the candidates to view the workplace;
- Try to ensure there is a seated waiting area close to the room where the interview is taking place;
- The room used for interviews should ideally be sound proof and the furnishings appropriate;
- When interviewing, where possible the chairs should be arranged so that the interviewing panel does not appear to be dominating the candidate and to avoid artificial/sun light shining into the eyes of the candidate. Water should ideally be available for the candidate;
- There should be complete freedom from telephone calls and other interruptions whilst selection is in progress;
- Ensure the room where the interview and /or test are taking place and the route to and from it, is easily accessible to candidates with a disability. Check in advance that any equipment or other reasonable adjustments have been made (where required);
- Ensure that any equipment for testing such as presentations is already set up.

2.23 Post appointment procedure

The lead officer should inform the successful candidate that a conditional offer has been made and confirm the conditional offer of employment in writing subject to clearances (see section 3.15 for template letter). It must be made clear to the successful candidate that this is a conditional offer of appointment and subject to continued funding of the post (where applicable), Disclosure and Barring Service (DBS) Information, references, qualifications and pre-employment health assessment.

The unsuccessful candidates should be contacted either by phone or by written correspondence, with the offer of feedback as soon as practicable. Feedback, if required, should be constructive and focus on the degree to which the candidate met or failed to meet the person specification criteria. As the aim of the recruitment process is to obtain the best person for the job, reasons may include why the skill mix of the successful candidate was deemed to be the most suitable. An

accurate and written record of any feedback provided to unsuccessful candidates should be maintained for record purposes.

Any candidate wishing to make a complaint should contact the lead officer within 5 working days of the end of the time candidates were told that if they hadn't heard from the school they had to assume they had been unsuccessful, or within 5 working days of being told they had been unsuccessful, or alternatively within 5 working days of receiving feedback (see section 2.36 for further details).

Formal offer of appointment

A formal offer of appointment to the successful candidate should only be made when:

- Previous employment history has been checked;
- Any information disclosed on the application form has been checked;
- At least two satisfactory references have been received;
- The candidate's identity has been verified (if that could not be verified straight after the interview);
- A Disclosure and Barring Service (DBS) check and, where appropriate, Home Office checks have been received.

When recruiting candidates from outside of the UK, applicants who have not had permanent residence in the UK should still be subject to an enhanced DBS check following normal guidelines.

If an individual has been living abroad within the past 5 years a Certificate of good conduct must be obtained at the applicant's own cost and criminal checks must be sought. The DBS website has a list of registered countries and for those who are not registered the individual must contact the relevant embassy to obtain the appropriate information. In situations of the very few countries that do not retain records, additional references must be sought. In respect of individuals and partners of employees who are in the armed forces based abroad a SSAFA check is required;

- A DCCR disclosure has been received and found to be satisfactory (see below and section 3.6)
- Qualifications have been verified (if not verified after the interview);
- Professional status where required, e.g. Teaching Agency registration has been verified;

and

- Proof of 'Right to Work in the UK' has been verified.

Sickness Absence Information

In the event that the successful applicant returns an unsatisfactory Sick Absence Information document, the person with delegated powers of appointment or lead officer must carefully consider whether the candidate is now unsuitable for the post and if so the reasons why they are unsuitable. It is essential that once this Sick Absence information has been revealed all reasonable adjustments are made to accommodate any disability to avoid discriminating against an individual. As an employer we must be able to justify why the candidate is no longer suitable for the post to avoid any challenges. Schools must therefore not use this information as a reason to discriminate against candidates who are covered by the Equality Act.

If there is any doubt, the matter should be referred to the Human Resources Advice and Guidance Team on 03000 265 367 or by email: hradviceandguidanceteam@durham.gov.uk

2.24 Pre-Employment Health Statement (PEHS)

In all instances, the conditional offer of appointment will be subject to a satisfactory pre-employment health assessment. A Pre-Employment Health Statement (PEHS) form should be sent to the successful candidate following a conditional job offer. The PEHS should ONLY be sent once a job offer has been made and the form can be found in the Occupational Health section on the Extranet.

Section 1 of the form should be fully completed prior to issue by the school for the post giving details of the job analysis as identified by the risk assessment.

The PEHS form should then be sent to the successful candidate together with an envelope addressed for confidential return directly to the HR Resourcing Team and not to the school.

Once completed by the candidate, the PEHS form MUST NOT be handled, photocopied or retained in the school as this contravenes the Data Protection Act (1998) and the Equality Act (2010).

Following an initial assessment by the HR Resourcing Team it may be appropriate to refer the candidate to the Occupational Health Service for assessment who will provide a statement of fitness including any appropriate advice on adjustments to the school as identified on the form. The school must consider any adjustments required and seek advice if there are any concerns as to their feasibility. Advice from Occupational Health and HR should be sought in these circumstances.

Disqualification from caring for children Regulations (DCCR)

The Disqualification for Caring for Children Regulations was effective from 1 April 2002. The Regulations originate from the Children Act 1989 and Care Standards Act 2000. The Regulations stipulate that an individual who has been disqualified from caring for children for the following reasons cannot work with children either in an employed capacity or voluntary basis:

- A person who has been disqualified from being a private foster carer
- A parent of a child to whom a Care Order has been made at any time
- A Care Order has been made at any time with respect to a child so as to remove that child from his/her care or prevent the child living with him/her

- A supervision requirement has been imposed at any time with respect to a child so as to remove that child from his/her care
- A person's rights and powers with respect to a child have at any time been vested (transferred to a local authority)
- Has been convicted of an offence against a child
- A person who has (i) been refused registration of a children's home, and/or (ii) registration of a children's home has been cancelled and/or (iii) a person has been concerned in the management of or had any financial interest in a children's home in respect of which the registration of any person has been cancelled
- A person who has at any time been refused registration in relation to a voluntary home or a children's home
- A person in respect of whom (i) a prohibition has been imposed at any time, and/or (ii) a notice in writing has been given by a Health and Social Services Board (NCSC/SSI)
- A person who has at any time been refused registration in respect of the provision of nurseries or day care or for child minding or had any such registration cancelled.

The [DCCR declaration form](#) must be returned with the completed application form.

Personnel file for successful candidate

The Lead Officer should discuss with successful candidate start date and any reasonable adjustments required, plus any necessary liaison with a third party support service (e.g. Access to Work) if required.

The school should create a personnel file for the successful applicant to include:

- Acceptance letter;
- A copy of the Application Form (the original should be sent to the Council HR Resourcing Team)
- Conditional offer of employment;
- Copy of signed statement of particulars;
- Copies of qualification certificates;
- Copy of evidence used to verify the identity of the successful applicant;
- Evidence of 'Right to Work in the UK';
- All notes made at the interview;
- Job description;
- Offer of employment;
- Pre-employment Health Statement/Occupational health clearance if required;
- Person specification;
- References;
- Test results (if applicable).
- DCCR declaration form

The Equal opportunities monitoring form should stay in the recruitment file.

2.25 Travelling Expenses

Many schools participate in the Scheme for the Advertising of School Posts and Employee relocation costs which provide both interview and subsistence expenses for interviewees as well as removal and relocation expenses. Further information relating to the scheme can be obtained from the Service Manager on 03000 265 852.

Schools that have not opted to participate in the scheme will need to determine their own policy regarding expenses and these will be funded from within their own budgets.

2.26 Pre-employment checks

All checks should be:

- Confirmed in writing;
- Documented and retained on the personnel file (subject to relevant advice contained in the DBS Code of Practice and the organisation's own data protection arrangements);
- Followed up where they are unsatisfactory or there are discrepancies in the information provided;
- The facts must be reported by the Lead Officer and the offer of appointment not made or withdrawn where:
 - The candidate is found to be barred from working with children by the ISA or the DBS disclosure raises concerns;
 - An applicant has provided false information in, or in support of, his or her application.

The school should seek advice and follow relevant DBS guidance if a disclosure reveals information that a candidate has not disclosed in course of the selection process.

The facts must be reported to the police and/or the DBS where there are serious concerns about an applicant's suitability to work with children.

2.27 Disclosure and Barring Service (DBS)

Please refer to the DBS Policy available on the Extranet for further information.

2.27.1 DBS checks on overseas candidates

DBS disclosures must be completed on all prospective employees. In addition, criminal records information should be sought from countries where individuals have worked or lived. No newly appointed employee should be permitted to work with children without documented evidence of a clear check or a documented risk assessment approved by an authorised manager while the outcome from a check is being awaited.

Failure to receive an outcome from a check must be rigorously pursued and the employee's position reviewed at weekly intervals. Because there is no consistent approach to sharing criminal records throughout all countries; the potential employer must satisfy themselves that all relevant checks have been rigorously pursued and that verification of employability within the UK has been sought from the Home Office or the UK Borders Agency.

As good practice the school will conduct a three yearly rolling programme to assess the continued employment of an individual whose role requires them to be subject to necessary DBS checks. This three year rolling period will commence prior to the initial offer of the position and then appropriate checks be carried out aimed at a three yearly period whilst the individual remains employed in their position.

2.27.2 Volunteers

Although it is recognised that parents and other volunteers help regularly in the school, not all will require a DBS check depending on the frequency of their volunteering activity and the contact they have with children. The Safeguarding Children and Safer Recruitment documents does not recommend checks for existing volunteers continuing with their old duties, unless they have cause for concern.

For new volunteers, or those changing duties to ones that will bring them into increased contact with children, Head Teachers should consider obtaining enhanced DBS Disclosures where the volunteering is regular and involves contact with children. Regular contact is defined as three or more times in a 30 day period, or once a month or more, or overnight. In coming to a decision, schools will need to make a risk assessment and use their professional judgement in deciding whether a DBS Disclosure is necessary.

The following points should be considered:

- The duration, frequency and nature of contact with children;
- What the school knows about the volunteer, including formal or informal information offered by employees, parents and other volunteers;
- Whether the volunteer is well known to others in the school or community who are likely to be aware of behaviour that could give cause for concern;
- Whether the volunteer has other employment, or undertakes voluntary activities where referees would advise on suitability;
- Any other relevant information about the volunteer or the work they are likely to do.

Under no circumstances must a volunteer who has not obtained a DBS Disclosure, because perhaps he or she does not require a Disclosure due to infrequent contact with children, be left unsupervised with children.

2.28 Policy statement on the recruitment of ex-offenders

As an organisation using the Disclosure and Barring Service to assess candidate's suitability for positions of trust, the school complies fully with the DBS Code of Practice and undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.

The school is committed to the fair treatment of its employees, potential employees or users of its services, regardless of offending background.

The school actively promotes equality of opportunity for all with the right mix of talent, skills and potential and welcomes applications from a wide range of candidates, including those with criminal records. The school will select all candidates for interview based on their skills, qualifications and experience.

A disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a disclosure is required, job adverts and job descriptions will contain a statement that a disclosure will be requested in the event of the individual being offered the position.

Where a disclosure is to form part of the recruitment process, the school strongly encourages all applicants called for interview to provide details of their criminal record at an early stage in the application process. The school requests that this information is sent under separate, confidential cover, to the lead officer who has delegated powers for the appointment. The school guarantees that this information will only be seen by those who need to see it as part of the recruitment process.

Unless the nature of the position allows the school to ask questions about an applicant's entire criminal record, questions will only be asked about 'unspent' convictions as defined in the Rehabilitation of Offenders Act (1974).

At interview, or in a separate discussion, the school will ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

The school should undertake to discuss any matter revealed in a disclosure with the person seeking the position before withdrawing a conditional offer of employment.

Having a criminal record will not necessarily bar you from working with the school as this will depend on the nature of the position and the circumstances and background.

2.29 Equality Act (2010)

The Equality Act (2010) has replaced and extended previous equality legislation. The key aspects of this Act in relation to recruitment and selection are:

- Introduction of 9 'protected characteristics';
- Prohibition of pre-employment health questions;
- Updating of discrimination law;
- Updating of occupational requirements;
- Duty to make reasonable adjustments.

The school aims to meet the requirements of the Equality Act (2010) through the protected characteristics and to treat people fairly regardless of protected characteristic. Every employee has a responsibility to treat other people in a fair, respectful and lawful way.

2.29.1 Protected characteristics

The Equality Act (2010) has introduced the following list of 9 'protected characteristics':

- Age;
- Disability;
- Gender reassignment;
- Marriage and civil partnership;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex;
- Sexual orientation.

Anyone involved in recruitment and selection should make sure that:

- They understand that equality law applies;
- They follow relevant policies and procedures;
- All of the documentation, information or activity is lawful;
- Reasonable adjustments and other requirements relating to disabled applicants are considered and applied where feasible;
- Discrimination and unfair treatment is challenged and reported where appropriate;
- Advice is sought where there is any doubt or concern.

2.29.2 Discrimination

Unlawful discrimination can take a number of different forms and it is important that anyone involved in the recruitment process is aware of the protected characteristics and avoid the following types of discrimination:

Direct discrimination

Direct discrimination occurs when someone is treated less favourably or worse than someone else because of a protected characteristic. Examples include:

- Refusing to employ a pregnant woman;
- Refusing to offer a job to a person with the required skills because they belong to a particular ethnic group;
- Refusing to offer a job to a person with the required skills/experience because they have a disabled partner or child;
- Not consider a wheelchair user for a position which requires regular travel;
- Where an employer sets specific age requirements in a job.

Indirect discrimination

Indirect discrimination occurs when a condition, rule, decision, policy or practice is applied to everyone but particularly disadvantages people who share a protected characteristic.

Examples of indirect discrimination include:

Refusing to allow a person to work part-time or job share for family reasons

A person specification includes the requirement for five years post qualification experience, which is likely to disadvantage younger applicants

A policy not to advertise vacancies in certain parts of a town or city where a high percentage of ethnic minority community live;

Discrimination by association

Discrimination by association occurs when someone is treated less favourably or worse because they are associated with a person who has a protected characteristic. For example: a candidate is refused a job because they have a disabled partner or child.

Discrimination due to perception

Discrimination due to perception occurs when someone is treated less favourably or worse because they are thought to have a protected characteristic. This applies whether or not they have that characteristic. For example: a candidate is refused a job because the interviewer thinks the candidate is gay.

Discrimination arising from disability

Discrimination arising from disability occurs when a disabled person is treated less favourably or worse because of something connected to their disability. This applies if you know or could reasonably have been expected to know that the person is disabled. For example: a visually impaired candidate who uses an assistance dog is told they are unsuitable for a job because dogs are not allowed in the office.

2.29.3 Harassment

Harassment is unwanted conduct relating to a protected characteristic which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment. Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will be able to complain of behaviour that they find offensive even if it is not directed at them and the complainant need not possess the

relevant characteristic themselves. For example: an interviewer makes a joke about a colleague's religion when introducing the recruitment panel.

2.29.4 Victimisation

Victimisation happens when someone is treated less favourably or worse because they have complained about discrimination, helped someone else to complain or done anything to uphold equality law rights. For example: an applicant is not short listed because they have previously raised a grievance about unfair treatment, brought a discrimination claim, acted as a witness in someone else's claim or raised issues relating to potential discrimination.

An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2.29.5 Occupational requirements

If the school can show that a particular protected characteristic is central to a particular job it can be included as an occupational requirement in a person specification and used to select candidates. Occupational requirements often apply to situations where intimate personal care is provided or on grounds of decency. However, schools must be able to justify the characteristic is essential otherwise the requirement may be challenged as unlawful discrimination.

2.29.6 Duty to make reasonable adjustments

A person is disabled if he/she has a physical or mental impairment which has a substantial and long-term (has lasted or is likely to last 12 months or more) adverse effect on his/her ability to carry out normal day to day activities. This definition is intentionally broad and includes learning disabilities, mental health problems, sensory impairments, diabetes, HIV, cancer and multiple sclerosis.

The Equality Act (2010) includes a duty to make reasonable adjustments for disabled people, which aims to provide disabled people the same access to employment as a non-disabled person, as far as is reasonable. What is 'reasonable' is different in each case and depends on a number of things including health and safety, effectiveness of the adjustment, practicality, available resources and cost. Assessment of cost takes into account the availability of funding, for example Access to Work funding may be available to cover costs of hiring a deaf support worker if required. The onus is on the employer to make reasonable adjustments, if needed, to ensure less favourable treatment does not occur.

Reasonable adjustments can include:

- The way employment is structured;
- Removing physical barriers and providing specialist support such as grab rails and portable ramps;
- Providing and accepting documents such as application forms and references in other formats;
- Allowing people extra time to complete application forms or to take tests at interview;
- Providing a support worker or other aid at interviews and tests;
- Providing communication support;

- Ensuring the interview venue is accessible.

This list is not exhaustive and an applicant can include requests for adjustments on their application form or tell the school at any stage during the process. If an adjustment is requested on the application form, the applicant may need to be contacted using their preferred method, to check the understanding of the adjustment needed or to explain the interview and/or test format to see if any further adjustment is required. The school should not ask questions about the nature of the disability but just to ask about the adjustment required. If an applicant makes a request on the day of the interview, the school must make every effort to make adjustments as far as reasonably possible.

Arrangements for reasonable adjustments must be made early in the process to ensure that every effort is made to meet the candidate's requirements, for example a British Sign Language interpreter may need to be booked weeks in advance or a new room may be needed if the route to it is inaccessible.

All correspondence/communication regarding reasonable adjustments must be kept.

The school should seek advice as soon as possible if you have any questions about appropriate adjustments or what is reasonable or support and legal issue.

2.30 References

References should be requested and obtained on the school pro-forma to ensure compliance with safer recruitment procedures (see sections 2.30, 3.10 and 3.11). Referees should be given a date by which it should be returned. Copies of the job description and person specification should be sent, asking for comments as to the candidate's suitability for undertaking the post.

Employees who apply for promotion or are seeking another job in the Council must not approach any county councillor for a reference.

The Safeguarding Children and Safer Recruitment in Education document states normally two referees should be sufficient. Where an applicant who is not currently working with children but has done so in the past, it is important that a reference is also obtained from the employer by whom the person was most recently employed in work with children.

One referee should be the applicant's current or most recent employer.

References should be sought directly from the referee and open-ended references (or 'to whom it may concern' references) should not be accepted. References will not be accepted from relatives or from people writing solely in the capacity of friends. Additional references should be obtained from candidates who have included a reference from governors and applicants for Head Teacher posts should obtain a reference from the LA.

References should be written and telephone references should **NOT** be considered.

References should be sought for all short listed candidates, including internal ones prior to interview. If, for whatever reason, references are not obtained before the interview, either because of delay on the part of the referee or because a candidate strongly objects to their current employer being approached at that stage, the candidate should be asked at interview if there is

anything s/he wishes to declare or discuss in light of the questions that have been (or will be) put to his or her referees.

In any case where a reference has not been obtained on the preferred candidate before interview, the school should ensure that when it is received, it is scrutinised and any concerns are resolved satisfactorily before the person's appointment is confirmed.

On receipt, references should be checked to ensure that all specific questions have been answered satisfactorily. If all questions have not been answered or the reference is vague or unspecific, the referee should be contacted and asked to provide written answers or further information. The information given should also be compared with the application form to ensure that the information provided about the candidate and his or her previous employment by the referee is consistent with the information provided by the applicant on the form. Any discrepancy in the information should be taken up with the applicant.

References should be followed up verbally and verified. The school may choose to approach previous employers for information to verify particular experience or qualifications, before interview.

Sickness absence information is still requested in references but will be removed from any references made available to those involved in the interview process. When references are received prior to interview it is essential that whoever is administering the vacancy removes the sickness absence information to prevent the lead officer and governors inadvertently considering previous sickness absence at the short listing stage. This will ensure that the panel make the selection decision based strictly on the application form, the job description, the person specification (and testing if applicable) and are not influenced by sickness information which contravenes the Equality Act (2010).

References may be requested and received in alternative formats if a candidate's referee has a disability. In such circumstances the school should contact the named referee to discuss any adjustments needed to receive the reference, such as if a reference is to be received on tape from a visually impaired referee and transcribed.

2.30.1 Content of references

All references must be:

- Fair;
- Factual and not subjective;
- Employees should be aware of any issues that may be specified in the reference, especially negative ones;
- Opinions or derogatory remarks should be avoided.

References should be accurate and not contain any material misstatement or omission. They should provide relevant factual content that could be discussed with the individual. The information provided should not mislead or misinform the recipient.

References should include details of any disciplinary procedure the applicant has been subject to and any disciplinary sanctions which are current or spent. Information should be provided if the applicant has been referred to the relevant safeguarding agencies for inclusion in their barred lists. In addition, details should be provided regarding any disciplinary procedures the applicant has been subject to, which have involved issues relating to the safety and welfare of young people, including anywhere the disciplinary sanction has expired and the outcomes of those.

Any information about past disciplinary action or allegations should be considered in the circumstances of the individual case. Cases in which an issue was satisfactorily resolved some time ago or an allegation was determined to be unfounded or did not require formal disciplinary sanction, or in circumstances, in which no further issues have been raised, or are not a cause for concern may well be excluded. However, more serious or recent concerns, or issues that were not resolved satisfactorily or a history of repeated allegations are more likely to cause concern should be considered.

When a referee is asked for information in relation to disciplinary action, the response must be balanced and with management judgement depending upon the severity of the individual case and the relevance to the post applied for. If the reference is not fair and balanced, the employee may have a justifiable grievance. However, if there are significant omissions in a reference, there could be a claim from a subsequent employer if relevant information has been withheld.

An employee, who has been subject to disciplinary action and a formal sanction has been issued should be made aware that this may well form part of any future reference. This could be included in the letter confirming the outcome of a disciplinary hearing. Further advice should be sought from Human Resources, Advice and Guidance Team.

2.30.2 Access to references

Under the Data Protection Act (1998) an employee **may have access to a written reference. All reference requests should include the following statement:**

“This reference will be treated in confidence within the school and the Council, however please be aware that if the applicant makes a subject Access request under Section 7(3) of the Data Protection Act 1998 we may have to disclose the contents of the reference.”

In general all references should be open and shown to the employee on request.

A copy of all references should be kept on the employee's personal file.

2.31 Politically restricted posts

Certain posts are 'politically restricted', which means that individuals who hold them are effectively prevented from having any active political role either in or outside the workplace. This not only debars post holders from holding political office but also restricts them from canvassing or from speaking in public or publishing a work which might give the impression that they are advocating support for a political party. Teachers, Head Teachers and lecturers are all exempt from political restrictions and will not be regarded as holding Politically Restricted Posts whatever their role or remuneration level.

2.31.1 Sensitive posts

A sensitive post is one which meets one or both of the following duties-related criteria:

- Giving advice on a regular basis to the Council itself, to any committee or sub-committee of the Council or to any joint committee on which the Council are represented; or where the Council are operating executive arrangements, to the executive of the Council; to any committee of that executive, or to any member of that executive who is also a member of the Council;
- Speaking on behalf of the Council on a regular basis to journalists or broadcasters.

These post holders can appeal to the Councils Standards Committee, to be exempted from the list on the grounds that the Council has wrongly applied the criteria. Employees included in the lists compiled by the Council on duties related grounds can appeal against their inclusion, if they feel they cannot influence policy or that the Council has incorrectly applied the duties related criteria.

2.32 Positive action

This is action to encourage people with protected characteristics to apply for jobs, it applies to those with particular needs such as disability or those who are underrepresented in the workforce, for example people from some ethnic minorities. The Equality Act (2010) allows positive action before or at the application stage so that people from the identified group are encouraged to apply but are not given an unlawful advantage over others in the process. The exception to this is in the case of guaranteed interviews for disabled applicants through the Positive about Disabled People Commitment – Two Ticks Symbol for posts (see below) where the Council is the direct employer, which is a lawful reasonable adjustment.

Positive action is designed to increase the diversity of those applying for jobs. Examples of positive action include targeted advertising, targeted training and open days to help people with application forms or interview skills.

Decisions to take positive action must be based on evidence so you should seek advice when considering any action to ensure you are acting lawfully. Positive discrimination or affirmative action which seeks to select candidates purely on the grounds of their protected characteristic is unlawful.

2.32.1 Positive about Disabled People Commitment – Two Ticks Symbol



The Two Ticks Symbol is a commitment or positive action and has been awarded to the Council by Jobcentre Plus. The Council has agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees.

For all posts in schools where the candidates would be employed directly by the Council and successful candidates would receive a contract (statement of particulars) from the Council, the school can use the symbol on job adverts and should interview all disabled applicants who meet the essential qualification and consider experience and skills criteria for a job vacancy.

Schools may wish to consider applying for the Disabled Symbol from the Jobcentre Plus to use the symbol for other successful candidates where the school is the direct employer.

2.32.2 Mindful Employer Initiative



The MINDFUL EMPLOYER® initiative is aimed at increasing awareness of mental health at work and providing support for employers in recruiting and retaining employees.

Stress, depression and anxiety are estimated to be the cause of more working days lost than any other work-related illness. Covering absent workers adds more pressure and the loss of valued and talented people costs more than money.

With the right support, people with mental health issues can and do stay in work. As a 'Mindful Employer' the Council has agreed to work towards the following charter to demonstrate a commitment to show a positive and enabling attitude to employees and job applicants with mental health issues. As for the Positive about Disabled People Commitment -Two Ticks Symbol (see above), schools should recognise the charter for all candidates, who if successful would be directly employed by the Council.

2.32.3 Charter for Employers who are Positive about Mental Health

As part of the charter, the school should recognise that:

- People who have mental health issues may have experienced discrimination in recruitment and selection procedures. This may discourage them from seeking employment;
- Whilst some people will acknowledge their experience of mental health issues in a frank and open way, others fear that stigma will jeopardise their chances of getting a job;
- Given appropriate support, the vast majority of people who have experienced mental ill health continue to work successfully as do many with on-going issues.

The school should aim to:

- Show a positive and enabling attitude to employees and job applicants with mental health issues. This will include positive statements in local recruitment literature;
- Ensure that all employees involved in Recruitment and Selection are briefed on mental health issues and the Equality Act (2010), and given appropriate interview skills;
- Make it clear in any recruitment or occupational health check that people who have experienced mental health issues will not be discriminated against and that disclosure of a mental health problem will enable both employee and employer to assess and provide the right level of support or adjustment;
- Not make assumptions that a person with a mental health problem will be more vulnerable to workplace stress or take more time off than any other employee or job applicant;

- Provide non-judgemental and proactive support to individual employees who experience mental health issues;
- Ensure all managers have information and training about managing mental health in the workplace.

2.33 Work trials

Some candidates may benefit from trying out a job on a 'work trial', if their disability makes it difficult for them to convey their potential at a standard interview. A work trial allows a candidate to remain in receipt of Welfare Benefits and receive travel and meal allowances for up to 15 working days. Before a work trial is offered, an application form would need to be completed by the candidate.

Work trials give:

- The candidate an opportunity to try out the position;
- The employer an opportunity to assess the candidate in their work;
- A good way of giving disabled people an introduction to the organisation.

At the end of a work trial candidates can receive a monitoring/informal interview where it is discussed whether a job offer is available.

2.34 'Right to work in the UK'

The 'Right to Work in the UK' information below is up-to-date as of the time of publication of this policy. For the most up-to-date information on the 'Right to Work in the UK', please contact the Home Office Employers' Helpline on Tel: 0845 010 6677 or visit the UK Border Agency website: www.ukba.homeoffice.gov.uk/employers

2.34.1 The prevention of illegal working

From 29 February 2008, if employers have not conducted appropriate checks, they may be liable to pay a civil penalty if they employ someone who is:

- Subject to immigration control;
- Aged over 16;
- Not entitled to undertake the work in question because either they have not been granted leave to enter or remain in the United Kingdom or because their leave to enter or remain in the UK:
- Is invalid;
- Has ceased to have effect (whether by reason of curtailment, revocation, cancellation, passage of time or otherwise), or
- Is subject to a condition preventing them from accepting the employment.

Civil penalties of up to £10,000 per illegal worker can be imposed on employers. A notice of liability (NOL) to pay a civil penalty of a specific amount can be served by the UK Border Agency on behalf of the Secretary of State. The amount that the employer is required to pay will be determined on an individual basis, according to the circumstances of the case.

Employers will have a statutory excuse against liability to pay a civil penalty for employing an illegal migrant if they check and copy certain original documents before someone starts working for them. If the person has a time limit on their stay in the UK, employers will also have to carry out repeat checks on their documents at least once a year to retain the excuse.

The processes which should be followed are set out in section 2.44.5 complying with document checks.

However, if employers know that they are employing a person who is not permitted to work, then there will be no excuse, regardless of whether documents have been checked and employers could be prosecuted under section 21 of the Immigration, Asylum and Nationality Act (2006) for knowingly employing an illegal worker.

2.34.2 UK Border Agency points based scheme

The points-based system (PBS) was introduced in 2008 and is a flexible system that is able to adapt to the changing economic circumstances of the UK. Sponsorship is the keystone of PBS whereby those employers who seek to bring migrants to the UK take responsibility for them and ensure that they have the intention and ability to meet the conditions of their visa.

On 29 February 2008, sponsor licensing arrangements were introduced requiring employers and others who benefit from migration and wish to act as sponsors of skilled or temporary migrants, to obtain a licence to do so. To be granted a licence they must satisfy the UK Border Agency that they are a genuine organisation, and to retain the licence they must demonstrate that they can meet all of the duties set out in the guidance for sponsors. Once a licence has been granted, the sponsor will be listed on a public Register of Sponsors on the UK Border Agency website:

<http://www.ukba.homeoffice.gov.uk/business-sponsors/points/sponsoringmigrants/registerofsponsors/>

2.34.3 How to check entitlement to work in the UK

This section explains the checks that the school should carry out in order to establish right to work in the UK and to have an excuse against liability to pay a civil penalty for employing an illegal migrant worker. The school will only have the excuse if the documents are checked and copied before the person starts to work.

If the person has time-limited leave to be in the UK, the school will only have the excuse if certain repeat checks are carried out at least once every 12 months.

2.34.4 Documents which show a person's entitlement to work

The documents that establish someone's entitlement to work are split into two lists:

List A documents show that the holder is not subject to immigration control, or has no restrictions on their stay in the UK. If the prospective employee produces a List A document (or one of the combinations of documents specified), they can work for an indefinite period. When the appropriate checks have been carried out, the school will have an ongoing excuse against liability to pay a civil penalty.

List B documents demonstrate that the person has been granted leave to enter or remain in the UK for a limited period of time and/or has restrictions on their ability to take employment in the UK. If an individual provides documents from List B, the school should carry out specified document checks before the employment of the individual begins and then carry out follow-up checks of the same kind at least once every 12 months. The school must carry out these repeat checks to have an excuse against liability to pay a civil penalty whenever List B documents are provided. If, when rechecking the documents, an employee provides a document or documents from List A, no further checks are necessary for the duration of that employment.

These arrangements for establishing an excuse only apply to employees who started working on or after 29 February 2008. If the school employed illegal migrants between 27 January 1997 and 28 February 2008, further advice should be sought from the Sponsorship and Employers' Helpline on 0300 123 4633 or from the UK Border Agency website:

<http://www.ukba.homeoffice.gov.uk/sitecontent/documents/employersandsponsors/preventingillegalworking>

List A Documents

Documents which provide an ongoing excuse.

Single documentation (any one of the following):

- A passport showing that the holder, or a person named in the passport as the child of the holder, is a British citizen or has a right of abode in the United Kingdom (UK); *or*
- A passport or national identity card showing the holder, or a person named in the passport as the child of the holder, is a national of the EEA or Switzerland; *or*
- A resident permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office, Border and Immigration Agency or UK Border Agency (UKBA) to a national of the EEA or Switzerland; *or*
- A permanent residence document issued by the Home Office, Border and Immigration Agency or UKBA to the family member of a national of the EEA or Switzerland; *or*
- A passport, biometric ID card or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.

Combination documentation (more than one of the following):

- P45, P60, National Insurance (NI) number card or other documentation from an approved government agency. Please note that a NI number does not automatically indicate that the individual is eligible to work and is not sufficient evidence.

plus:

- Immigration Status Document (ISD) with indefinite leave to remain; *or*
- Full UK, Channel Islands, Isle of Man or Irish birth certificate; *or*
- Full UK, Channel Islands, Isle of Man or Irish adoption certification; *or*
- Certificate of registration or naturalisation as a British citizen; *or*
- Letter issued by the Home Office or UKBA indicating indefinite leave to remain.

List B Documents

Documents which provide an excuse for up to 12 months.

Single documentation (any one of the following):

- A passport or travel document endorsed to show that the holder is allowed to stay in the UK and is allowed to do the type of work in question, provided that it does not require the issue of a certificate of sponsorship; *or*
- A Biometric Immigration Document indicating the person is permitted to stay in the UK and do the work in question.

Combination documentation (more than one of the following):

- A certificate of sponsorship or other approval to take employment issued by the Home Office

Together with:

- Passport, letter or another travel document endorsed to show the holder is allowed to stay in the UK and is allowed to do the work in question issued by the Home Office, Border and Immigration Agency or UKBA.

Or

- A certificate of application, resident card or document issued by the Home Office, Border and Immigration Agency or UKBA for a family member of a national EEA country or Switzerland stating that the holder is permitted to take employment which is less than 6 months old

Together with:

- Evidence of verification by the UKBA Employer Checking Service; *or*
- An Immigration Status Document or letter issued by the Home Office, Border and Immigration Agency or UKBA indicating that the person named in it can stay in the UK and is allowed to do the type of work in question; when produced with: P45, P60, NI number card or other documentation from an approved government agency.

The school may wish to check examples of documents or endorsements likely to be presented as set out in Lists A and B in Appendix E of the Comprehensive Guidance for Employers on Preventing Illegal Working, which can be found at the UKBA website at:

<http://www.ukba.homeoffice.gov.uk/sitecontent/documents/employersandsponsors/preventingilleg alworking>

2.34.5 Complying with document checks

The school should follow Steps 1 – 3 below for every individual which it intends to employ. By doing this, the school will be able to establish a statutory excuse against liability for a civil penalty and ensure that the document checks are not discriminatory as all job applicants are being treated in the same way at each stage of the recruitment process.

The school should not make presumptions about a person's right to work in the UK on the basis of their background, appearance or accent.

Please note, that the provision of a properly documented National Insurance number will only provide an excuse when presented in combination with one of the appropriate documents, as specified in Lists A and B (see above).

Step 1

The school should ask all potential employees to provide as listed previous; document or documents from List A or List B.

There is no need to ask potential employee to produce documents from both List A and List B. All documents are of equal value. The school should only accept original documents.

Candidates should be requested to provide this information when attending for interview in order to reduce delays when the successful candidate is appointed.

Step 2

The school is required to check that the potential employee is the rightful holder of any of the documents they present. These documents should also allow them to do the type of work that is offered (if applicable).

The school must carry out the following reasonable steps when checking all of the documents presented by the potential employee:

- Check any photographs, where available, to ensure that the school is satisfied they are consistent with the appearance of the potential employee;
- Check the date of birth listed so that the school is satisfied these are consistent with the appearance of the potential employee;
- Check that the any expiry date on documentation is not invalid;
- Check any UK government stamps or endorsements to see if the potential employee is able to do the type of work that is offered (if applicable);
- Check documentation requested in combination to ensure the same name is declared on each document. Should the documents have different names or the potential employee gives two documents which have different names, the potential employee should be asked for a further document to explain the reason for this and a further document should be requested. The further document, for example, could be:

- Marriage certificate;
- Divorce document;
- Deed poll;
- Adoption certificate; or
- Statutory declaration.

Step 3

The school must make a copy of the relevant page or pages of the document, in a format which cannot be subsequently altered, for example, a photocopy or scan.

In the case of a passport or other travel document, the following parts must be photocopied or scanned:

- The document's front cover and any page containing the holder's personal details. In particular, the school should copy any page that provides details of nationality, their photograph, date of birth, signature, date of expiry or biometric details; and
- Any page containing UK government endorsements indicating that the holder has an entitlement to be in the UK and is entitled to undertake the work in question.

Other documents should be copied in their entirety, this includes both sides of a Biometric Residence Permit. The school should then keep a record of every document that has been copied. The copies of the documents should be kept securely for the duration of the person's employment and for a further two years after they stop working for the school. By doing this, the UK Border Agency will be able to check whether the school has complied with the law or are liable to pay a civil penalty if they detect anyone working illegally.

If the school has carried out these checks and established that the potential employee is not permitted to work in the UK then the school is entitled to refuse employment to that person.

If an employee refuses to produce documents to establish their ongoing entitlement to work in the UK, the school may wish to seek legal advice and report the individual to the UK Border Agency by calling the Sponsorship and Employers' Helpline on 0300 123 4699 who will signpost to the local immigration team, or by sending an e-mail to: UKBApublicenquiries@ukba.gsi.gov.uk

If the school has carried out repeat checks and established that any existing employee is no longer permitted to work in the UK then the school will become liable for a civil penalty and will be committing a criminal offence of knowingly employing an illegal worker if they continue to employ them. With regard to potential dismissal of any employee, the school may also wish to seek legal advice and report the individual to the UK Border Agency by calling the Sponsorship and Employers' Helpline on 0300 123 4699 who will signpost to the local immigration team, or by sending an e-mail to: UKBApublicenquiries@ukba.gsi.gov.uk

If the prospective employee presents a false travel document or visa, the school will only be required to pay a civil penalty if the falsity is reasonably apparent. The falsity would be considered to be 'reasonably apparent' if an individual who is untrained in the identification of false documents, examining it carefully, but briefly and without the use of technological aids, could reasonably be expected to realise that the document in question is not genuine. Equally, where a

prospective employee presents a document and it is reasonably apparent that the person presenting the document is not the person referred to in that document, then the school may be subject to legal action, even if the document itself is genuine.

The school will not have an excuse against liability if it is known that the document, or documents, were false or did not rightfully belong to the holder.

2.34.6 Further advice and guidance

Further information can be obtained from the Sponsorship and Employers' Helpline on 0300 123 4699 or from the UK Border Agency website at:
www.ukba.homeoffice.gov.uk/employers/preventingillegalworking/support

2.35 Complaints procedure

2.35.1 What is a complaint?

The guidance notes issued to candidates states:

The aim of the Recruitment and Selection Procedure is to afford every candidate a fair and appropriate process which accommodates the individual needs and give the opportunity to compete on a level playing field.

If a candidate feels that they were not afforded this provision, he/she should contact the lead officer responsible for the appointment. This must be done within 5 working days of being told that they have been unsuccessful or alternatively within 5 days of receiving feedback. The candidate should state clearly why he/she believed that they were not given this opportunity.

2.35.2 How can a complaint be made?

The complaint from the candidate can be made in any way that he/she deems appropriate which may include verbally (verbally or face to face), through a third party or in writing, including email. The school must make alternative arrangements available to complainants if it is known that the lead officer may be unavailable at a time when a complaint might be received, e.g. during the school holidays.

2.35.3 Dealing with a complaint

It is hoped that the issue raised by the complainant can be dealt with by explanation from the school. The school must respond to the complainant within 5 working days of receiving the complaint. The response can be via the same method as used by the complainant. However a written note of the nature of the complaint and the school's response to it must be placed in the vacancy file and retained in the school for audit purposes. In responding, the school must make the complainant aware of the procedure they can follow should they not be happy with the response from the lead officer.

2.35.4 Complaint to the governing body

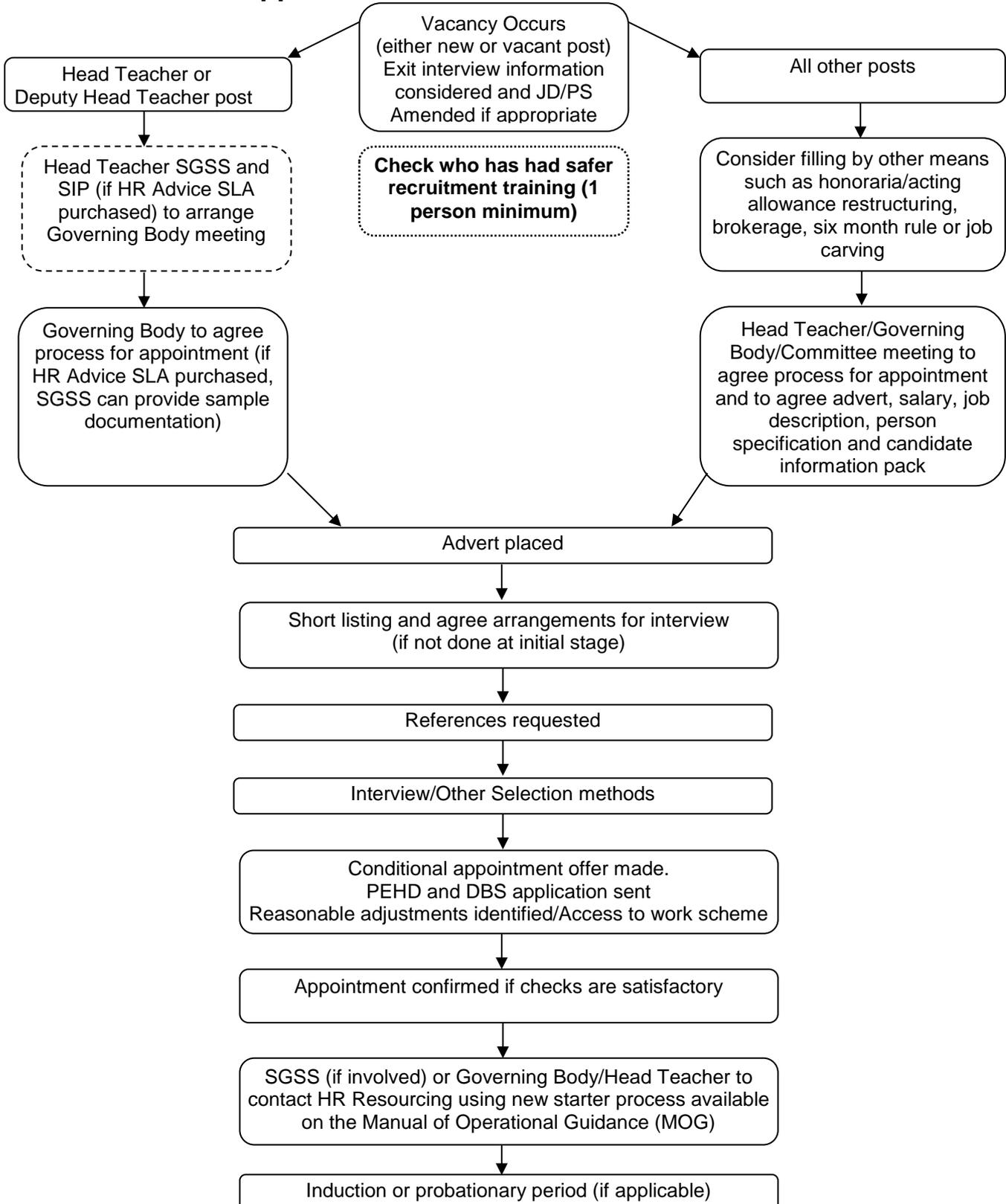
Should the complainant not be happy with the response from the lead officer, the complainant can contact the chair of the governing body who will:

- Maintain a log of the receipt and outcome of complaints;
- Nominate an investigation officer;
- Set timescales to the complainant within 25 working days;
- Ensure that the investigating officer contacts the complainant at an early stage of the investigation;
- Monitor the progress of the investigation and subsequent developments;
- The Council's School Governor Support Service should be notified that a complaint has been made and is being investigated. The School Governor Support Service should also be advised of the outcome of the investigation.

Further guidance regarding complaints relating to recruitment and selection in schools can be obtained from the Human Resources, Advice and Guidance Team on 03000 265 367 or by email: hradviceandguidanceteam@durham.gov.uk.

3 Toolkit

3.1 Flowchart – Application Process



3.2 Lead officer checklist

The lead officer (L.O.) for the appointment process should have ideally undertaken the safer recruitment training and have a good understanding of the Recruitment and Selection (R&S) Policy, Procedure and Toolkit. All employees with a responsibility for recruitment and selection must be aware of their legal obligations under existing employment legislation and have a good understanding of the Recruitment and Selection Policy, Procedure and Toolkit. During the recruitment process the LO will be responsible for ensuring that their responsibilities are carried out and recording this on this checklist.

School			
Lead Officer			
Job Title			
Grade			
Vacancy Ref No (if applicable)			
Vacancy Occurs:		Date Actioned	Initials
Check whether the job is new or vacant?			
Check whether the job is temporary or permanent?			
Check if the vacant job can be filled by school restructuring; honoraria/acting allowance (short-term); redeployment; brokerage, six month rule?			
If the vacancy is a vacant post check whether there has been an exit interview carried out to identify any amendments or issues to the job?			
Ensure the Job Description and Person Specification and Method of Assessment have been designed and developed and are up to date and reflect the current job?			
Devise a Recruitment Action Plan/appointment schedule to include short listing and interview dates and internal (or external advert if applicable)			
Ensure that at least one member of the panel members has a good understanding of the Recruitment and Selection Policy, Procedure and Toolkit; DBS Disclosure process; relevant employment legislation etc. and has undergone safer recruitment training			
Identify Recruitment Officer (RO) to handle Recruitment to set up Recruitment File			
Appoint Interview Panel Members			
Ensure Methods of assessment and tests are carried out (if applicable)			
Devise Interview Questions with Panel Members			
Short Listing Stage:			
Check RO has depersonalised Application Forms ready for short listing			
Check DCCR disclosure has been received			
Check any reasonable adjustments made for the interview process			
Check candidates meet the essential (and if relevant desirable) criteria on the person specification. Disabled candidates who meet the essential criteria go through to interview stage.			

	Date Actioned	Initials
Complete Short listing matrix with Panel Members (individually or together)		
Compile a combined short listing matrix and pass to RO to prepare invites to interview		
Check RO booked Interview Room, arranged admin support to meet and greet candidates		
Check interview location and equipment and any adjustments been made and date and time of interview confirmed with all parties		
Interview Stage:		
Ensure references have been received and notes made if not and reasons as to why not (if applicable)		
Introduce Panel members to candidate and advise candidate of when they will be advised of the outcome		
Ask candidate to sign and date Declaration if Application Form submitted electronically		
Complete Interview Record Form for each candidate during each interview and ensure panel members also complete		
Complete Interview Summary Sheet for each candidate		
Appointment Stage:		
Offer successful candidate a conditional offer of employment subject to satisfactory references, details of candidate's sickness record, DBS clearance, medical clearance. It must be made clear to the successful candidate that this offer is conditional		
Contact unsuccessful candidates either by phone or by written correspondence Feedback within 5 days using the Interview Summary Sheet		
Post Interview:		
Liaise with RO on receipt of verification of the identity of the successful applicant, satisfactory references, medical clearance and evidence of 'Right To Work in the UK' (If not already completed). Offer of appointment letter and two copies of the Statement of Particulars to be sent to the appointed candidate to be signed via the HR Resourcing section.		
Liaise with RO to organise start date and Induction and reasonable adjustment (if applicable)		

SignedDate

3.3 Recruitment officer checklist

School: Vacancy Ref No (if applicable):

Grade: Post Title:

Panel Members	Date of Safe Recruitment training	Date of R&S training (if applicable)
LO		
Panel Member		
Panel Member		
Panel Member		
RO		
Recruitment Preparation		
	Date	By Whom
Redeployment Considered (if applicable)		
Insert into press publication (if applicable)		
SLA Recruitment and Retention of Teaching Employees (if applicable)		
DCCR received with application form		
Collation of Application Forms (AF's):		
	Date	By Whom
Front sheets (inc Equal Opportunity Form) separated and Application Forms are numbered		
Forward Application Forms and DCCR declaration to LO and Panel Members		
Short list completed by LO and decisions recorded		
Short listing		
	Date	By Whom
LO gives completed short listing matrix to RO		
Request references *** NB on return remove Sickness Absence information prior to interview ***		
Successful candidates invited to next stage		
Consider any individual requirements (including reasonable adjustments required for any candidates with a disability)		
Prior to Interviewing		
	Date	By Whom
Electronic application signed and dated by candidate		
References collated and given to LO with Sickness Absence Information removed		
RO photocopies qualification certificates and evidence of candidates 'Right to Work in the UK'		

Post Interview	Date	By Whom
Successful candidate notified by LO		
Unsuccessful candidates notified by LO and/or Panel Members (and RO if applicable)		
RO to send Conditional Offer Letter, Pre- Employment Health Declaration form and DBS application		
Equal Opportunities Monitoring Form completed and retained in the Recruitment File		
Appointment subject to clearances	Date	By Whom
Qualification certificates verified and copied		
References checked		
Verify the identity of the successful applicant using the single documentation or the combined documentation from either List A or B (Right to Work in the UK)		
Evidence of 'Right to Work in the UK'		
Pre-employment health declaration form completed		
DBS Form sent		
Disclosure Registration Certificate received from CRB		
Sick Absence Information Form to LO for consideration		
Occupational Health clearance received		
Offer Letter sent to appointed candidate and asked to sign Statement of Particulars		
Acceptance letter received		
Complaints/Compliments	Date	By Whom
Details received		
Response		
Audited by governing body		

Name of Candidate Appointed:

Start Date:

3.4 Job description example

School:
Department (If Applicable):

1. POST TITLE:

2. POST NUMBER:

3. GRADE:

Job Evaluation Reference Number:

4. LOCATION:

5. RELEVANT TO THIS POST: (Please delete where not applicable)

Disclosure & Barring Service: Subject to DBS Standard disclosure

Politically Restricted: The Council has designated this as a politically restricted post in accordance with the requirements of Section 1(5) of the Local Government and Housing Act 1989 and by regulations made from time to time by the Secretary of State.

6. ORGANISATIONAL RELATIONSHIPS:

The post holder will be accountable to

7. DESCRIPTION OF ROLE:

8. DUTIES AND RESPONSIBILITIES SPECIFIC TO THIS POST:

Listed below are the responsibilities this role will be primarily responsible for:

(include primary duties and responsibilities here)

The generic responsibilities which will be undertaken in support of the above work include the following (if applicable):

9. COMMON DUTIES AND RESPONSIBILITIES:

9.1 Quality Assurance

To set, monitor and evaluate standards at individual, team performance and service quality so that the school's requirements are met and that the highest standards are maintained.

To establish and monitor appropriate procedures to ensure that quality data are reported and used in decision making processes and to demonstrate through behaviour and actions a firm commitment to data security and confidentiality as appropriate.

9.2 **Communication**

To establish and manage the team communications systems ensuring that the school's procedures, policies, strategies and objectives are effectively communicated to all employees.

9.3 **Professional Practice**

To ensure that professional practice in the school is carried out to the highest standards and developed in line with the school's stated objectives of continual improvement in quality of its service to internal and external customers.

9.4 **Health and Safety**

To ensure that the Health and Safety policy, organisation arrangements and procedures as they related to areas, activities and personnel under your control are understood, implemented and monitored.

9.5 **General Management (where applicable)**

To provide vision and leadership to employees within a specialist team, ensuring that effective systems are in place for workload allocation and management, the application of the school's policies and procedures, including those relating to equality, supervision and appraisal and all aspects of their performance, personal development, health and welfare.

9.6 **Financial Management (where applicable)**

To manage a designated budget (as required) ensuring that the school achieves value for money in all circumstances through the monitoring and control of expenditure and the early identification of any financial irregularity.

9.7 **Appraisal**

All employees will receive appraisals and it is the responsibility of each employee to follow guidance on the appraisal process.

9.8 **Equality and Diversity**

To ensure our commitment is put into practice we have an equality policy which includes responsibility for all employees to eliminate unfair and unlawful discrimination, advance equality of opportunity for all and foster good relations.

9.9 **Confidentiality**

All employees are required to undertake that they will not divulge to anyone personal and/or confidential information to which they may have access during the course of their work.

All employees must be aware that they have explicit responsibility for the confidentiality and security of information received and imported in the course of work and using school information assets. The school has a Personal Information Security Policy in place.

9.10 Induction

The school has in place an induction programme designed to help new employees to become effective in their roles and to find their way in the organisation.

9.11 Safer Recruitment

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

The above is not exhaustive and the post holder will be expected to undertake any duties which may reasonably fall within the level of responsibility and the competence of the post as directed by the Head Teacher.

3.5 Person specification example

School:

Department (If Applicable):

Person Specification

	Essential	Desirable	Method of Assessment
Qualifications			<ul style="list-style-type: none"> • Application form • Selection Process • Certificates
Experience			<ul style="list-style-type: none"> • Application form • Selection Process • Work related testing • References
Skills/knowledge			<ul style="list-style-type: none"> • Application form • Selection Process • Work related testing • References
Personal Qualities	<p>(The following standard statements should be used if applicable)</p> <ul style="list-style-type: none"> • Access to a car or means of mobility support (if driving then must have a current valid driving licence and appropriate insurance). • May be required to work outside of normal office hours. 		<ul style="list-style-type: none"> • Application form • Selection Process • Work related testing • References

In addition to candidates' ability to perform the duties of the post, the interview will also explore issues relating to safeguarding and promoting the welfare of children including:

- *motivation to work with children and young people;*
- *ability to form and maintain appropriate relationships and personal boundaries with children and young people;*
- *emotional resilience in working with challenging behaviours;*
- *attitudes to use of authority and maintaining discipline;*

Any relevant issues arising from references will be taken up at interview.

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

3.6 Disqualification from Caring for Children Regulations (DCCR) Disclosure declaration

Owing to the nature of work for which you are applying it is a statutory requirement that you complete this declaration. To enable your appointment to be progressed you must complete this form and return it together with your completed application form. Applicants are not entitled to withhold this information.

The Disqualification for Caring for Children Regulations was effective from 1 April 2002. The Regulations originate from the Children Act 1989 and Care Standards Act 2000. The Regulations stipulate that an individual who has been disqualified from caring for children for the following reasons cannot work with children either in an employed capacity or voluntary basis:

- a person who has been disqualified from being a private foster carer
- a parent of a child to whom a Care Order has been made at any time (S31 of the Children Act [CA])
- a Care Order has been made at any time with respect to a child so as to remove that child from his/her care or prevent the child living with him/her (S31 of CA)
- a supervision requirement has been imposed at any time with respect to a child so as to remove that child from his/her care
- a person's rights and powers with respect to a child have at any time been vested (transferred to a local authority)
- has been convicted of an offence against a child
- a person who has (i) been refused registration of a children's home, and/or (ii) registration of a children's home has been cancelled and/or (iii) a person has been concerned in the management of or had any financial interest in a children's home in respect of which the registration of any person has been cancelled
- a person who has at any time been refused registration in relation to a voluntary home or a children's home
- a person in respect of whom (i) a prohibition has been imposed at any time, and/or (ii) a notice in writing has been given by a Health and Social Services Board (NCSC/SSI)
- a person who has at any time been refused registration in respect of the provision of nurseries or day care or for child minding or had any such registration cancelled.

PLEASE COMPLETE THE FOLLOWING SECTION:

Have you ever breached or have been found guilty of any of the above?

Please state clearly either YES or NO:

Details:

SIGNATURE: DATE:

PRINT NAME:

JOB TITLE (of vacancy applied for):

VACANCY REF (of vacancy applied for):

I declare that the information I have provided is true and understand that any falsification of information will be judged as serious misconduct and may result in dismissal. Please return this signed declaration with your application form. If you have applied via e-recruitment methods, please print and return in the post to the school.

3.7 Application form guidance notes (non-teaching employees)

<p style="text-align: center;">Durham County Council Application Form Guidance Notes</p>
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If you need any help to complete this form, please contact the school, who can provide information and application forms in other formats.

Please read this information before completing the enclosed Application Form.

These notes are intended to help you complete the enclosed application form section by section. The person specification provided with the details of the post you are applying for, lists the criteria against which each candidate will be assessed. Invitation for interview is based on the information contained in the application form – complete it in a well-planned and positive way, use words such as ‘I plan’, and ‘I am responsible for’. The candidates short listed will be the ones who most closely meet the criteria on the person specification. Applicants who do not meet the essential criteria on the Person Specification will not be short listed. Applicants with disabilities will be invited for interview if the essential qualification, experience and skills criteria are met.

General Points

- Please complete the form using type or black ink so that it can be photocopied.
- Please check that the form is for the correct post and take note of the closing date. If you are unable to complete the application form before the closing date, for example, due to requiring the form in a large print or you are going on holiday, then contact the school for further advice.
- Please ensure that you include as much relevant information as possible on the application form. Any information provided on CV's will not be considered for short listing purposes. If little or no information is provided on the application form it will be impossible for the Recruitment Panel to assess your suitability and therefore progression to the short list for interview will be unlikely.
- If you do not have enough space on the form at any point you may continue on a separate sheets of paper, however, personal details, e.g. name, should not be included on any supplementary sheets.
- If you have not heard from the school within 30 days regarding your application, please presume you have been unsuccessful for the post.
- Please ensure that you complete and sign the Disqualification from Caring for Children Regulations (DCCR) disclosure and return to the school. If you submit your application form via e-recruitment methods, please print the DCCR, sign and return in the post to the school

Equal Opportunities Monitoring Form

- Please complete this section to enable us to monitor our recruitment process in relation to our Equal Opportunities Policy. The information you provide will be treated with the utmost confidence and will be used only for statistical purposes to ensure that all candidates are treated fairly. This part of the application form will be detached before the selection process begins.

First Section

- This first section of the application form will be detached before the selection process begins. It asks for some basic details about you and the post that you are applying for, especially with regards to the post reference number (if applicable), the post title, the school and the closing date for the post. Full completion of this information by you helps to ensure that your application is not unduly delayed in transit to the relevant Recruitment Officer.
- Details of your Surname, Forename, Title, Date of Birth and Address and Telephone Numbers (Mobile and Work if convenient) are required together with an email address (if convenient).
- Indicate (by ticking) if you wish to apply in a job share capacity.
- Please state where you saw the job advertised.
- Indicate whether you consider yourself to be a person with a disability. This may include a physical or mental impairment which has a substantial and long term adverse effect on your ability to carry out normal day to day activities. Long standing means that it has lasted, or is likely to last, for over a year. If you answer yes please detail any specific requirements to assist us with an interview so that the necessary arrangements can be made.

When completing the Important Information Box about Criminal Convictions. The Rehabilitation of Offenders Act 1974 enables criminal convictions to become 'spent' or ignored after a 'rehabilitation period'. A rehabilitation period is a set length of time from the date of conviction. After this period, with certain exceptions, an ex-offender is not normally obliged to mention the conviction when applying for a job or obtaining insurance, or when involved in criminal or civil proceedings. Cautions, reprimands and final warnings are considered 'spent' immediately they are given. Some jobs are exempted from this Act. If this post requires an Enhanced or Standard Disclosure (refer to advert and job description) then you should provide details of ALL convictions, cautions, reprimands and final warnings. Where the post is subject to an Enhanced Disclosure, other relevant non-conviction information, such as police enquiries and pending prosecutions should also be declared. If this post does not require an Enhanced or Standard Disclosure, applicants are requested to provide details of any 'unspent' convictions only. Relevant criminal convictions and other associated information will be discussed at the interview to assess job related risk. In 2013 the DBS reviewed the information that is shared with Registered Bodies and have filtered information that would have previously been disclosed. Full details can be found in the DBS Policy which is available on the Extranet.

The length of the rehabilitation period depends on the sentence given – not the offence committed. For a custodial sentence, the length of time actually served is irrelevant: the rehabilitation period is decided by the original sentence.

Custodial sentences of more than 2½ years can never become spent. The following sentences become spent after fixed periods from the date of conviction:

Sentence	Rehabilitation Period	
	People aged 18 or over when convicted	People aged under 18 when convicted
Prison sentences <1> of 6 months or less	7 years	3 ½ years
Prison sentences <1> of more than 6 months to 2 ½ years	10 years	5 years
Borstal (abolished in 1983)	7 years	7 years
Detention centres (abolished in 1988)	3 years	3 years
Fines<2> Community rehabilitation order Compensation Community punishment order Community punishment and rehabilitation order Curfew orders Drug treatment and testing	5 years	2 ½ years
Absolute discharge	6 months	6 months

<1> Including suspended sentences, youth custody (abolished in 1988) and detention in a young offender institute.

<2> Even if subsequently imprisoned for fine default. With some sentences the period varies:

Sentence	Rehabilitation Period
Probation <3>, supervision, care order, conditional discharge or bind over	1 year or until the order expires (whichever is longer)
Attendance centre orders	1 year after the order expires
Hospital orders (with or without a restriction order)	5 years or 2 years after the order expires (whichever is longer)

<3> For people convicted on or after 3 February 1995 (from which date the rehabilitation period for a probation order was changed under the terms of the Criminal Justice and Public Order Act 1994).

- **When completing the Declaration box:** under the Council's new Constitution you are required to state in writing whether to the best of your belief you are the parent, grandparent, partner, child, step child, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or Officer (any employee) of the Council or a partner of such persons. Canvassing of Members of the Council or any Committee of the Council or any appointing officer directly or indirectly for any appointment with the Council is prohibited and shall, if deemed appropriate, disqualify you for that appointment.
- After reading the guidance notes including the information regarding Criminal Convictions you need to sign and date the Declaration to declare that the information you have given on the Application Form is true in all respects. If you choose to send the application form electronically you will be asked by the Lead Officer (or the relevant Recruitment Officer) to sign and date the Declaration when you attend for interview.

'Right to Work in the UK'. The Asylum and Immigration Act of 1996 requires employers to ensure that anyone who is taken on as an employee has the 'Right to Work in the UK'. The successful candidate will be asked to provide documentary proof of their 'Right to Work in the UK'.

Education

- Please provide full and accurate details about your education and training, paying particular attention to the grade achieved in each examination. All qualifications must be supported by original relevant certificates, but please do not attach certificates. If successful these will be requested at a later date.

Employment Details

- Please provide details of your present post as requested. You should start by inserting the title of your present post immediately to the right of 'Present Post' and then continue with name and address of employer, employers business, dates, grade and present salary. Please ensure you give us your current salary.
- Additional Work:

If you are successful in gaining an appointment and already have additional ongoing employment, it may be necessary to ask you to sign a waiver clause, signifying your consent to work an average of no more than 48 hours per week in your combined employment. This agreement is sought in compliance with the Working Time Regulations 1998. More guidance can be found on <http://www.direct.gov.uk>.

Young Workers (those over the minimum school leaving age but under 18) are:

- entitled to 12 consecutive hours rest between each working day;
- two days' weekly rest;
- a 30 minute in-work rest break when working longer than four and a half hours;
- limited to working 8 hours per day/40 hours per week;
- Prohibited from night work between 10 p.m. and 6 a.m. or between 11 p.m. and 7 a.m.

The next section asks you to demonstrate that you have the essential and where possible desirable experience, skills and knowledge as stated on the Person Specification of the post that you are applying for. Candidates who do not evidence that they meet the essential qualifications and experience listed on the person specification will not be short listed. You can use continuation sheets if necessary.

Full Employment History

Please provide **full** details of all previous posts you have held, including those with Durham County Council (if applicable) starting with the most recent first. You will also need to include any dates (if applicable) when you have not been in employment. Please use continuation sheets if necessary.

Referees

References will only be requested for the successful candidate but you must note that your appointment will be subject to satisfactory references. However, for positions in contact with children and vulnerable adults, the Council will request references from any or all previous employers and Managers prior to interview. All references will be verified by Council with the referee to ensure authenticity.

Please note that:

- (1) No member of the Council will provide any testimonial for a candidate in support of an application for appointment with the Council;
- (2) No officer of the Council will provide any testimonial for an external candidate in support of an application for appointment with the Council;
- (3) Next of Kin/immediate relatives should not be named as a referee.

Additional Information

This section is for you to provide any additional skills information about yourself not already detailed in Section B which you feel is relevant to this post. This may include any particular skills and qualities which will help us to assess your suitability. The skills and qualities you include may be from work, on work experience or in a voluntary or other setting. Please use continuation sheets if necessary.

Please remember that only candidates who fulfil the requirements on the Person Specification will be considered for the vacancy. Have you checked that you match these requirements and told us how you match them (including providing real examples to demonstrate how you meet the criteria we have asked for)?

Finally, please check that you have completed your post reference number, post title, service/location and closing date and all personal details on the first section of the application form and that you have signed and dated the Confidential declaration. When submitting an electronic application form you will be asked to sign and date the Declaration if invited to the interview stage.

Complaints

The aim of the recruitment and selection procedure is to afford every candidate a fair and appropriate process which accommodates individual needs and ensures that every appointment is made on merit in an effective and consistent way. We welcome any feedback on the procedure.

If you feel you were not afforded this provision, then you should contact the Lead Officer, responsible for the appointment. This must be done within 5 working days of the end of the time you were told that if you hadn't heard from the school you had to assume you had been unsuccessful or **within 5 working days** of being told you had been unsuccessful, or alternatively within 5 working days of receiving feedback. You should state clearly why you believe you were not given this opportunity.

Should you require advice with regard to making a complaint, please contact the Advice and Guidance Team on **03000 265 367** or by email at hradviceandguidanceteam@durham.gov.uk

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

Thank you for your interest shown in the school.

3.8 Application form guidance notes (teaching employees)

Teaching Post Application Form Guidance Notes

If you need any help to complete this form, please contact the school who can provide information and application forms in other formats.

Please read this information before completing the enclosed Application Form

These notes are intended to help you complete the enclosed application form section by section. The person specification provided with the details of the post, lists the criteria against which each candidate will be assessed. Invitation for interview is based on the information contained in the Application Form – complete it in a well-planned and positive way, use words such as ‘I plan’, and ‘I am responsible for’. The candidates short listed will be the ones who most closely meet the criteria on the person specification.

General Points

- Please complete the form using type or black ink so that it can be photocopied.
- Please check that the form is for the correct post and take note of the closing date. If you are unable to complete the application form before the closing date, for example, due to requiring the form in a large print or you are going on holiday, then contact the school for further advice. Written information detailing how you meet the essential criteria may be accepted until the standard application form can be completed.
- Please ensure that you include as much relevant information as possible on the application form. Any information provided on CV’s will not be considered for short listing purposes. If little or no information is provided on the application form it will be impossible to assess your suitability and therefore progression to the shortlist for interview will be unlikely.
- If you do not have enough space on the form at any point you may continue on a separate sheet of paper, however, personal details, e.g. name, should not be included on any supplementary sheets.

Equal Opportunities Monitoring Form

- Please complete this section to enable us to monitor our recruitment process in relation to our Equal Opportunities Policy. The information you provide will be treated with the utmost confidence and will be used only for statistical purposes to ensure that all candidates are treated fairly. This part of the application form will be detached before the selection process begins.

First Section

- This first section of the application form will be detached before the selection process begins. It asks for some basic details about you and the post that you are applying for, especially with regards to the post reference number, the post title, the school and the location and the closing date for the post. Full completion of this information by you helps to ensure that your application is not unduly delayed in transit to the relevant Recruitment Officer.
- Details of your Surname, Title, Previous Surname(s), Date of Birth, Forename(s), National Insurance Number, Address and Telephone Numbers (Mobile and Work if convenient) are required together with an email address (if convenient).
- Indicate (by ticking) whether the post is open to job share and if so if you wish to apply in a job share capacity.
- Please state where you saw the job advertised.
- Indicate whether you consider yourself to be a person with a disability. This may include a physical or mental impairment which has a substantial and long term adverse effect on your ability to carry out normal day to day activities. Long standing means that it has lasted, or is likely to last, for over a year. If you answer yes please detail any specific requirements to assist us with an interview so that the necessary arrangements can be made.

When completing the Important Information Box about Criminal Convictions. The Rehabilitation of Offenders Act 1974 enables criminal convictions to become 'spent' or ignored after a 'rehabilitation period'. A rehabilitation period is a set length of time from the date of conviction. After this period, with certain exceptions, an ex-offender is not normally obliged to mention the conviction when applying for a job or obtaining insurance, or when involved in criminal or civil proceedings. Cautions, reprimands and final warnings are considered 'spent' immediately they are given. Some jobs are exempted from this Act. If this post requires an Enhanced or Standard Disclosure (refer to advert and job description) then you should provide details of ALL convictions, cautions, reprimands and final warnings. Where the post is subject to an Enhanced Disclosure, other relevant non-conviction information, such as police enquiries and pending prosecutions should also be declared. If this post does not require an Enhanced or Standard Disclosure applicants are requested to provide details of any 'unspent' convictions only. Relevant criminal convictions and other associated information will be discussed at the interview to assess job related risk. In 2013 the DBS reviewed the information that is shared with Registered Bodies and have filtered information that would have previously been disclosed. Full details can be found in the DBS Policy which is available on the Extranet.

The length of the rehabilitation period depends on the sentence given – not the offence committed. For a custodial sentence, the length of time actually served is irrelevant: the rehabilitation period is decided by the original sentence.

Custodial sentences of more than 2½ years can never become spent. The following sentences become spent after fixed periods from the date of conviction:

Sentence	Rehabilitation Period	
	People aged 18 or over when convicted	People aged under 18 when convicted
Prison sentences <1> of 6 months or less	7 years	3 ½ years
Prison sentences <1> of more than 6 months to 2 ½ years	10 years	5 years
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Fines<2> Community rehabilitation order Compensation Community punishment order Community punishment & rehabilitation order Curfew orders Drug treatment and testing	5 years	2 ½ years
Absolute discharge	6 months	6 months

<1> Including suspended sentences, youth custody (abolished in 1988) and detention in a young offender institute.

<2> Even if subsequently imprisoned for fine default. With some sentences the period varies:

Sentence	Rehabilitation Period
Probation <3>, supervision, care order, conditional discharge or bind over	1 year or until the order expires (whichever is longer)
Attendance centre orders	1 year after the order expires
Hospital orders (with or without a restriction order)	5 years or 2 years after the order expires (whichever is longer)

<3> For people convicted on or after 3 February 1995 (from which date the rehabilitation period for a probation order was changed under the terms of the Criminal Justice and Public Order Act 1994).

- **When completing the Declaration box:** under the Council's new Constitution you are required to state in writing whether to the best of your belief you are the parent, grandparent, partner, child, step child, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or Officer (any employee) of the Council or a partner of such persons. Canvassing of Members of the Council or any Committee of the Council or any appointing officer directly or indirectly for any appointment with the Council is prohibited and shall, if deemed appropriate, disqualify you for that appointment.

- After reading the guidance notes including the information regarding Criminal Convictions you need to sign and date the Declaration to declare that the information you have given on the Application Form is true in all respects. If you choose to send the application form electronically you will be asked by the Lead Officer (or the relevant Recruitment Officer) to sign and date the Declaration when you attend for interview.

Right to Work in the UK. The Asylum and Immigration Act of 1996 requires employers to ensure that anyone who is taken on as an employee has the right to work in the UK. The successful candidate will be asked to provide documentary proof of their right to work in the UK.

Education

- Please provide full and accurate details about your education and training, paying particular attention to the grade achieved in each examination. All qualifications must be supported by relevant certificates, but please do not attach certificates. If successful these will be requested at a later date.

Employment Details

- Please provide details of your present and previous appointments (permanent or temporary) as requested.
- Additional Employment:

If you are successful in gaining an appointment and already have additional ongoing employment, it may be necessary to ask you to sign a waiver clause, signifying your consent to work an average of no more than 48 hours per week in your combined employment. This agreement is sought in compliance with the Working Time Regulations 1998. More guidance can be found on <http://www.direct.gov.uk> . Young Workers (those over the minimum school leaving age but under 18) are:

- entitled to 12 consecutive hours rest between each working day;
- two days' weekly rest;
- a 30 minute in-work rest break when working longer than four and a half hours;
- limited to working 8 hours per day/40 hours per week;
- Prohibited from night work between 10 p.m. and 6 a.m. or between 11 p.m. and 7 a.m.

The next section asks you to demonstrate that you have the essential and where possible desirable experience, skills and knowledge as stated on the Person Specification of the post that you are applying for. Candidates who do not evidence that they meet the essential qualifications and experience listed on the person specification will not be short listed. You can use continuation sheets if necessary.

Full Employment History

Please provide **full** details of all previous posts you have held, including those with Durham County Council (if applicable) starting with the most recent first. You will also need to include any dates (if applicable) when you have not been in employment. Please use continuation sheets if necessary.

Additional Information

Please provide details of

- Subject(s) Secondary School only
- Department of Education Ref
- General Teaching Council No.
- To which Superannuation Act (if any) you are now subject? E.g. Local Govt, Teachers etc.

To be completed in case of General Application only

- In which area(s) of the County do you wish to teach?
- Do you want full time, part time, permanent or temporary work?
- Have you already given notice to your present employer?
- If Yes when will you be able to commence?
- If No how much notice are you required to give?

If you have any additional information please complete the appropriate section to provide any additional skills information about yourself not already detailed in Section B which you feel is relevant to this teaching post. This may include any particular skills and qualities which will help the governors/appointment panel to assess your suitability. The skills and qualities you include may be from work, on work experience or in a voluntary or other setting. Please use continuation sheets if necessary.

Referees

For all positions in contact with children and vulnerable adults the Council will seek references from any or all previous employers and line managers prior to interview. All references will be verified by the Council with the referee to ensure authenticity.

Give name, job title, and relationship to referee and address of two people, who must know you well to whom a reference may be made. Referee 1 should be your present (or most recent) employer, or if you are a recent school leaver, should be the Head Teacher of your last school. Next of kin or immediate relatives should not be named as referees.

Please note appointment will only be confirmed subject to satisfactory references.

Finally, please check that you have completed your post reference number, post title, school/location and closing date and all personal details on the first section of the application form and that you have signed and dated the declaration. When submitting an electronic application form you will be asked to sign and date the declaration if invited to the interview stage.

Complaints

The aim of the recruitment and selection procedure is to afford every candidate a fair and appropriate process which accommodates individual needs and ensures that every appointment is made on merit in an effective and consistent way. We welcome any feedback on the procedure. If you feel you were not afforded this provision, then you should contact the Head Teacher or alternatively, if the post is for Head Teacher, please contact the chair of governors. This must be done within 5 working days of the end of the time that you were told. Should you require advice with regard to making a complaint, please contact the Advice and Guidance Team on **03000 265 367** or by email at hradviceandguidanceteam@durham.gov.uk

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

Thank you for your interest shown in the school.

3.9 Short listing matrix

Please refer to the short listing section for guidance regarding short listing candidates.

Post:
Panel Member:

Signature:

Vacancy No:
Date:

Criteria/Candidate No.	1	2	3	4	5	6	7
Essential qualifications (if applicable)							
Essential experience							
Essential Skills							
Desirable qualifications (if applicable)							
Desirable experience							
Desirable Skills							

Candidates through to the next stage of the process:

3.10 Request for confidential reference letter

Name of Applicant:

Post for which Applicant has applied:

Dear

The above applicant has applied for the post of (**Enter Post Title and Service Name**) and has named you as referee from whom a reference may be requested.

I should be grateful for your participation in the school's recruitment and selection process; if you could provide me with a reference on the attached pro-forma indicating the candidate's suitability for appointment to the post for which they have applied. To assist you in this task I have attached a copy of the relevant job description and person specification.

If for any reason there are any questions on the pro forma which you are unable to complete please indicate by entering the words 'not applicable'. If you are providing a character reference, please complete the pro-forma in as much detail as possible, adding any additional information which may be applicable to this candidate's suitability.

You will note that the reference asks you to provide details of the candidate's sickness absence record over the past two years. For the avoidance of any doubt this information will not be disclosed to the Recruitment Panel until a decision has been taken to appoint the candidate subject to satisfactory references and medical clearance and DBS if applicable.

If you require assistance to complete this reference pro forma using an alternative format please contact me to discuss any adjustments you may need.

Could you please send your response in the enclosed business reply envelope by not later than: so that this application can be progressed.

May I thank you in advance for your assistance with this matter.

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

Yours sincerely

"This reference will be treated with confidence within the Council, however please be aware that if the applicant makes a Subject Access Request under Section 7(3) of the Data Protection Act we may have to disclose the contents of the reference"

3.11 Request for confidential reference pro-forma

XXX School

Request for Confidential Reference

Name of candidate:	
Position applied for:*	
Vacancy reference number (if applicable:	
Please return reference by:	

* See job description/person specification attached

This reference will be treated with confidence within the school and Durham County Council. The person giving the reference should ensure that it contains no material mis-statement or omission relevant to the suitability of the applicant for the post. This clear legal liability for references is referred to in 'Choosing with Care' 1992. All Local Safeguarding Children's Board (LSCB) partners have an obligation to provide data in line with Safe Workforce 'safeguarding' Standards. Please be aware, however, that if the applicant makes a Subject Access Request under Section 7(3) of the Data Protection Act we may have to disclose the contents of the reference.

Please state how long you have known this person and in what capacity/relationship. Please also include details of the applicant's employment with you including job title and length of service. If this person is an ex-employee please give their start and end dates of employment.

Please provide details of this person's disciplinary record. Please include details of any disciplinary procedure (s) the applicant has been subject to and any disciplinary sanctions which are current or spent. Include information of any disciplinary procedure(s) the applicant has been subject to which have involved issues relating to safety and welfare of young people, including any where the disciplinary sanction has expired and the outcomes of those.

Have you referred the applicant to the Independent Safeguarding Authority for inclusion in their barred lists?
Yes/No

For posts considered exempt from the provisions of the Rehabilitation of Offenders Act 1974 (Exceptions Order 1986), it would be in order for you to reveal any information you have about any convictions against this person. Please give details if applicable.

If this person has left your employment, please indicate reason and date of leaving.

Would you re-employ this person in a similar capacity within your organisation?
Yes/No

Please refer to the Person Specification and give your assessment on the following:

The applicant's experience and personal qualities that would enable them to be successful for the post applied for.

Give an assessment of the applicant's work performance and any areas of weakness over the last two years.

The applicant's abilities/skills.

Please comment on the applicant's effective working relationships with line manager / colleagues / other professionals / customers / services users.

Please add any additional comments which could assist the school in deciding whether to employ this person.

Are you aware of any reason which renders the applicant unsuitable for this opportunity?

Please confirm whether this applicant will receive a copy of this reference or otherwise know its contents.
Yes/No

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

Request for Confidential Reference Request Proforma – Appendix 1

***** This page should be removed by the Recruitment Officer should this pro-forma reference be provided to the Lead Officer and recruitment panel prior to/or during the interview process *****

Name of candidate:	
Position applied for:*	
Vacancy reference number (if applicable:	
Please provide details of this person's sickness/absence record over the past two years.	
From:	To: Number of Days: Reason:

Referee Details	
Name: _____ (please print)	Signature: _____
Position: _____	Date: _____
Name and address of organisation: _____	

Telephone number and extension: _____	
E-mail address: _____	
Thank you for your assistance	

Reference Verification (For Lead Officer Use Only):
Details of further information / clarification received by telephone:

Lead Officer's signature: _____
Date: _____

3.12 Interview invite letter

SCHOOL LETTERHEAD

Contact:
Direct Tel:
Fax:
Email:
Ref:

Name
Address 1
Address 2
Address 3
Address 4
Postcode

Date

Dear

Post Title

Further to your application in connection with the above-mentioned post, I would be pleased if you would attend for interview on **(enter day, date, time and venue)**.

(Insert additional information regarding tests/presentation etc).

On arrival at (enter location), please report to reception and ask for **(enter name)** on Extension No. **(enter number)**.

If you have not already told us about any adjustments or support you may require for the interview, including any presentations or tests, or if you would like to discuss the interview process and any further adjustments you require please contact **(enter name)** by **(enter date)** on telephone **(enter number)** , email **(enter address)** or post **(enter address)**.

Please bring to the interviews your relevant certificates (which should be original or certified copies) and also evidence of your 'Right to Work in the UK', for example passport, birth certificate, NI number card or resident permit.

All appointments are subject to the following clearances, and in this respect you will be expected to complete medical and DBS disclosure application forms:

- DCCR
- References
- Pre-employment Health Declaration Statement
- Sickness Absence Information
- DBS Disclosure Information/NPPV Vetting information (if applicable)

- Evidence of the Right to Work in the UK

I would be grateful if you could confirm your attendance at this interview on the above telephone number as soon as possible.

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

Yours sincerely

Name
Job Title
School Name

3.13 Interview recording sheet

Name of candidate:	Panel members:
Date of interview:	
Interview question:	

3.14 Interview summary sheet

Interview Summary Sheet

Candidate Name:

Post:

References

Test Results (if applicable)

Presentation and Report

Interview

Is this the person you wish to appoint to this vacancy? Yes No

Generally is this person appointable? Yes No

If the answer is yes to the above question, this person will be placed on hold under the 6 months rule. It is important therefore that appointable candidates are ranked in order.

Lead Officer: **Date:**

Attach the questions and notes of the candidate's responses.

3.15 Conditional offer of appointment letter

SCHOOL LETTERHEAD

Contact:
Direct Tel:
Fax:
Email:
Ref:

Name
Address 1
Address 2
Address 3
Address 4
Postcode

Date

Dear

School Conditional Offer of (insert post title, grade)

Further to your application for the above post, I am pleased to confirm your conditional offer of appointment on a starting salary of £ rising to £ subject to clearances. This is a conditional offer and will not be confirmed until the following pre-employment checks are satisfactory to the school:

- DBS Disclosure Information /NPPV Vetting Information (if applicable)
- DCCR
- Proof of Professional Registration (if relevant)
- Evidence of essential qualifications (please provide original copies and photocopies will be retained for our records)
- References
- Pre-employment Health Check
- Sickness Absence Information
- Evidence of Right to Work in the UK (please provide evidence in line with the information below).

In the event that any of the above required elements are not satisfactory, the conditional offer **will** be withdrawn.

Following receipt of the appropriate satisfactory clearances you will be forwarded an offer of employment letter, your duties and responsibilities and terms and conditions of appointment and we can then arrange a start date with you.

You will need to complete and return the following documents (enclosed) in the pre-paid envelope marked for my attention (insert name of lead officer or recruiting officer) in order to progress your appointment:

(Delete in line with the above)

- DBS Disclosure Information /NPPV Vetting Application Form (if applicable)
- DCCR Declaration Form
- Pre-employment Health Declaration Statement
- Sickness Absence Information Form
- Front page of your application form (you will need to sign this)
- Bank Account Details Form
- Vehicle Details Form (if you will be eligible to claim mileage as part of your role)

Disclosure and Barring Service (DBS) Check (remove if not applicable to the post)

I should be grateful if you would complete the enclosed DBS Form and contact the lead officer (insert name) on (insert details) in order to arrange an appointment to validate your ID documents. Upon receipt of the DBS Certificate you must present it to the lead officer at your earliest convenience to enable the relevant details to be retained for our records.

You have already subscribed to the DBS Update Service and applying for a job within the same workforce as your current DBS check, I would be grateful if you could confirm that you give permission to the Council to carry out an online Status Check on you by completing the enclosed consent form to the address supplied at the bottom of the form. You will see from the form that if you are subscribed to the Update Service you will also be required to present your original certificate to the Lead Officer or alternatively you can send your original certificate by post to the HR Resourcing Team as detailed on the consent form.

Any DBS relate queries should be addressed to dbs@durham.gov.uk or by telephone on 03000 268 419.

In order to check your legal 'Right to Work in the UK', it will be necessary to check an original document with your national insurance number and name e.g. P45, NI card or a letter from a previous employer. If this information has not already been requested from you during the appointment process, please forward one of these documents as soon as possible.

If you require and adjustments or support in order to carry out the duties of the post please contact the lead officer to make the necessary arrangements.

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

Yours sincerely

(Name)
(Post Title)

3.16 Confirmation of Offer of appointment letter

SCHOOL LETTERHEAD

Contact:
Direct Tel:
Fax:
Email:
Ref:

Name
Address 1
Address 2
Address 3
Address 4
Postcode

Date

Dear

Offer of Appointment of (insert post title)

I refer to the Conditional Offer of Appointment letter (**enter date**): I am pleased to confirm your offer of appointment on a starting salary of £ (**enter amount**) rising to £ (**enter amount**).

Your start date will be (enter date) and please report to (enter location) at (enter time) a.m./p.m. Your duties and responsibilities will be in accordance with the enclosed job description and your terms and conditions of appointment are attached in the statement of particulars.

Please can you confirm in writing that you accept the post on the terms that are outlined and return a signed copy of the enclosed statement of particulars within 5 days of receipt to ensure that salary payments are made. You need to retain one copy for your own records. I also enclose a Next of Kin details form which you should complete and bring with you on your start date.

Congratulations on your success and best wishes in your new post.

If you have any queries please do not hesitate to contact me.

This organisation is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment.

Yours sincerely

(Name)
(Job Title)

3.17 Equal opportunities monitoring information

(to be retained in the school)

School:

Job Title and Vacancy No (if applicable)

Grade: Completed by:

Date of Appointment: Total No. of Applications:

Where did the successful candidate see the job advertised?:

(Please delete as appropriate)

Permanent/Temporary Fixed-Term/Secondment

Full-Time/Part-Time Job-Share/Term-Time

	Application		Short listed		Appointed	
	Internal	External	Internal	External	Internal	External
1. Gender:						
Males						
Females						
Not indicated						
Total						
2. Age:	Internal	External	Internal	External	Internal	External
16 - 24						
25 - 34						
35 - 49						
50 - 64						
65 - 79						
80+						
Prefer not to say						
Total						
3. Disability:						
People with a disability						
People without a disability						
Prefer not to say						
Total						
4. Religion or Belief:						
Christianity						
Hinduism						
Islam						
Judaism						
Sikhism						
Buddhist						
Baha'i						

No Religion Other Prefer not to say						
Total						
5. Sexuality: Heterosexual/Straight Gay Man Bisexual Gay Woman/Lesbian Prefer not to say						
Total						

	Application		Short listed		Appointed	
	Internal	External	Internal	External	Internal	External
6. Ethnic Origin: British Irish Any other White background Caribbean African Any other Black background Arab North African Any other Arab or Middle Eastern background Gypsy/Roma Traveller of Irish Decent Other member of the Travelling Community Indian Pakistani Bangladeshi Chinese Any other Asian background White and Black Caribbean White and Black African White and Asian Any other Mixed background Other Ethnic groups Prefer not to say						
Total						
7. Relationship Status: Married/Civil Partnership Prefer not to say						
Total						

4 Further information

4.1 Confidentiality

All information will be handled sensitively and used only for its proper purpose.

Under the Freedom of Information Act 2000 and the Data Protection Act 1998 individuals have the right to see their own personal data held subject to the rights of confidentiality of any third parties involved in that information.

4.2 Dealing with abuses of the policy

Employees who attempt to abuse this policy may face disciplinary action. The school takes false or misleading accusations very seriously which may result in further action taken through the Disciplinary Procedure. This will not include ill-founded allegations that were made in good faith.

4.3 Publicising/distribution of the policy

A copy of this policy is available from the Head Teacher and will be made available to employees on request. A copy can also be viewed via the Extranet.

New employees will be informed of the existence of this policy in recruitment and induction information.

4.4 Reviewing the policy

The operation of this policy will be kept under review and such changes will be made to the policy as deemed appropriate following necessary consultation with the trade unions.

4.5 Equality and Diversity

This policy considers the requirements of the Equality Act 2010 including the elimination of unlawful discrimination and promoting diversity.

An Equality Impact Assessment (EqIA) has been carried out in the preparation of this policy and the assessment will be reviewed on an on-going basis.

4.6 Contact details

If you would like any further advice or would like the document in an alternative format, please contact the Human Resources, Advice and Guidance Team using the contact details below:

Please ask us if you would like this document summarised in another language or format.

العربية (Arabic)	(中文 (繁體字)) (Chinese)	اردو (Urdu)
polski (Polish)	ਪੰਜਾਬੀ (Punjabi)	Español (Spanish)
বাংলা (Bengali)	हिन्दी (Hindi)	Deutsch (German)
Français (French)	Türkçe (Turkish)	Melayu (Malay)

hradviceandguidanceteam@durham.gov.uk
03000 265 367

 Braille
  Audio
  Large Print