



RECRUITMENT AND RETENTION OF STAFF POLICY

September 2019

Recruitment and Retention Policy

The Academy of Woodlands is committed to safeguarding and promoting the welfare of children.

1. Purpose

The purpose of this policy is to ensure that safe and fair recruitment practices are rigorously enforced and that The Academy adopts a coherent and consistent approach to recruiting and retaining staff of the highest calibre, which will help achieve The Academy's vision. We believe that our members of staff are our most important resource and that our pupil's learning should be managed by highly motivated and capable staff with relevant skills.

2. Relationship to other policies.

This policy relates to other policies including:

- Child Protection Policy.
- Central Record of Recruitment and Vetting Checks Policy.
- Equal Opportunities Policy.
- Pay Policy.
- Policy for Appraising Teacher Performance.

3. Guidelines for implementation

3.1 Identification of the need for an appointment

The staffing structure and need for certain posts will be assessed when a member of staff leaves, when the budget is under review or at other appropriate times.

3.2 Documentation

Before advertising, the Headteacher will ensure appropriate documentation is available for prospective applicants including an up-to-date job description and person specification.

Once the need for an appointment has been identified, The Academy will proceed to advertise internally, locally and nationally as appropriate. Advertisements will carry information about The Academy and post and reference to The Academy's policy on safeguarding children.

Potential candidates will be able to download an information pack from CV Minder containing the following:

- An up-to-date Job description and person specification.
- Details of how to apply and the closing dates.
- Information about The Academy and whether it will be possible to make an exploratory visit prior to applying.
- An application form.
- A statement of commitment to safeguarding children and young people -see below.

The following statement: “This Academy is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. An enhanced Disclosure and Barring Services (DBS) check certificate is required for this post prior to commencement” should appear in:

- E-teach job advertisements.
- Publicity materials.
- The Academy’s website.
- Candidate information pack/Job description and person specification (CV Minder contains this information for potential applicants to download).
- Invitation to interview.

3.3 Applications and shortlisting

An appointment team will be established at this stage which will usually consist of:

- The Headteacher or other senior member of staff.
- Other relevant staff e.g. SENCO, the line manager where this is not either of the above.
- One or more Directors/Governors where practical.

Once the closing date has passed, the appointment team will shortlist the candidates using criteria established within the person specification. Shortlisted candidates will then be invited for interview and given further information about what they need to do in preparation. All candidates will be aware that if they are successful at interview they will be subject to satisfactory references and an enhanced DBS check.

3.4 Selection Procedures

Interviews will normally take place over the course of a day – more if it is a senior post. The interview will normally start with a welcome and introduction by the Headteacher and at some stage a tour of The Academy (this could take place prior to invitation to interview). Candidates will be provided with information about the post and the team they will be working with.

A variety of selection procedures will be used, relating to essential and desirable characteristics including competencies identified within the person specification for example:

Competency based questioning – candidates are asked a series of probing questions around past activities to establish what experience they have of typical situations (e.g. running a project, leading a team, communicating with angry parents), what they did, what happened as a result, what they learnt about such situations, what they might do differently, what feedback they have received.

Critical Incident interviewing – candidates are asked to talk about particular events or development in their career. This can provide insights into motives and ways of working.

Teaching a lesson (where appropriate): This provides senior staff with very important information especially, about how well the candidates plan lessons, how they interact with pupils and how well they teach. This does need careful planning and pupils need to be told in advance what they are doing and why. Where it is not practical for a lesson to

take place, something as simple as a discussion between the candidate and pupils can provide useful insights.

Pupil Interview Panel (where appropriate). Candidates are quizzed by pupils from The Academy School Councillors. This allows pupils to provide feedback to the final panel and often provides a fascinating and very useful insight into how candidates communicate with pupils. Pupils very often provide interesting and useful feedback which adds much to the selection procedure.

In-tray / e-mail response exercises. Useful for Assistant Head and/or Headteacher appointments. These show how effectively candidates can organise their work, prioritise, interpret and respond to messages. Candidates may be asked to communicate their initial thoughts in writing if written communication is key to the role or orally to a panel where their underlying assumptions and beliefs may be explored further.

Presentation. Useful for Headteacher appointments or other senior posts where the ability to present information and ideas to parents and other stakeholders is important.

Group exercise. Useful for Headteacher and Deputy Head appointments. A structured discussion with other candidates to assess team working and negotiation skills.

The final interview will involve key members of the appointment team. The panel will receive feedback from each of the various selection activities that have taken place and then proceed to agree questions for the final interview. Some candidates may already have been eliminated by this stage.

Questions and tasks for all the above activities need to be planned in advance. All candidates must be given the same opportunity to provide evidence of competency against the chosen selection criteria. The agreed questioning framework should be followed for all candidates but panellists may exercise discretion as to which supplementary questions they ask. If they feel there is a need to probe further, they should do so. However, if they believe they have sufficient evidence to make a judgement about an area of competency there is no need to ask further questions.

It is entirely appropriate to ask candidates about issues arising from their initial application and from other selection methods used on the day.

3.5 References

References will be requested, prior to interview, from both of the referees nominated by the candidate, one of which should be an up-to-date employer referee i.e. current or the most recent employer where the candidate had experience of working with children or young people. The Academy will request a written reference. The Academy will request information about:

- Dates of employment and job role.
- The candidate's suitability for the post.
- Sickness / absence record (Teacher post)
- Disciplinary record (Teacher post).
- Whether there are any concerns about the candidate's suitability to work with children or young people (Teacher post).

- Whether the referee would re-employ were there a suitable post (Teacher post).

References will be read before the interview so that the panel chair may decide whether any issues arising can be investigated during the interview.

3.6 The appointment

Taking all the evidence gathered, the panel makes its choice. The successful candidate is made a verbal offer of the post. If they accept, then they are sent a formal offer which states that the appointment is subject to satisfactory completion of pre-employment checks including health and an enhanced DBS checks.

The unsuccessful candidates are informed and offered a debrief on their performance.

3.7 Safeguarding procedures

The appointment will be subject to all the following checks:

- Proof of identity.
- Academic qualifications.
- An enhanced DBS check will be initiated for the successful candidate (appointed staff will complete a 'suitability safeguarding check' on an annual basis thereafter).
- Candidates will be observed at all times when there may be contact with children and any concerns raised will be passed to the panel.
- The candidate will be asked in the interview to explain any gaps in time on the application form.

3.8 After the Appointment

The successful candidate will be sent a formal offer of the post which they must respond to in writing. A Disclosure and Barring Services check (DBS) will be initiated for the successful candidate. A contract of employment will be issued in due course.

An induction programme will be compiled by the relevant member of staff which will include ensuring the appointee understands The Academy's safeguarding procedures. Training will be provided where gaps have been identified.

4. Monitoring, evaluation & review

The Academy will evaluate its appointment procedures each year and make appropriate revisions. This will include asking people involved in selection procedures – staff, pupils, Directors/Governors and candidates how they can be improved.

Policy reviewed: September 2019

Head Teacher: _____

The Academy of Woodlands Director: _____