

Harris Federation of South London Schools

Recruitment and Selection Policy and Procedure

1. Policy Statement

- 1.1 The Harris Federation of South London Schools recognises its staff as being fundamental to its success. A strategic and professional approach to recruitment processes help enable us to attract and appoint staff with the necessary skills and attributes to fulfil its strategic aims of maximising student achievement, and support our values.
- 1.2 The Federation is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient, and effective and promotes recruitment of the highest quality staff and equality of opportunity.
- 1.3 Recruitment should be treated as a key public relations exercise as the way it is managed affects the Federation's image, and consequently its ability to attract and appoint high calibre staff.
- 1.4 This policy has been designed to provide a flexible framework which promotes good practice and supports fully the Federation's core business.
- 1.5 Guidelines which form the basis for the implementation of this policy are also provided. They have been designed to maximise flexibility to meet the needs of all Academies. For these reasons, while still ensuring that the Federation complies with relevant legislation, any significant variations in practice must be discussed with the HR Director to minimise risk to the Federation.
- 1.6 Professional advice and support is available at all stages of the recruitment process from the HR Director.

2. Scope

- 2.1 This policy applies to the recruitment and selection of all staff to the Federation or any of its Academies.
- 2.2 All employees involved at any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this policy. In addition, any external consultants, recruitment agencies or external experts who assist in the recruitment process must act in accordance with this policy. The appointing manager is responsible for providing such external parties with this policy prior to their involvement in the recruitment process.

3. Aims

- To ensure that recruitment processes are robust, fit for purpose and can stand up to scrutiny
- To appoint the best person for each position
- To ensure compliance with relevant legislation including the Equality Act 2010, Data Protection Act 1998 and UK Immigration legislation
- To promote the Federation's values
- To meet the Federation's operational requirements and strategic aims
- To safeguard children and young people in our Academies

4. Principles

4.1 General Principles

- 4.1.1 All employees involved in the recruitment process, and in particular Chairs of selection panels, should ensure that they are aware of their responsibilities under the relevant employment legislation. At least one person on the selection panel should have the relevant safeguarding training for safer recruitment.
- 4.1.2 If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individuals' application. It would normally be necessary for the member of staff to avoid any involvement in the recruitment and selection process.
- 4.1.3 Documentation relating to applicants will be treated with the utmost confidentiality and in accordance to the requirements of the Data Protection Act. DPA Applicants will have the right to feedback and to access any documentation held on them in accordance with the DPA.

4.2 Preparation Stage

- 4.2.1 The recruitment and selection process should not commence until a full evaluation of the need for the role against the Academy improvement plan and budget has been completed.
- 4.2.2 The recruitment of staff will take into account the Federation's need for new ideas and approaches and support the Federation's commitment to equality and diversity.

4.3 Sourcing Candidates

- 4.3.1 As a minimum all vacancies will normally be advertised across the Federation. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In extenuating circumstances the Principal, may waive the need to advertise. This is likely to include the following circumstances:
 - Where positions may provide suitable alternative employment for existing staff whose post has been identified for redundancy, including the termination of fixed term contracts or following a restructuring exercise.
 - Positions requiring specialised expertise where the Principal can demonstrate that a comprehensive search has been conducted and the nominated individual are the most suitable person for the position.

However, in the circumstances outlined above, if the successful candidate is likely to require a work permit the post must be advertised in line with the Work Permits (UK) Regulations.

- 4.3.2 Positions will be advertised using the most appropriate and cost effective medium to maximise the number of suitably qualified candidates. This may include local, national publications and web sites and should adhere to the Federation's visual identity. Internal advertisements should appear for a minimum of **7 days** and external advertisements should appear for a minimum of **7 days**.
- 4.3.3 Applicants will be treated with respect and provided with sufficient information to make informed decisions regarding their suitability for the role. All advertisements must include a short statement on safeguarding checks and equal opportunities. The Academy may use an agency or external consultancy to assist in recruiting staff where the vacancy is hard to fill.

4.4 Selection Process

4.4.1 The selection process should be:

- Transparent
- Timely and cost effective
- Equitable
- Free from conflict of interest

4.4.2 All recruitment will be based on agreed job descriptions and person specifications. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed against agreed selection criteria, based on relevant knowledge, skills, competencies, experience and qualifications to perform the role as outlined in the person specification. All decisions must be recorded.

4.4.3 Shortlisting must be undertaken by at least two individuals who are involved in the interviewing process. Interviews should normally be conducted by the Principal and one other person and all interviews for one post must be conducted by the same panel. The CEO will be involved in the selection process of any senior leadership appointments

4.4.4 Any skills tests (e.g. presentations, in-tray exercises) must be directly related to the role and measured against objective criteria, and presentations for one post must be assessed by the same persons. Candidates must be notified of the details of any skills test when they are invited for interview and the selection process for teaching posts must include a presentation or demonstration of teaching skills.

4.4.5 Where required every effort must be made to make reasonable adjustments for candidates with disabilities. Advice can be sought from the HR Director.

4.4.6 Interview questions must relate to the job requirements as exemplified in the person specification and the candidate's suitability for the position. The person specification should be used as the basis for determining the interview questions.

4.4.7 Interview questions must appear on an interview assessment form on which answers to questions must be recorded. References should be taken between shortlisting and interview.

4.4.8 The choice of appointee will be determined by only the members of the selection panel.

4.5 The Employment Contract

4.5.1 At the end of the recruitment process all records must be retained in accordance with the Federation document retention scheme.

4.5.2 Offers of employment are conditional upon receipt of two satisfactory references (one of which must be the current or most recent employer), medical assessment, proof of qualifications and CRB check.

5. Responsibilities

Role	Accountable for:
CEO and Board	<ul style="list-style-type: none"> • Creation of new positions and replacement positions for Federation Directors • Creation of new positions and replacement positions for Academy Principals • Approve salary level for Academy Principals and Federation Directors
CEO, Chairs of Governors, Principals and Federation Directors	<ul style="list-style-type: none"> • Creation of new positions and replacement positions for Academy leadership teams (incl. consultation with CEO)/Departmental staff • Approval to appoint candidates to Leadership teams jointly with CEO • Approve salary level for all appointments, taking account of equal pay considerations
Leadership Team	<ul style="list-style-type: none"> • Creation of new positions and replacement positions in relation to their area of responsibility • Approval to appoint candidates
Chair of Selection Panel	<ul style="list-style-type: none"> • Ensuring the selection process is transparent and equitable • Managing the interview • Conveying verbal offer to preferred candidate • Providing feedback to applicants • Providing a record of all stages of the recruitment process, including the reasons for selecting/rejecting each candidate
Human Resources	<ul style="list-style-type: none"> • Providing professional human resources advice, including advising on the grading of positions, equal pay issues and the content of job descriptions, person specifications and advertisements • On-going improvements to the recruitment process and supporting policies and advisory documentation

6. Monitoring and Review of Policy

Regular reports on trends and statistics relating to recruitment and appointments will be provided to the Governing bodies.

This policy will be reviewed biannually.