



Recruitment and Selection of Staff Policy

1. POLICY STATEMENT

Lancing College seeks to ensure that all applicants are treated fairly and consistently during the recruitment process and that selection is based solely on the criteria relevant to the post. The recruitment and selection procedure aims:

- To ensure that the recruitment, selection and staff retention needs of the school are clearly identified, and on which basic standards and criteria are set for the selection procedure.
- To ensure the recruitment of staff with the right skills, who will make a positive contribution to the delivery of the school's vision and values and critical success.
- To safeguard and promote the welfare of children and young people. The College expects all staff and volunteers to share this commitment
- To promote the image of the school through a professional approach to advertising, handling the applications, the selection process and of appointments and rejections.
- To ensure that recruitment and selection procedures are cost-effective whilst maintaining quality.
- To ensure that the Equal Opportunities Policy of the school is an essential part of the recruitment practices and to encourage diversity.
- To ensure that effective monitoring exists to avoid discrimination on any grounds.
- Within the terms of the Equal Opportunities Policy in Employment to encourage the development of internal candidates through transfer and promotion.
- To ensure that the recruitment and selection policy addresses not only the immediate short term job requirements but also the long-term development needs of the school and of individuals.
- To ensure that the selection procedures are effective in terms of:
 - The job description
 - Short-listing, interviewing and other selection means
 - Seeking reference for candidates that are considered satisfactory to the school
 - Giving applicants a quality service

2. GUIDELINES ON THE RECRUITMENT AND SELECTION OF STAFF

2.1 Introduction

The Guidelines on the Recruitment and Selection of staff have been produced to clarify the recruitment and selection procedure of positions at Lancing College and to provide employees who have responsibility for recruitment and selection with guidance on good practice. It is the responsibility of the Head Master or the Head of the appropriate Prep School, and the Bursar to ensure that these guidelines are followed.

Relationship with Applicants

In order to avoid possible conflict of interest, employees must not be involved in the recruitment and selection process where they are related to an applicant or have a significant personal connection or personal relationship with them. If such a situation arises, the member of staff should declare the relationship to their line manager who will make alternative arrangements for another colleague to undertake the selection process.

2.2 Confidentiality

All staff involved in the recruitment and selection process should treat all information related to applicants in the recruitment and selection as confidential.

2.3 Applicants with Disability

The needs of applicants with disability will be taken into account during the recruitment and selection process. Applicants with disability who meet the essential criteria in the person specification will be guaranteed an interview and considered on their abilities.

Where applications are required in a different format, such as large print, on computer disks or on audiotape, they will be made available to the applicant.

When planning the interview/selection process, line managers are advised to note that some forms of disability may require more thought with regard to a particular post than others and should ensure that appropriate interview arrangements will also be offered to applicants with disability to enable them to compete on an equal basis.

2.4 Criminal Record Checks

The Rehabilitation of Offenders Act (1974) gives individuals the right not to disclose details of old offences deemed to be "spent" if they are asked about their criminal record. However, all positions within the school are exempt from this legislation. The school will ask the individual to apply for an enhanced Disclosure from the Disclosure and Barring Service and the information received will be treated as confidential and will only be passed to those who are authorised to receive it in the course of their duties.

If the information received shows that the successful applicant has a criminal record, the Disclosure should be assessed to determine whether or not the individual should be appointed. The assessment should be based on the following factors to decide whether or not it is safe to recruit the applicant:

- (a) An examination of the circumstances leading up to the offence, the seriousness of the offence and the explanations offered by the applicant
- (b) Repeat offences
- (c) The length of time since the offence(s) was committed
- (d) The potential workplace environment and the extent of job supervision the individual will require if appointed
- (e) If the applicant's circumstances have changed since the offending behaviour

Such other checks that are specifically required will be carried out as part of the appointment procedure.

A Barred List check can be completed as part of an enhanced Disclosure and Barring Service check and only needs to be done separately if the DBS is not received prior to commencement.

An appointment will not be made if it is unsafe to recruit the individual.

The College will promptly report to the DBS any person whose services are no longer used for regulated activity and the DBS referral criteria are met.

The College would also decide whether to make a referral to the NCTL where a teacher had been dismissed (or would have been dismissed had they not resigned) and a prohibition order may be appropriate.

2.5 Visiting Speakers – vetting and supervision

The *Prevent* duty requires schools to ensure that visiting speakers are suitable and appropriately supervised. All visitors to the school, including those invited to speak/ lecture to staff/ pupils/ parents, have their photographic ID checked, receive a photocard ID badge at Reception (or in the case of the Prep Schools, a visitor's badge), are met at Reception by the inviting/ designated member of staff and are accompanied and supervised throughout their time within the College. A range of reputable organisations and professional contacts are utilised to ensure the suitability of such speakers and the Assistant Head (Pastoral) at the College and the Head at the Prep Schools maintain a list of such visiting speakers and an oversight of the process, including ensuring vetting of material of those visiting for the first time.

3. RECRUITMENT AND SELECTION PROCEDURE

3.1 Starting the recruitment and selection process

The recruitment process starts as soon as a vacancy has been identified. Before any action is initiated, careful consideration should be given to the necessity for filling the post, the tasks to be undertaken, the skills required to do the job and the possibility of a job share. A job description and a person specification should then be prepared by the line manager responsible for recruiting to the post before the job advertisement is prepared.

It is the school's policy that until the above documents and relevant information appropriate to the post are written, a job advertisement will not be placed.

3.2 Job Description

A job description, which accurately describes the duties and responsibilities of the post should be prepared before seeking approval to fill the vacancy. Care should be taken in the language used to describe the duties and responsibilities of the post so that certain groups of applicants are not discouraged from applying. All posts at the school are subject to Disclosure and Barring Service checks and this should be stated in the job description.

The job description should include the following:

- (a) The job title, department, reporting lines/line management responsibilities
- (b) The extent to which the post involves contact with children and the degree of responsibility for children that the post holder will have
- (c) The contract type/duration of appointment
- (d) The purpose of the job
- (e) The main tasks of the job
- (f) Special conditions (if applicable) such as non-standard working hours, call-out duties and uniform requirements should be clarified so that certain groups of applicants are not discouraged from applying and that people understand the requirements
- (g) Career development opportunities if applicable

Language in job descriptions should avoid jargon and unexplained acronyms and abbreviations. It should be readily understandable to potential applicants for the post and avoid ambiguity about responsibilities.

3.3 Person Specification

A person specification must be prepared in addition to the job description to identify the qualities required in the ideal candidate for the post. The person specification should specify the essential and desirable criteria in relation to experience, qualification and training, skills and abilities and special knowledge required for the job. The inclusion of criteria that cannot be justified as essential for the performance of the job may be deemed discriminatory under discrimination law, if these impact disproportionately to the disadvantage of specific groups.

Essential criteria

The essential criteria are the minimum requirements for the job and are used first to decide which applicants to reject at the short-listing stage. The essential criteria must be relevant to the job, realistic and justifiable.

It should also be stated in the Person Specification the following:

In addition to the candidate's ability to perform the duties, 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*

Desirable criteria

The desirable criteria covers a wide range of extra skills which would enhance job performance and may be used to decide which applicants should be interviewed if more applicants meet the essential criteria than is feasible to interview.

Qualification/Training

The minimum qualification required should be stated on the person specification. Specific qualifications should not be requested unless they are essential to perform the job as this may exclude people who have gained the required knowledge or skill through other methods and may therefore be contrary to the school's equal opportunities policy.

Experience

The type and level of work experience necessary in order for the duties to be performed should be clearly defined to cover the range of duties associated with the post. Stipulating the length of experience must be avoided unless it can be objectively justified because the quality of experience is more important than its length and the Employment Equality Age Regulations 2006 make such a stipulation unlawful unless objectively justified.

Knowledge/Skills/Abilities

Practical skills and abilities related to the actual needs of the job should be defined.

For example:

Literacy: Ability to write up detailed committee reports

Numeracy: Ability to monitor the departmental budget

Physical requirements where applicable, should be stated in terms of the job content.

Additional requirements

Any additional requirements asked for should be relevant to the post. If advice is required on how to draw up a person specification, please contact the HR Manager.

3.4 Further Particulars

Other information appropriate to the job, together with up-to-date information on the school and department should also be prepared before the post is advertised. The items to be included are the following:

- (a) Conditions of service as applicable to the post (annual leave entitlement, pension scheme, probationary period, etc.)
- (b) Information on the department including brief introduction, staff make-up, location, aims and objectives, activities and achievements.

3.5 Preparing the Advertisement

Details from the job description and person specification will form the basis of the advertisement. The following information should be included in the advertisement:

- (a) The job title
- (b) Duration of the appointment (usually permanent)
- (c) Brief details of the school's profile
- (d) Brief summary of the key duties and requirements of the post in terms of knowledge, skills, qualifications and experience (for certain support staff appointments this information would be minimal)
- (e) The application procedure, contact details and closing date for receipt of applications
- (f) Interview date
- (g) The following statement: *"The school is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The successful candidate will be subject to an enhanced DBS check"*.

3.6 Vacancy Approval

All new positions require approval from either the Head Master or the Bursar in the first instance and then from the Finance and General Purposes Committee.

Replacement positions require approval from the Head Master, the Head of the appropriate Prep School, or the Bursar and will be reported termly to the Finance and General Purposes Committee.

3.7 Timetable for the Selection Process

Before the position is advertised, a timetable for the recruitment process should be agreed. The timetable should cover the date of advertising, closing date for receipt of applications, deadline date for short-listing and the interview date(s).

Ideally, the interview/selection process should take place at least two weeks after short-listing to allow applicants time to prepare and also to allow time to contact referees (for

academic posts). Where the school intends to carry out a two-stage interview/selection process, this should be stated on the timetable. The timetable for the selection process will be included in the application pack.

3.8 Advertising

The policy of the school is to advertise all temporary and permanent positions both internally and externally and existing employees are encouraged to apply for vacant posts if they have the requisite skills, qualifications and experience. "Word of mouth" advertising is not allowed as this could restrict the choice of skilled and experienced applicants and could also result in indirect discrimination. However, where a need for a casual worker to cover short-term work (not more than 13 weeks) has been identified, the HR Department should be contacted for advice.

In some circumstances, advertising will be restricted to internal applicants in the first instance. This may include the following situations where:

- (a) A reorganisation of work in a department is being carried out
- (b) An existing temporary position is to become a permanent position
- (c) A part of the school is faced with a redundancy situation and efforts are being made to re-deploy employees who are "at risk"

When this is the case, the advertisement will include a notice clarifying the position. In the case of (a) and (b) above, the notice should state that preference/special consideration will be given to applications from existing employees who are "at risk" of redundancy. This is to ensure that other internal applications are made aware that their application will only be considered if the applicant(s) "at risk" is not suitable for the post.

All advertising will be processed by either the Head Master's Secretary (for academic posts) or the HR Manager (for support staff posts) to ensure that the school's Policy on Equal Opportunities is complied with and to ensure consistency in the school's corporate image.

Where any information relating to the vacancy changes after the job has been advertised, all applicants must be notified of the change(s) in writing before the interview takes place. The change(s) should also be confirmed with the short-listed applicants on the day of the interview.

Advertisements should also include a statement that job share applications would be welcomed (if that is the case) and that the application pack is available in large print or audiotape if required.

3.9 Responding to Enquiries

The Head Master's Assistant, the Head's Secretary in the appropriate Prep School or the HR Manager will deal with all formal enquiries from applicants. As it is the policy of the school not to notify candidates who have not been shortlisted for interview, the

College's vacancy page and Job Description's must state that if applicants do not hear from the school within 21 days of the closing date, they can assume that their application has been unsuccessful.

An application pack in a different format will be prepared for applicants with disability if required.

Candidates will be able to apply for posts on-line through the school's website or by post, e-mail or telephone.

Where advertisements have stated that further information may be obtained from a named individual, the contact details should be included. This contact should be limited to providing information about the job and should not be used as an informal short-listing process to encourage or deter potential applicants.

3.10 Short-listing

Candidates must complete and submit a Lancing College application form (either on its own or in conjunction with a CV). All application forms received are sent to the line manager for consideration. Short-listing should take place as soon as possible and within the date agreed in the timetable for the recruitment and selection process in order to avoid delays in informing applicants as to the outcome of their applications.

Managers are advised to note that confidentiality must be maintained throughout the process therefore, application forms should only be seen by those responsible for the short-list exercise.

Guidance for short-listing are as follows:

- All application forms will be scrutinised to ensure that they are fully and properly completed, that the information provided is consistent and does not contain any discrepancies and to identify any gaps in employment. Incomplete application forms will not be accepted and will be returned to the applicant for completion. Any anomalies or discrepancies or gaps in employment identified should be noted so that they can be taken up as part of the consideration of whether to short-list the applicant. 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 supply teaching or temporary work will be explored and verified.
- The short-listing exercise should be undertaken where possible by members of the interviewing panel and always by a minimum of two people. The short-listing should be carried out with reference to the job description and the person specification. Members of staff involved in the selection process are advised not to impose a numerical limit on the short-list but to focus on whether or not applicants meet the essential criteria for the post.

- All applications received by the closing date must be considered and the details noted on the short-listing form. Reasons for selection or non-selection must be clearly stated in the short-listing form.
- Where members of staff who are “at risk” are to be given special consideration, line managers are advised to also note this on the short-list form.
- Applicants with disability who meet the essential criteria for the post must be short-listed for interview.
- Applicants who fail to meet the essential criteria should not be short-listed.
- Where more applicants meet the essential criteria than is feasible to interview, then the desirable criteria may be applied to reduce the numbers to be interviewed. Also, where very few applications have been received, applicants should not be short-listed for interview if they do not meet the criteria for the post simply to make up the numbers. If there are no suitable applicants, the vacancy and advertisement may be reviewed and re-advertised.
- Once the short-list has been completed, the Short-List Criteria Form should be completed and returned to either the Head Master’s Assistant or the HR Manager. Only short-listed applicants will be invited to attend an interview. An interview schedule will then be prepared and the interview will be of equal length for all applicants. However, extra time should be allowed for applicants with disability if this is required. When allocating interview times, applicants with disability should be offered a choice of time to attend to ensure that they are not disadvantaged in any way.

3.11 Interview/Selection methods

The selection method(s), such as tests, formal presentations and interviews, which will be used to assess the applicants should be agreed in advance of the interview. The objectives of the selection method should be clear and appropriate in terms of the job description and person specification. The selection tests to be used should have been examined and confirmed to be free from any bias and do not present an unfair barrier to any applicant.

3.12 Obtaining references

3.12.1 Academic posts

- For academic posts, three written references for all short-listed applicants will be required before the interviews take place. The references obtained are to be treated as confidential and will be disclosed to the panel before the interviews. The references will be discussed and used by the interview panel to confirm the details of the chosen candidate and their suitability for the post at the end of the selection process.
- One of the references must be from the present or last employer. For candidates not currently teaching, if applicable, one reference should be from the most recent school they previously worked and should include the reason they left that school. If the applicant has been unemployed, references from unpaid work in voluntary organisations may also be appropriate.

- Where an applicant has requested that their present employer is not to be approached unless they are to be offered an appointment, the reference should be obtained after the interview but before an offer is made. The applicant should also be informed before a referee is contacted.
- All references received for academic staff from their current school should be countersigned by their current Head if the reference itself was not completed by the Head.

3.12.2 *Support staff and senior management posts*

- For recruitment of support staff, two written references will be required when a decision to appoint the individual has been made. Three references will be sought for Senior Management roles. A verbal reference may be requested in the first instance but this must be followed up with a request for a written reference. A record of the verbal reference obtained should be made in writing, noting the date and the name of the referee and the referee should be made aware that the information is being written down.
- One of the references must be from the present or last employer. If the applicant has been unemployed, references from unpaid work in voluntary organisations may be appropriate.
- Referees should be sent the reference form, job description and person specification to assist them to respond appropriately. They will be asked to address specific issues such as attendance, the applicant's ability to form good working relationships with colleagues, as well as the ability to carry out the duties associated with the post.
- All references received for support staff should be countersigned by the Bursar or HR department if the reference itself was not completed by either of these people.

The College will take steps to verify all references on receipt.

3.13 The Selection Process

3.13.1 *Information for applicants*

Applicants who have been short-listed for the post will be invited to attend an interview. Applicants should also be provided with a schedule of activities that will take place on the day, including information on the selection method to be used. Information about any test or presentation they will be required to do should include the subject, the length of time and audience to enable them to prepare.

All applicants should be asked in the invitation letter:

- To specify any particular support that they may need in order to attend and participate without disadvantage in the interview/selection process

All applicants will be asked to bring documents confirming their ID (photographic ID required for example driver's licence or passport), right to work in the UK, evidence of current address and any educational and professional qualifications that are necessary

or relevant to the post e.g. the original or a certified copy of a certificate. Documentation will be copied and retained on file for all successfully appointed applicants.

3.13.2 Interview panel

One member of the panel shall be trained in safer recruitment.

All panel members must have the following documents for the recruitment before the interview day:

- (a) Interview schedule
- (b) Copy of the job advertisement
- (c) Job description
- (d) Person specification
- (e) Copy of application forms
- (f) Interview assessment sheets for each applicant

Thereafter, the panel should meet in advance of the interview/selection process to plan and agree the interview structure and to clarify:

- (a) The role of the Chair of the panel which will include the following:
 - Welcome the applicants and introduce the panel members
 - Explain to the applicants the format of the interview/selection process
 - Ensure that the interview/selection process is conducted in accordance with the plan agreed by the panel
 - Ensure that any queries the applicants have are addressed
 - Conclude the interview/selection process and inform the applicants when they are likely to be advised of the panel's decision
- (b) The areas in which to question and probe applicants in relation to the job requirements. A list of questions to ask the applicants should also be prepared.
- (c) The areas(s) each panel member will question the applicants and in what order e.g. experience, skills, abilities, etc. Interview panel members should be clear that their role at the interview is to assess each applicant on the basis of their application form and the responses provided at the interview.
- (d) The interview setting and ensuring that the room layout is appropriate for interview environment. When setting out the interview room, the needs of applicants with disability must be taken into consideration. Applicants should have been asked in the invitation letter to specify any particular support that they may need in order to attend and participate without disadvantage in the interview/selection process.
- (e) Providing a suitable waiting room/area for the applicants and ensuring that other colleagues are aware of the interviews.

3.13.3 Conducting the interview

All applicants should be asked the same initial questions that were prepared for the interview. Probing questions should also be asked to clarify understanding of what the applicant has said and to check the information that they have provided on their application. It is important that each panel member make notes during the interview as these will be referred to when making a decision on the candidate to support. Copies of interview notes should be forwarded to the HR Department for filing.

In addition to assessing and evaluating the applicant's suitability for the post, the interview panel should also explore:

- The candidate's attitude toward children and young people
- Their ability to support the school's agenda for safeguarding and promoting the welfare of children
- Gaps in the candidate's employment history
- Concerns or discrepancies arising from the information provided by the candidate and/or a referee

The candidate should also be asked if they wish to declare anything in the light of the requirement for a DBS disclosure or a future reference (if not already obtained).

No offer of employment should be made during the interview. However, applicants must be given an indication of when and how they will be advised the result of the interview/selection process.

3.14 Making the decision

- At the end of each interview/selection process, each panel member should assess the applicant against the job criteria (using the job description and the person specification). The panel should then compare notes against the essential criteria to see how the applicants measure up to the qualifications, experience, skills and abilities necessary.
- The panel should agree a clear ranking system and identify who may be appointed to the post or the next ideal candidate for the post should the first choice candidate decline the offer.
- The reasons for selection or non-selection, which must be job related, must be noted and forwarded to the HR Department for reference.
- Once a decision has been made on who to appoint, the HR Department should be informed.
- In a situation where the panel does not find a suitable applicant to appoint, it is advisable not to make an appointment. In that case a decision should be taken as to whether to review the post and re-advertise.

3.15 Offer of appointment

The following action will be taken when a decision to appoint has been made:

- (a) The unsuccessful candidates will be notified of the outcome of the selection process but may delay informing the next best candidate until the successful candidate has accepted the offer.
- (b) The offer of appointment will be sent to the successful candidate subject to the receipt of satisfactory written references, medical and enhanced DBS checks.
- (c) Once the successful candidate has confirmed written acceptance of the post, the next best candidate should be informed in writing of the outcome of the selection process as soon as possible.
- (d) A single Central Register of appointments is kept in the HR Department. This is audited on a half-termly basis by the Board-Level Lead for Safeguarding, the Bursar or the Deputy Senior Head.

3.15.1 Academic posts

When the interview panel has reached a decision on who they wish to recommend for appointment and the references obtained for the individual are deemed to be satisfactory, the Chair of the panel (usually the Head Master or the Head of the appropriate Prep School) will return all the documents relating to the recruitment to the HR Manager to process the offer of appointment.

3.16 Providing feedback to unsuccessful candidates

Where an unsuccessful candidate has requested feedback on their performance, the Chair of the interview panel should provide a verbal feedback to the applicant when the process has been concluded. The feedback should be given as soon as possible, it should be constructive and should focus on the applicant's strengths and weaknesses in line with the essential and desirable criteria for the post. Internal unsuccessful applicants should be encouraged to seek feedback as it will allow them to become aware of the actions they need to take in terms of personal development.

3.17 Record keeping

All documentation relating to the recruitment and selection process should be returned to the HR Manager at the end of the recruitment and selection process. The records will be kept for a period of 12 months after the appointment has been made. This should include all notes made by the panel members and other records of the selection process. The original records of the successful candidate's notes will be kept in the individual personnel file kept by the HR Department together with all references, records of DBS checks and a note that qualifications relevant to the position have been checked and how they have been checked.

3.18 Commencing Employment

No member of staff may commence employment at Lancing College without the express permission of either the Head Master, the Head of the appropriate Prep School, or the Bursar. This permission will be given on the successful completion of all pre-employment checks. Should it be deemed absolutely necessary for a member of staff to commence employment prior to receipt of a DBS certificate, all other checks must have been received and a risk assessment carried out. Only the Head can authorise whether or not the individual may commence work prior to a DBS certificate being obtained.

3.19 Single Central Register

The College keeps a single central register of all appointments to the College. The register records all staff including employed and self-employed staff, supply staff, teacher trainees, volunteers, governors and peripatetic staff.

The following information is required prior to commencement to enable the College to complete the single central register which is central to Safer Recruitment processes.

- Application
- Identity including photographic ID (Passport or Driver's licence, Address, DoB, etc)
- Children's Barred List / List 99 (need only be completed in absence of an enhanced DBS certificate)
- Professional Qualifications
- Enhanced DBS Disclosure (or DBS Status check if individual is subscribed to the Update Service)
- Right to Work in the UK
- Prohibition from Teaching (NCTL)
- Prohibition from Management (Section 128)
- EEA Teacher Sanction check
- Disqualification by Association
- Overseas check
- References (2 for Support Staff; 3 for Academic Staff)
- Medical Form

The College records the dates that they evidence this information and the name of the member of staff who has evidenced it is recorded on the SCR. This enables the College and ISI inspectors to easily ensure that all of our safer recruitment process are undertaken in the correct order prior to employment commencing.

Original documents are required (prior to start date) for all ID documents, qualification certificates, and DBS certificates. These are copied, dated, signed and kept on file to confirm originals seen. The dates documents are seen are recorded on the SCR and the name of the verifying person entered.

For all other checks (Barred List check, overseas check, Prohibition from Management, Prohibition from Teaching references, application form and medical form) the date the document is completed/received is recorded. In addition the person's name who received and checked the information is recorded on the SCR.

Further information

For any questions regarding this please contact Jennine Mailer, HR Manager.

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Next Review: September 2018

Policy Owner: Human Resources & Senior Deputy Head