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# Introduction

**Aim**

To ensure that the headteachers appointed to Church schools are highly competent professionals who are committed Christians. They should also be committed to the development of the Church school and its relationship with the Church, the community and parents.

**Purpose of Leadership**

The headteacher is the prime mover in creating, inspiring and embodying the Christian ethos and culture of the Church school, securing its Mission Statement with all members of the school community and ensuring an environment for teaching and learning that empowers both staff and children to achieve their highest potential whilst giving due regard to the teaching, leadership and management needs of the school. Therefore, appointing a headteacher is one of the most important responsibilities of the governing body.

**Evidence shows that the quality of leadership is the single most important factor *under our control* in determining the success of a school. Therefore, the decision relating to the appointment of the headteacher is the most important one you can make. There is no such thing as a perfect headteacher or school leader. Every school is different: what suits one school will not necessarily suit another; what suited your school in the past may not suit it well for the future. We encourage you, therefore, to take this opportunity to think deeply about the challenges facing your school; about your aspirations and hopes for the future; about the changes in your community and in the education system as a whole. Use this to create a demanding but realistic description of the headteacher you are looking for and to assess candidates rigorously against this description.**

**The appointment of a headteacher is one of the most important responsibilities of a governing body. These appointment guidelines are provided to help the governors to undertake the whole appointment process professionally, giving due regard to the teaching, learning, leadership and management needs of the school.**

*‘Recruiting Headteachers and Senior Leaders’, NCSL (2007)*

**See Chapter 10 of the *Guide to the Law for School Governors* for more information about the selection process. This can be viewed at:**

www.gov.uk/government/uploads/system/uploads/attachment\_data/file/582868/Governance\_Handbook\_-\_January\_2017.pdf

**Before you begin**

When appointing staff, it is essential that governors pay due regard to various statutory requirements, including the requirement for the full governing body to establish a selection panel for the appointment of a headteacher. Remember that attention to the detail of the following requirements now will help prevent any later difficulties:

* Guidance on governor involvement in the *Guide to the Law for School Governors* (see above)
* The School's Ethos Statement
* The Equality Act 2010 and other relevant legislation
* The School Teachers’ Pay and Conditions document
* The statutory responsibilities of the post-holder
* Salary ranges
* Performance management and review.

These ‘guidelines’ are designed to help the governors throughout the process. As the school has accorded advisory rights to both Diocese and the Local Authority, advisers representing these bodies will guide governors throughout the process.

*Confidentiality: it is essential that governors observe confidentiality throughout the process and after the appointment has been made.*

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| **STEP 1 – A Vacancy Arises** | |
| **What the governors need to do** | **Notes for governors** |
| The chair of governors or clerk will:   1. Notify both Diocese and the LA of the vacancy |  |
| 1. Make contact with the Diocese and the LA school adviser to discuss the appointment procedures and identify possible dates for the initial meeting and subsequent process | Contact the Advisers to discuss the procedure, timescales etc. |
| 1. Agree the date and make arrangements for the initial meeting of the full governing body | Invite all members of the governing body to the ‘initial meeting’ except possible internal candidate. |
| 1.4 Agree when to hold the governors’ meeting to ratify the appointment |  |
| **Allow 1 Week** | |

**A Possible Timeline**

The whole process from the initial contact with the Chair of Governors takes approximately 7-8 weeks. The process can be done more quickly, but there are dangers associated with rushing the process. The requirements of ‘safer recruitment’ also require adequate timescales to ensure that all professional references are received in good time.

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| **Vacancy arises** | To be discussed with the Chair of Governors (or headteacher in the case of a deputy appointment) |  |
| **Initial Meeting** | Allow enough time for preparation of materials for the governing body (1week) & for the governing body to be notified of the meeting and its purpose. | *At least 1 week after the initial discussion with the Chair of Governors* |
| **Advert** | The advert is usually placed by the LA and their timetable will need to be checked. | *Approx. 2 weeks after the initial meeting* |
| **Closing date** | At least 2 weeks after the advert | *2 weeks after advert (i.e. 4 weeks after the initial meeting)* |
| **Shortlisting** | Ideally 5-10 days after the closing date to allow governors to receive and carefully consider all applications before the shortlisting meeting | *At least 5 days after closing date* |
| **Interviews** | Ideally 10-14 days after the shortlisting meeting to allow the candidates time to receive notification and prepare properly AND, more importantly, for confidential references to be requested and received. An offer of appointment MUST NOT be made until these references have been received. | *2 weeks after shortlisting* |

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| **STEP 2 – The Initial Meeting**  For headship, the initial meeting is a formal meeting of the full governing body and decisions about salary should be minuted. It should not be delegated to a committee of the governors | | |
| **Timescale:** | Governors should ‘work backwards’ when setting the timescale, as successful candidates are required to give two to four months notice.  **For a headteacher or deputy headteacher post:**   * By the end of October for appointments commencing in the spring term * By the end of February for appointments commencing in the summer term * By the end of May for appointments commencing in the autumn term   **For candidates who are serving headteachers:**   * An additional month’s notice is required | |
| **What the governors need to do** | | **Notes for governors** |
| 1. Confirm vacancy | | The advisers will provide a general overview of the appointment process |
| 1. Note the appointment is made by the full governing body | | Agree arrangements for any ratification meeting that is required. |
| 1. Take note of the:  * Appointment procedure * Employment legislation * Equal opportunity policy * Confidentiality * Safer Recruitment Guidance | | The advisers will give an overview of the issues and their implications |
| 1. Agree job description (See Annex 1) | | A Model/generic job description is provided for your consideration. |
| 1. Discuss and agree person specification/selection criteria using Annex 3 provided | | Need to decide the contents of the document and whether each criterion is essential or desirable. |
| 1. Agree use of confidential references | | Agree the use of references.  Other information from ‘other sources’ should not be sought by individual governors. |
| 1. Agree salary range | | The LA provide relevant information to enable governors to decide on appropriate salary at which to advertise the post |
| 1. Decide how to advertise the post | | The governing body is asked to agree the wording for an advertisement in the national press. Usually headteacher & deputy headteacher posts are advertised (in print) throughout England & Wales, but the governors can decide to do otherwise. Advice from the LA and Diocese should be taken before deciding not to advertise.  NB This may be delegated to a small committee. |
| 1. Give early consideration to time scales for shortlisting, pre-interview visit, interviews, venues and ratification of appointment | | Check when advert must be with LA.  Where possible please allow  - 5 working days between closing date & short-listing  - 10 working days between short-listing & interviews |
| 1. Decide on the information to be sent to applicants | | This is likely to include:   * A copy of the advert wording * Letter from the Chair * Letter from the pupils or school council * Copy of a school newsletter * Relevant information about the school (often contained in the school brochure) * Details of the post * Key dates in the selection process * Arrangements for any pre-application visits to the school * Application form * Person specification * Annex 3a: Church criteria * Job description * Parish / church magazine * Equal opportunities monitoring form * Information about LA * Information about the Diocese * Information about the local area * Reference to the school’s Child Protection Policy & Attendance Policy (Annex 5)   Any other information the governors feel would give a flavour of the school and attract interested candidates to apply. |
| 1. Discuss and agree the composition of the appointment panel and the selection procedure | | Discuss the procedure to be used at interview and number and range of governors to be involved.  Governors taking part should ideally be available for the whole selection process. |
| **Following this meeting:** | | **Chair of Governors** to - confirm advert wording with the advisers - ensure any documentation required is forwarded to the LA - arrange an interview venue - check whether any governors not involved in this meeting are to be involved in future parts of the process - send all governors notification of the ratification meeting - forward the ‘letter from the chairman’ to the LA (for inclusion in the packs)  **LA** to - place advert - send out packs on request - send copies of all applications to all governors following the closing date  **LA Adviser** to confirm advert wording with Chair of Governors  **Diocesan Adviser**  -to Inform DBE of dates  **Advisers and Governors** to - examine each application, the form and the letter of application, against the criteria agreed at the initial meeting |

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| **STEP 3 – Shortlisting Meeting** | | |
| In preparation for the shortlisting meeting, governors will be sent the following:   * A copy of the agreed job description and person specification as sent to the candidates * A copy of each candidate’s application.   Governors should examine each application, the form and the letter of application, against the criteria agreed at the initial meeting | | |
| ***Note:*** *The governors should not convene any additional meeting (formal or informal) for the purpose of considering applications without notifying the Local Authority and the Diocese.* | | |
| **What the governors need to do** | | **Notes for governors** |
| 3.1 Prior to the meeting the governors (individually) need to analyse all applications against the agreed selection criteria | | Applications should be carefully checked to ensure that they fulfil all essential criteria.  *Original applications and any notification of criminal background are normally sent direct to the Chair of Governors.* |
| * 1. Agree: * Confidentiality/equal opportunities * Shortlisting procedure | |  |
| 3.3 Conduct initial screening to exclude any candidates who do not meet essential criteria | | Advice will be offered on the shortlisting process. |
| * 1. Consider all other applications against the agreed selection criteria and decide whether to: * Create a shortlist or * Re-advertise | |  |
| * 1. Finalise selection procedure, including: * Tasks * Areas of questioning * Use of references * Composition of panels * Interview arrangements | | Decide on activities, interviews etc, including the use of presentations, tasks and confidential references.  It is important that the letter to candidates makes it clear whether the first day of a 2-day process is part of the selection process or not. If the governing body wish to include activities on that day (e.g. talking to school council) and these will be used to inform the decision, then the candidates need to be aware of this. |
| 3.6 Agree whether governors not present at the short-listing should participate in the interviews | |  |
| 3.7 Agree arrangements for pre-interview visit for shortlisted candidates to the school. | | Decide who will be involved in the pre-interview visit.  Usually Chair of Governors or a delegated governor with the visit taking place the afternoon before the formal interviews.  Possible format:   * complete CRB documentation and other checks (qualifications & identity) with support from school admin staff * tour of the school in action * meet pupils * opportunity for candidates to seek information & clarification from the chair of governors |
| 3.8 Invite candidates for interview | LA will do this on behalf of the governing body unless this is a deputy headteacher post being administered by the school. |
| **Following this meeting:** | **Chair of Governors** to - confirm arrangements with the interview venue and confirm any technology requirements - confirm arrangements for the pre-interview visit  **LA** to - write out to all short-listed candidates inviting them to interview and including a CRB form - request confidential references (individual & LA references)  - confirm interview arrangements with the governing body - forward references to the adviser by the day before the interviews - check any reasonable adjustments required by candidates to allow them to access the interviews  **LA Adviser** to - prepare some possible questions for different panels & the whole governing body to consider.  **Diocesan Adviser** to  -obtain faith references  - prepare some possible questions for the whole governing body to consider.  **Governors** to - re-read the person specification and job description - consider important areas to be covered at interview - consider areas for questions |

**Draft letter to candidates**

Dear

**Appointment of Headteacher**

**School**

Further to your application for the above post, on behalf of the Governing Body, I am pleased to invite you for interview at [     ] at [     ] on [     ]. The interview details are set out in this letter.

**Pre-interview visit:**

Arrangements have been made for candidates to visit the school prior to interview during [     ]. Candidates should arrive at the school at [     ]. On arrival candidates will meet [     ]. There will be an opportunity for candidates to view the school and to meet staff and pupils. This is not part of the selection procedure.

**\*\* Delete if not applicable\*\***In order to fulfil the requirements of the DfS Safeguarding Children & Safer Recruitment in Education guidance, **all** candidates must now have their identity confirmed. Therefore, please bring with you to the pre-interview a recent, clear, passport-sized photograph (your costs are non refundable). The photo will be signed by a designated member of the appointing panel to confirm that it is a true likeness. If you are successful the photograph will be retained on your personal file; if you are unsuccessful you may request that it be returned. If you do not provide a photograph at the pre-interview then the panel may take the decision that you will no longer be considered for the post.

**As part of the clearance process you are required to complete the enclosed Disclosure Application Form and bring it together with your original birth certificate and the following original documents to the pre-interview visit, in order to confirm your identity and current address and to meet the requirements of the Criminal Records Bureau:**

|  |  |  |
| --- | --- | --- |
| **Documents you must provide as evidence of identity and address for completion of your Disclosure Application Form in addition to your birth certificate** | | |
| **EITHER: 2 documents from Group 1 below** | | |
| **Passport** any nationality | | |
| **UK issued Driving Licence** England/ Wales/ Scotland/ Northern Ireland/ Isle of Man;  either photocard or paper. A photocard is only valid if the individual presents it with the counterpart licence | | |
| **EU National Identity Card** EU countries only | | |
| **HM Forces ID Card** (UK) | | |
| **UK Firearms Licence** | | |
| **Adoption Certificate** (UK) | | |
| **OR: 4 documents from Group 2 Below** | | |
| **Marriage/Civil Partnership Certificate**  **Financial Statement\*\*** e.g. pension, endowment, ISA  **Vehicle Registration Document** (Document V5 old style and V5C new style only)  **P45/P60 Statement (UK)\*\***  **Mail Order Catalogue Statement\***  **Bank/Building Society Statement\***  **Court ClaimForm(UK)\*\*** documentation issued by Court Services  **Utility Bill\*** electricity, gas, water, telephone – inc. mobile phone contract/bill  **Exam Certificate** e.g. GCSE, NVQ, O Levels, Degree  **TV Licence\*\***  **Addressed Payslip\***  **Credit Card Statement\***  **National Insurance Card (UK)**  **Store Card Statement\***  **NHS Card (UK)**  **Mortgage Statement\*\*** | **Benefit Statement\*** e.g. Child Allowance, Pension  **Insurance Certificate\*\***  **Certificate of British Nationality (UK)**  **Council Tax Statement (UK)\*\***  **Work Permit/Visa (UK)\*\***  **A document from Central/Local Government/Government Agency/Local Authority giving entitlement (UK)\*** eg. Department for Work and Pensions, the Employment Service, Customs & Revenue, Job Centre, Job Centre Plus, Social Security.  **One of the following documents from the Borders and Immigration Agency (BIA) (formerly the Immigration and Nationality Directorate – IND) (UK). NB:** Do not use more than one of the following documents. Convention Travel Document (CTD), Stateless Person’s Document (SPD), Certificate of Identity (CID), Application Registration Card (ARC)  **Connexions Card (UK)**  **CRB Disclosure Certificate\*\***  **Letter from a Head Teacher\*** | |
| **Documents marked \* should be less than 3 months old and those marked \*\*issued within past 12 months** | | |

**Under Safer Recruitment Regulations candidates will not be able to attend for interview unless these checks have been completed at the pre-interview visit except in exceptional circumstances where a candidate is unable to attend the pre-interview visit.**

The following candidates have been selected for interview:

* [Name 1]
* [Name 2]
* [Name 3]
* [Name 4]
* [Name 5]

**\* delete as appropriate**

**Interview arrangements:**

*For example:*

The first stage of the interview will require candidates to meet with small interview panels composed of members of the Governing Body and Advisers to discuss:

* Teaching, Learning and Curriculum (Panel 1)
* Leadership and Management (Panel 2)
* Church and Community (Panel 3)

Candidates will spend twenty minutes with each Panel. Candidates will give a presentation to the Panel for five minutes upon each of the topics and may, if they wish, use notes. Visual Aids (eg OHP, PowerPoint), may/may not\* be used. The presentation will be followed by discussion with the Panel about the issues raised and questions from Panel members. The timetable is attached.

|  |  |  |
| --- | --- | --- |
| **PANEL** | **TOPIC** | **MEMBERS OF THE PANEL** |
| **1** | Teaching, Learning and Curriculum |  |
| **2** | Leadership and Management |  |
| **3** | Church and Community |  |

Following the Panel interviews, Governors will decide which candidates they wish to see at the second stage, which will take place in the afternoon. Candidates asked to stay for the second stage will be required to start the interview by giving a presentation on how they see the role of Headteacher with particular reference to [     ] School. This should not exceed ten minutes and the interview will be developed from this presentation.

It is expected that the Governing Body will be able to inform you of their decision on the day.

The successful applicant will be required to produce original certificates for all qualifications stated on their application form prior to the appointment being confirmed. Candidates for headship who are working towards NPQH should bring along documentary evidence that they are have been accepted onto the full programme.

References will be taken up on all shortlisted candidates and you are advised to remind your referees that under DfS guidance on Safer Recruitment, a reference will be required before any offer of employment can be made. Your referees have been asked to return the reference before the interview date.

Travelling and subsistence expenses will be paid in accordance with the Authority's scheme. Expenses may be withheld from candidates who withdraw at the interview. An expenses claim form is enclosed.

Please telephone [      ] on [     ] to confirm that you will attend the pre-interview visit and the interview. If you have a disability, which may affect your mobility or communication at interview, please mention this when confirming your attendance.

Yours sincerely

**ENC**

**APPOINTMENT OF HEADTEACHER**

**SCHOOL**

**DATE OF INTERVIEW**

**VENUE**

**INTERVIEW TIMETABLE**

**am - Governors’ Selection Panel Meeting**

**am - Candidates Arrive**

**First Stage Interview**

|  |  |  |  |
| --- | --- | --- | --- |
| **TIME** | **PANEL 1** | **PANEL 2** | **PANEL 3** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | **REFRESHMENT BREAK** | | |
|  |  |  |  |

**Panels meet**

      approximately **Lunch**

      approximately **Second Stage Interviews**

**\* Delete as appropriate**

**LETTER REQUESTING FAITH REFERENCE**

Dear

**Name of applicant:**

**Post applied for:**

I should be grateful if you would let me have, in strict confidence, your views on this applicant’s suitability in terms of faith commitment for the above post. These views will help the governing body to decide which applicant most closely matches their agreed selection criteria. Confidential references are being sought on all applicants who are to be interviewed.

The governing body would appreciate an indication of your judgement and experience of the applicant on the following matters.

1. Does the applicant attend your Church? With what degree of frequency?

2. What is your assessment of the applicant’s commitment?

3. What is the applicant’s current involvement in and commitment to Church and

community life?

4. What is your assessment of the quality of the applicant’s relationship(s) within the parish?

5. From your knowledge of the applicant’s faith and character, does the applicant have the necessary leadership qualities to promote the Christian ethos required of this post?

The governing body meets to interview the candidate on:

I should be grateful for an early reply.

The governing body very much appreciates your help.

Yours sincerely

**STEP 4 – Interviews**

*Assuming a two stage process*

In preparation for the interview day the governors should:

**Re-visit the agreed person specification form, noting the essential and desirable criteria.**

(i) Note areas to be covered at the interview.

(ii) Re-examine each application against the information requested, noting areas requiring further explanation / information.

(iii) Re-read the school information pack and any other material relating to the needs of the post.

(iv) Consider areas for questions.

| **What the governors need to do** | **Notes for governors** |
| --- | --- |
| * 1. Confirm arrangements for the day, including: * The roles of governors and advisers * The need for confidentiality/equality of opportunity * Questions * Conduct of interviews | Decide how candidates will be ‘graded’ after the panel interviews and how these grades will be used by the full governing body. |
| **FIRST STAGE** |  |
| * 1. Conduct the first stage/panel interviews (if used) |  |
| * 1. Discuss strengths and weaknesses of candidates and decide which, if any, to take forward to the second stage | It is possible to shortlist only one candidate providing they meet the essential criteria laid out in the person specification. |
| 4.4 Decide on the format of the afternoon and questions to be asked. |  |
| 4.5 Agree how and when the unsuccessful candidates will be informed of the governors’ decision not to continue with their application | The advisers and/or the chair of governors will inform unsuccessful candidates and the advisers will arrange to give professional advice and feedback to unsuccessful candidates. |
| **SECOND STAGE** |  |
| 4.6 Conduct the second stage  interviews |  |
| 4.7 Discuss the strengths and weaknesses of the candidates in relation to the selection criteria and decide whether to appoint or to re-advertise the post using the confidential references to confirm the decision |  |
| 4.8 Agree whether to appoint | If no appointment is to be made consider:  a) Timetable for a new round  b) Date for a new initial meeting  c) other possible arrangements e.g. collaboration with another school |
| 4.9 Decide how unsuccessful candidates will be informed |  |
| 4.10 Conditionally offer the post to the successful candidate subject to ratification:   * Confirm start date and salary * Check identity (sign photo) | Chair of governors to  - sign the candidate's photograph  & if not done previous day… - check address & qualifications - ensure CRB form has been completed (usually on pre-interview visit) |
| 4.11 Governing body meets to ratify the appointment   * Consider induction arrangements * Confirm the offer of appointment with the candidate (subject to CRB & other checks) | Chair of governors completes documentation after the appointment has been ratified. |
| 4.12 Determine how and when any governors not present, the school community and the parents will be informed of the appointment |  |
| 4.13 Ensure all notes, application forms and letters of application are given to the LA adviser for headship appointments | The LA adviser will store/dispose of all papers as appropriate and provide feedback to unsuccessful candidates |
| **Following this meeting:** | **Chair of Governors** to - liaise with the appointee re. announcements about the appointment - support the headteacher’s induction and CPD (continuing professional development)  **Diocesan adviser to**  -notify DBE  **Governors** to - support the headteacher’s induction and CPD |

**Sample agenda/minute for Ratification Meeting**

also to be used as the memo of appointment:

**Governing body ratification of selection panel decisions on the appointment of a headteacher**

|  |  |
| --- | --- |
| Name of school |  |
|  |  |
| School Number |  |

*The governing body is responsible for the appointment of the headteacher, but the selection process can be delegated to a selection panel that it establishes for that purpose. However the selection panel can only recommend someone for appointment and that recommendation must be ratified by a meeting of the full governing body. That meeting must be quorate (50% of the governors in post).*

*Good practice suggests that the ratification meeting of the governing body takes place as soon as possible after the selection panel has reached a decision. In practice many governing bodies arrange for a meeting of the governing body immediately after the selection process. All governors must be given the opportunity to attend the meeting. There should also be a formal agenda and minute of the meeting. In practice most governors want to be part of the selection process and therefore it should be no problem to have a quorate meeting.*

**Governing Body Meeting to ratify the recommendation of the selection panel for the appointment of a new headteacher**

|  |  |
| --- | --- |
| Date of initial meeting |  |
| Date of shortlisting |  |
| Date of interview |  |
| Date, time & venue of ratification meeting |  |

**Minute**

|  |
| --- |
| **Attendance:** |
|  |
| **Apologies for absence:** |
|  |
| **Membership of the selection panel:** |
|  |
| **Candidates called for interview (& current posts):** |
|  |
| **Recommendation of the panel  (name/current post & whether this is a first-time headteacher):** |
|  |
| **Arrangements for the announcement of the appointment:** |
|  |
| **Any issues of confidentiality:** |
|  |

**Information for Successful Applicants:**

**Diocesan Support for New Headteachers**

**Headteacher Induction**

New Headteachers are supported in their ministry in schools by the Diocesan Team. The support is aimed at giving them practical help across a range of issues within a Church school setting, including the local Parish. This induction will take the form of six meetings, one per half term, and new headteachers are strongly encouraged to attend them.

**A school visit**

One of the Diocesan team of consultants will be allocated to each new headteacher as a 'friend'. They will go through the induction process and pick up any particular issues which may then be referred to other appropriate team members. If appropriate, a headteacher mentor will also be nominated at this visit. The visit will start off the self evaluation process and SEF input.

**A visit to the Diocesan Office**

All headteachers are invited, as a group, to Church House in order to meet the Diocesan Team and to find out how they are supported by them. There will be introductions, followed by appropriate input for aided and controlled schools.

**Working with the Church**

A meeting for Headteachers and their ministers in order to look at parish partnership and how it can be developed.

**Being a Church School**

A meeting to discuss Church School distinctiveness, ethos, collective worship and RE.

**Admissions, staffing and governors** *(not for controlled schools)*

A specialist meeting to discuss legal and practical issues around these important topics.

**Church School Inspections**

A close look at denominational (section 48 or SIAS) inspections the process and how schools can prepare for them.

All of these meetings are 'tasters' and, depending on the individual school circumstances, can be developed and followed up by appropriate consultants.

**Annex 1: Headteacher Job Description**

This appointment is with the governing body of the school under the terms of the National Society Contract signed by the governors as employees.

This job description reflects the **National Standards of Excellence for Headteachers** (2015). These standards are built upon The Teaching Standards (2011) which apply to all teachers, including headteachers.

The appointment is subject to the current conditions of employment of headteachers, contained in the **School Teachers’ Pay and Conditions** document and other current educational and employment legislation, including that of the Department for Education, and the terms of the National Society contract. In carrying out his/her duties, the headteacher shall consult, where appropriate, with the Diocese, the Local Authority, the governing body, the staff of the school, its pupils and the parents of its pupils.

**A. The Core Purpose of the Headteacher**

The headteacher is the prime mover in creating, inspiring and embodying the Christian ethos and culture of this Church school, securing its Mission statement with all members of the school community and ensuring an environment for teaching and learning that empowers both staff and students to achieve their highest potential.

The core purpose of the headteacher is to provide professional leadership and management for the school within the context of the Trust Deed. This will promote a secure foundation from which to achieve high standards in all areas of the school’s work. To gain this success the headteacher must establish high quality education by effectively managing teaching and learning and using personalised learning to realise the potential of all pupils. The headteacher should establish a culture that promotes excellence, equality and high expectations of all pupils within a strong Christian ethos.

The headteacher is the leading professional in the school. Accountable to the governing body, the headteacher provides vision, leadership and direction for the school and ensures that it is managed and organised to meet its aims and targets. The headteacher, working with others, is responsible for evaluating the school’s performance to identify the priorities for continuous improvement and raising standards; ensuring equality of opportunity for all; developing policies and practices; ensuring that resources are efficiently and effectively used to achieve the school’s aims and objectives and for the day-to-day management, organisation and administration of the school.

The headteacher, working with and through others, secures the commitment of the wider community to the school by developing and maintaining effective partnerships with, for example, schools, other services and agencies for children, the Local Authority, the Diocese, higher education institutions and employers. Through such partnerships and other activities, headteachers play a key role in contributing to the development of the education system as a whole and collaborate with others to raise standards locally.

Drawing on the support provided by members of the school community, the Headteacher is responsible for creating a productive learning environment which is engaging and fulfilling for all pupils.

**B. The Four Domains of Headship**

**Domain One: Qualities and knowledge.**

Within the school’s Christian ethos, the headteacher will:

1. Hold and articulate clear Christian values and moral purpose focused on providing a world-class education for the pupils they serve and reflecting the Church foundation of the school.
2. Demonstrate optimistic personal behaviour, positive relationships and attitudes towards their pupils and staff, and towards parents, governors and members of the local Church and wider community.
3. Lead by example – with integrity, creativity, resilience, and clarity – drawing on their own scholarship, expertise and skills, and that of those around them.
4. Sustain wide, current knowledge and understanding of education and school systems locally, nationally and globally, and pursue continuous professional development that reflects the needs of a Church of England school.
5. Work with political and financial astuteness, within a clear set of principles centred on the school's Christian vision, ably translating local, national and Diocesan policy into the school's context.
6. Communicate compellingly the school's vision and drive the strategic leadership, empowering all pupils and staff to excel.

**Domain Two: Pupils and staff.**

Within the school’s Christian ethos, the headteacher will:

1. Demand ambitious standards of achievement and attendance for all pupils, overcoming disadvantage and advancing equality, instilling a strong sense of accountability in staff for the impact of their work on pupils' outcomes.
2. Secure excellent teaching through an analytical understanding of how pupils learn and of the core features of successful classroom practice and curriculum design, leading to rich curriculum opportunities and pupils' well-being, taking full account of the school’s Church of England foundation.
3. Establish an educational culture of "open classrooms" as a basis for sharing best practice within and between schools, drawing on and conducting relevant research and robust data analysis.
4. Create an ethos based on Christian values within which all staff are motivated and supported to develop their own skills and subject knowledge, and to support each other.
5. Identify emerging talents, coaching current and aspiring leaders in a climate where excellence is the standard, leading to clear succession planning.
6. Hold all staff to account for their professional conduct and practice

**Domain Three: Systems and process.**

In a Church school, the relationship between the mission statement and the provision of effective governance, organisation and management should reflect the school’s Christian aims. In order to provide an efficient, effective and safe Christian learning environment, the headteacher will:

1. Ensure that the school's systems, organisation and processes are well considered, efficient and fit for purpose, upholding the principles of transparency, integrity and probity within a Christian context.
2. Within the school’s Christian ethos, provide a safe, calm and well-ordered environment for all pupils and staff, focused on safeguarding pupils and developing their exemplary behaviour in school and in the wider society.
3. Establish rigorous, fair and transparent systems and measures for managing the performance of all staff, addressing any under-performance, supporting staff to improve and valuing excellent practice.
4. Welcome strong governance and actively support the governing body to understand its role and deliver its functions effectively – in particular its functions to set school strategy and hold the headteacher to account for pupil, staff and financial performance.
5. Exercise strategic, curriculum-led financial planning to ensure the equitable deployment of budgets and resources, in the best interests of pupils' achievements, the school's sustainability and its Christian character.
6. Distribute leadership throughout the organisation, forging teams of colleagues who have distinct roles and responsibilities and hold each other to account for their decision making.

**Domain Four: The self-improving school system**

Working in a spirit of collaboration to secure Christian principles of equity and entitlement, the headteacher will:

1. Create an outward-facing school which works with other schools, organisations and the local community– in a climate of mutual challenge – to champion best practice and secure excellent achievements for all pupils.
2. Develop effective relationships with fellow professionals, colleagues in other public services, parents/carers and the Church community to improve academic and social outcomes for all pupils.
3. Challenge educational orthodoxies in the best interests of achieving excellence, harnessing the findings of well evidenced research to frame self-regulating and self-improving schools.
4. Shape the current and future quality of the teaching profession through high quality training and sustained professional development of all staff.
5. Within the school’s Christian ethos, model entrepreneurial and innovative approaches to school improvement, leadership and governance, confident of the vital contribution of internal and external accountability.
6. Inspire and influence others- within and beyond schools- to believe in the fundamental importance of education in young people's lives and to promote the value of education especially within a Christian context.

*This job description forms part of the contract of employment of the person appointed to the post. It reflects the position at the present time only and may be reviewed in negotiation with the employee in the future. The appointment is subject to the current conditions of employment in the School Teachers’ Pay and Conditions Document as they relate to headteachers.*

**The applicant will be required to safeguard and promote the welfare of children and young people. The Headteacher is expected to demonstrate this commitment to safeguarding and promoting the welfare of children and young people and is expected to hold all staff and volunteers accountable for their contribution to the safeguarding regulations.**

**Annex 2: Example Person Specification for a Voluntary Aided School**

Appointment of a Headteacher

***The applicant will be required to safeguard and promote the welfare of children and young people. The Headteacher is expected to demonstrate this commitment to safeguarding and promoting the welfare of children and young people and is expected to hold all staff and volunteers accountable for their contribution to the safeguarding regulations.***

***Note:*** *Candidates failing to meet any of the essential criteria will automatically be excluded*

|  |  |  |
| --- | --- | --- |
| **Qualifications** | **E/D** | **A/I/R** |
| * Full and active member of a church in membership of Churches Together in England.   *This requires evidence of current church involvement and a clear indication of the applicant's beliefs in relation to a Church school.*   * Qualified Teacher Status * Degree * Meets the requirements re: the National Professional Qualification for Headship | **E** |  |
| **Training** |  |  |
| * Professional Development in preparation for Headship (*eg Budget Management,…*) * Has successfully undertaken NCSL-approved ‘safer recruitment’ training |  |  |
| **Experience** |  |  |
| * Successful strategic leadership and management experience in post as a Head or Deputy Head within the Primary Phase * Experience of leading a major curriculum area * Experience of leading collective worship * Experience of working with a wide ability range including Able and Talented and SEN pupils * Experience of working with parents, governors and the wider community * Experience of developing outstanding practice * Experience of developing curriculum continuity and progression between key stage EYFS, 1 & 2 * Experience of serving on a Governing Body |  |  |

|  |  |  |
| --- | --- | --- |
| **Knowledge and Skills** |  |  |
| * A wide range of effective teaching and assessment methods * Flexible leadership styles and management approaches * Knowledge of Early Years and Key Stage 1 and Key Stage 2 * Knowledge of budgetary control * Knowledge of Safeguarding procedures * Knowledge of the Prevent Strategy * Knowledge of OFSTED Inspection and the post OFSTED planning process at a Senior Level * Current educational developments and their implications for leading schools * Knowledge of self-evaluation processes * ICT skills relevant to Headship, and sound knowledge of the role of ICT in teaching and learning across the curriculum * Involvement in School Improvement Planning * Relevant experience of personnel issues and performance management * Use of new and emerging technologies to enhance organizational effectiveness. * Knowledge of SIAMs inspection |  |  |
| **Personal Qualities** |  |  |
| * A commitment to a productive learning environment which is engaging and fulfilling for pupils * Understanding that at the primary stage learning is most effective when it is enjoyable and exciting. * Ability to create, develop and lead a high performance team * The strength to challenge under achievement * Ability to set targets, meet deadlines and work under pressure * Positive leadership qualities coupled with and enthusiastic team approach to management * Ability to relate to people at all levels and good communication skills * Caring and understanding approach * An understanding that primary education needs to encompass security and emotional development for pupils as well as academic progress in order to be successful * Present a good role model for pupils and staff * A commitment to pastoral care for the pupils of the school * Strong commitment to ensure equality and celebrating diversity within a positive Christian ethos * Adaptable, versatile “can do” approach * Ability to manage all the stakeholders of the school. * Stamina and optimism for long term future of school |  |  |
| **Interests and Motivation relevant to the job** |  |  |
| * Imaginative approach to community involvement * Up to date knowledge of educational trends * Promote and support an enriched curriculum including residential visits * Maintain a strong range of extra curricula activities |  |  |

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| **Commitments** |  |  |
| * Commitment to promoting the raising of standards * Commitment to the School and its links with the wider community * Commitment to equality of opportunity and inclusion * Commitment to maintaining and developing the Christian character of the school * Commitment to maintaining and developing the links with the local Church and Diocese |  |  |
| **Confidential References and Reports** |  |  |
| * Positive and supportive faith reference from the priest/minister where the applicant regularly worships * Positive recommendation from all referees, including current employer | **E**  **E** | **R**  **R** |

**Application Form and Supporting Statement**

The form must be fully completed and legible. The supporting statement should be clear, concise and related to the specific post in this Church school.

Candidates must give a faith reference. Candidates who do not use the Parish priest/minister must give an explanation in the letter of application.

**Annex 3a Church Criteria**

**CHURCH OF ENGLAND VOLUNTARY AIDED SCHOOLS**

**(in which the Governing Body is the employer)**

The following information offers advice regarding the Church criteria.

The requirement is for a "full and active member of a Church in membership of Churches Together in England or of a Church in membership of the equivalent bodies in Northern Ireland, Scotland or Wales".

"Full and active" means a regular churchgoer who attends more than once a month, is known to the parish priest / minister and is involved in church activities.

The list of Churches Together in Britain and Ireland and its associated bodies can be found on its website: [www.ctbi.org.uk](http://www.ctbi.org.uk). Applications will be checked against the current list.

**Guidance for Candidates:**

It is essential that the Diocesan application form is used.

You must give a faith referee, as outlined on the application form. The referee should be your present parish priest / minister. If you do not use him/her, you must give an explanation on the application form or in your letter of application.

You are asked in your letter of application to describe how your previous experience and achievements have helped to prepare you for a post in a Church school. You should give a clear statement of your educational philosophy, its implementation in practice and your commitment to developing the Christian character of the school. You should address the areas shown in the person specification and job description.

Please include any other information you feel would be helpful. Your letter must be clear and concise with well organised views, addressing the specific post in the specific school.

**Other matters.**

The National Society Contract of employment will be used.

The relevant section of the contract is as follows:

*As the Headteacher of a Church of England school, you are required to have regard to the Christian character of the School and its Foundation and to undertake not to do anything in any way contrary to the interests of the Foundation.*

*You are required to give and/or supervise the giving of religious education in accordance with the doctrines of the Church of England Church and the Trust Deed of the school.*

*You are required to take part in and lead acts of religious worship.*

**Annex 4: Additional Approaches to Panels and Presentations**

**Things to consider**

In certain cases, it may be useful to include different approaches within the selection process to provide the selection panel with additional information about candidates and the extent to which they meet the requirements of the person specification. Any additional exercises must be relevant to the vacant post, and the selection panel must agree criteria to be assessed during each exercise, with reference to the person specification.

The governing body also need to consider;

* time requirements;
* the need to agree the processes as a selection panel and inform candidates in the letter inviting them to interview of the processes that will be used;
* the need to agree how information from these activities will be assessed and the information used to inform the governing body’s decision.

*Example… If the headteacher visits candidates for a deputy headship to observe them teach, it is recommended that the headteacher’s evaluation is used in the same way as a reference (i.e. to inform a final decision at the end of the process).*

*Example… If the candidate is asked to speak to the Schools Council (observed by a member of the appointment panel) then this should also be used like a reference. If this is to take place on the pre-interview visit then candidates need to be informed in the letter that this is going to take place.*

|  |  |  |
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| **Approach** | **Advantages** | **Disadvantages** |
| Classroom observation – in the candidate’s own working environment | The candidate is seen in their own working environment, working with children they interact with every day  Seeing the candidate’s own classroom provides evidence of their current working practices and environment | Not all schools are the same – challenges differ – and the candidates may not be being compared fairly  The candidate may not be the only person responsible for teaching that class or working in that classroom |
| Classroom observation – in the school that the candidate has applied to work in | The candidates are all seen working with the children they would be expected to work with if appointed.  This gives the governing body an opportunity to see the candidate interact with ‘their own’ children. | Internal candidates would be at an advantage – the children know them.  If the focus is on teaching, candidates would not know the abilities of individual children and could not be expected to tailor the activities to the needs of the learners. The observation may also overemphasise the teacher’s ‘performance skills’.   Different groups of children may react differently and if the same group of children is used they may not respond well the third or fourth time they are taught by a ‘visitor’ that day. |

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| --- | --- | --- |
| Other school-based task (e.g. Conducting Worship) | Tests the ability to present to a larger audience.  Good to see how the candidate presents the Christian gospel to a wide age range.  Good to see how the candidate uses their voice, secures attention and responds to pupil contributions. | Children not known to the candidate.  May not be fair on the candidate who is asked to ‘go last’ if the same group is used each time. |
| Other school-based task (e.g. discussion with School Council/ groups of children) | This gives the governing body an opportunity to see the candidate interact with ‘their own’ children.  The children’s responses and enthusiasm can be gauged and considered. | Different groups of children may react differently and if the same group of children is used they may not respond well the third or fourth time they are interviewed by a ‘visitor’ that day. |
| Presentation – the topic of which may relate to the role under consideration or the candidates' previous role or experience. Should be time limited and focussed on a specific topic  The topic may be provided prior to the selection day, or on the day itself. | Provides another dimension on which to assess candidates in addition to the interview  Can be very topical (providing it relates to the person specification)  If the topic is provided in advance, it can benefit candidates who find the interview process particularly difficult | Nerves can affect performance in the exercise  If the topic is provided in advance, you cannot guarantee that it is all the candidate's own work  Assessors must ensure that they do not place too great an emphasis on the technology used, unless IT literacy to a significant standard is a criteria on the person specification |
| Case study/scenario – this provides candidates with a scenario, usually containing multiple factors, and the candidate is asked to provide a written resolution to the case study, a presentation of their findings, or a combination of both.  The topic may be provided prior to the selection day, or on the day itself. | Relatively straightforward to develop  Provides a real-life scenario that could be experienced within the role  Good for testing analytical skills in addition to knowledge | Candidates can often provide a ‘text book’ answer to the scenario, which may not be exactly how they would act in a real life situation |

|  |  |  |
| --- | --- | --- |
| Psychometric testing – these test specific aptitudes and skills. Personality questionnaires may also be used | There are very strict administration guidelines to ensure that all candidates obtain identical instructions  Results can be compared against a sample group, increasing the validity of the test | Must have a qualified assessor available to purchase the tests and administer them (the costs of this can be considerable)  Can sometimes be used to test skills that are not necessarily essential for the post  Quality of tests can vary greatly  Assessors can make assumptions about candidates based on the results of psychometric tests, which do not relate to the actual skills/ aptitudes being tested  Training for assessors and purchase of exercises can be fairly costly |
| Role play – where an ‘actor’ is used to simulate a situation that could be experienced within the role (e.g. angry parent) | Allows assessors to observe the candidate’s behaviour in the situation and assess some of the skills that it can be difficult to assess in interview (e.g. listening skills, resilience, problem solving etc)  Can provide a fairly realistic situation for the candidate to deal with | This exercise requires a willing role-player  The role play is a false situation, which can put candidates under undue pressure and embarrassment can affect the candidates performance negatively  The success of the exercise can be dependent upon the ability of the ‘actor’ |
| In-tray exercise – where candidates are provided with a number of items that could be found in the in-tray of the post and asked to demonstrate the priority order of the tasks, and how each item would be dealt with | Gives candidates a useful picture of what can be expected within the role | Can be time-consuming to prepare and assess |
| Group problem-solving exercise, where all candidates are given a task to resolve as a group | Good for identifying how candidates may respond in a team environment | Candidates can ‘stage’ their performance within the group setting, providing the assessor with what they believe the assessor wants to see, cf *The Apprentice* |
| Professional discussion in a panel without any set questions | Good to test ability to respond to a ‘conversation’ and communication skills | May have different areas of discussion with different candidates – favouring one over another. |

**Annex 5: Safeguarding Children and Young People   
– Safer Recruitment**

Safe environments do not happen by accident. They are purposefully built and carefully maintained. Safe recruitment and selection processes are essential if schools and other educational establishments are to attract the best staff and deter or reject those who may pose a risk to children or who are unsuited to work with them.

In following DfS guidance and using the information and templates provided in this pack, schools and other educational establishment can be confident that they are working towards the standards outlined below.

* *The school’s management team is vigilant in ensuring that all recruitment and selection systems, processes and procedures are examined from a staff/child protection focus*
* *The school makes explicit its commitment to the provision and maintenance of a safe and supportive environment for all pupils, staff and others within the school community*
* *All applicants, short-listed candidates, contractors and service providers are advised about and understand the necessity of robust recruitment and selection practices that safeguards and supports pupils and adults within the school*
* *The school is clear about personal and professional boundaries, provides clarity about what is proper behaviour, and has managers who are vigilant in pursuing inappropriate, unprofessional or abusive behaviour. In this regard, attention is drawn to the document ‘Guidance for safe working practice for the protection of children and staff in education settings’, which was issued to schools in early 2008.*
* *The school’s child protection strategies include disciplinary procedures which deal effectively with those adults who fail to comply with school policies*
* *Schools paying for or using services satisfy themselves that those services have in place appropriate end effective arrangements for safeguarding and protecting children*

Schools should widely publicise their commitment to building and maintaining a safe environment which safeguards and promotes the welfare of children and staff by the use of a general statement similar to the following:

***This school is committed to safeguarding and promoting the welfare of***

***children and young people and expects all staff and volunteers***

***to share the commitment to this and the trust deed.***

This statement should be included in:-

* All publicity and information sites
* Advertisements
* Information packs for applicants
* Job description & Person specification
* Letter of appointment
* Induction Training
* Competency Frameworks

Where a school elects not to adopt these Recruitment and Selection guidelines, the Governing Body must ensure that a similar policy is in place which works to the principles and standards outlined in the DfES ‘Safeguarding Children: Safer Recruitment and Selection in Education Settings’ document, and that the application and effectiveness of such a policy is reviewed by the Governing Body on a regular basis.

Preparing interview questions

**Interview questions should be clearly worded and must relate to the key selection criteria which have been developed from the job description.** **Ensure that you develop questions that require candidates to provide examples from their past experience and ask them how they approached a specific task, how they overcame any problems or deficiency in the past or how they dealt with a specific situation.**

Useful prompts to use when asking such questions are:

* *How did the situation arise?*
* *What part did you play in resolving this dispute?*
* *What was the result of your work?*
* *Would the procedure be different in a Church school? OR How did this demonstrate a Christian ethos?*
* *If this situation arose again in the future, would you do anything differently?*

**Ask questions about the candidate’s aspirations and motivations.**  **Knowing why candidates are interested in the position can provide insight and understanding of the person and how much research they have done about the work involved in the post.**

**Ensure that you are mindful of the law and ensure that questions do not discriminate or breach Equal Opportunity legislation. There is no reason to know someone’s age, marital status or sexual preference to determine if they can perform the job. Where it is necessary to assess whether personal circumstances will affect performance (eg where, in Church school, there is a requirement for a faith commitment or where the job involves unsocial hours) this should be discussed objectively without the use of questions based on assumptions about the candidate’s marital status, the occupation of their spouse, children, domestic obligations or assumptions about culture.**

Questions about marriage plans or family intentions should not be asked. Questions relating to sexual orientation, political beliefs or trade union activity should not be asked as they may be understood as showing bias.

Care should be taken when seeking information relating to a disclosed disability that the candidate has. You must ensure that any questions are based on the candidate’s ability to undertake the role and not your own assumptions about their ability, based on their condition.

**Ensure that you probe incomplete answers.** **Probing questions are the most effective way to get complete answers. You may also wish to use them where there is a discrepancy between what the candidate has said and written. However, there must be a limit to the probing questions to ensure that you do not put too much pressure on the candidate and/or end up in a situation where the candidate is virtually given the answer by the interview panel.**

**Open & Closed questions**

The general rule is that open questions should be used to elicit the most information. Open questions encourage candidates to elaborate on their experience and provide fuller answers.Open questions are pre-fixed by words such as what, when, where, why, how, tell me, explain etc. Examples of open questions are:-

* + - * WHAT experience have you had of working with children and young people?
      * HOW have you dealt with staff who were reluctant to change?
      * WHEN did you consider it necessary to ………?
      * WHERE did you seek support in dealing with ………?
      * WHY did you adopt that particular course of action?
      * WHICH areas of policy implantation did you find most difficult?
      * WHO did you think most benefited from this practice?

**Closed questions should generally be avoided as they invite a Yes or No answer from the candidate, which can provide limited information. However you may wish to use closed questions to welcome a candidate at the initial stages of the interview or to confirm evidence given. Examples of the types of closed questions that should be avoided are:**

* + - * Have you implemented policies?
      * Did you enjoy your work?
      * Do you work well with children?
      * Can you communicate with people?

**You should also avoid leading questions which reveal what the desired answer would be. For example: Would you describe yourself as a patient person? Do you see yourself as well organised? Can you handle stress?**

Asking an open question allows the candidate to provide a general overview of a particular issue. It is then necessary to ask supplementary questions to probe more deeply. This technique is known as 'funnelling' and serves to provide specific details which the interviewers need to know.

**e.g. - What made the class/parent difficult?**

**- How did you resolve this situation?**

**- Would you do anything differently if faced with this situation again?**

Other examples of questions you may wish to use during an interview are:

|  |  |
| --- | --- |
| **Introductory Question** | **Tell us about yourself and what attracts you to this position?** |
| **General Question** | **What do you think are the professional challenges facing school staff/ teachers/etc today, especially in a culture, which is seeing so many changes?** |
| **Motivation:** | **Tell us about how you think your own childhood may have influenced your practice with young people?**  **What motivates you to work with children and young people?**  **Tell us about your interests outside work?** |
| **Ability to form and maintain professional relationships and personal boundaries** | **Can you give us an example of where you have had to deal with bullying behaviour between pupils? What did you do? What could you have done differently?**  **Have you come across sexually abusive behaviour between young people? What behaviours would worry you and why?**  **What are your views about media coverage which suggests that children and young people make up allegations of abuse by teachers?** |
| **Attitudes to the care and control of children and young people** | **When do you think it is appropriate to physically intervene in situations involving children and young people?**  **What are your responsibilities in such situations?** |
| **Emotional resilience to challenging behaviour and young people** | **Give an example of when you have had to respond to challenging behaviour, how did it affect you emotionally? What are your coping mechanisms?** |
| **Safe Environments** | **What do you think constitutes a safe and caring environment?**  **What kind of policies should a school/college have to support a safe environment?**  **What do you think are your responsibilities in protecting children?** |

**Offering the post in the absence of references**

If the references for the preferred candidate have not been received an appointment **MUST NOT** be made. The following wording could be used to explain to candidates why the interview process will not be concluded on the day, and why (how and when) the panel will re-convene to consider their decision…

*"You are a strong contender for the post of …………. However, other candidate(s) are also in contention for the post, and we have made no final decision as yet. We cannot complete our consideration without having all the appropriate information to hand, and references play an important part in this. We are therefore seeking your permission to approach your referees. You should not construe this as an offer of appointment; and it is not a conditional offer subject to references. No offer, conditional or otherwise, will be made until satisfactory references have been received."*

**ATTENDANCE POLICY STATEMENT**

This school is committed to achieving and maintaining a high level of attendance from all employees through the application of good management practice. All employees must recognise the importance of good attendance and ensure that any sickness absence is kept to a minimum.

Whilst supporting employees during periods of sickness, the School Management Team monitors levels of sickness absence in school regularly and takes action in accordance with the Guidelines adopted by the school to deal with unacceptable levels and frequency of sickness.

Good attendance enhances the service delivered by schools, minimises staffing difficulties and ensures best value to the school. All employees in this school must understand the importance of good attendance to the operation, performance and image of the school and must show a commitment to achieving and maintaining a high level of attendance.

**CHILD PROTECTION POLICY STATEMENT**

In this school, the welfare of the child is paramount. This school is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

All staff should understand their responsibility to safeguarding and promoting the welfare of children and young people. Staff are responsible for their own actions and behaviour and should avoid any conduct which would lead any reasonable person to question their motivation and intentions. Staff should work, and be seen to work, in an open and transparent way.

Attitudes towards promoting and safeguarding the welfare of children and young people will be scrutinised during the selection process for the post that you have applied for. If you are appointed to this post, information in relation to safeguarding and protecting children and young people will be provided at induction. This practical guidance for safe working practice will provide information about which behaviours constitute safe practice and which behaviours should be avoided.

**Annex 6: Guidance for Governors Attending the Pre-Interview Visit**

Thank you for agreeing to represent the governing body at the pre-interview visit. This visit provides an important opportunity for candidates to see the school ‘in action’ and seek out further information in preparation for the formal interview (usually the following day).

**Possible format for the pre-interview visit**

* as candidates arrive ask the school admin staff to assist with completing & verifying CRB documentation
* sign the back of the candidates' photos as proof of their identity and retain these for the interview
* tour of the school (with you) whilst the children are in school
* meet pupils & staff in classes and provide the opportunity to talk freely to children in the classrooms as you tour the school
* visit to the church with which the school is linked (if nearby!)
* opportunity for candidates to seek information & clarification from the members of the governing body that are present

**Some ground rules**

* if documents are provided for one candidate (eg financial statement or School Development Plan) they should be provided for all.
* all candidates should be treated equally and should be given the same opportunities and information, wherever possible.
* candidates should be reminded that they should not spend too long in individual classrooms as they are not there to monitor, evaluate or inspect the quality of provision.

This visit is NOT part of the formal interview process and as such should not be discussed with anyone else, including members of the interview panel.

**Annex 7: The Legal Framework for Recruitment and Selection**

Each school has a number of obligations under UK and European law when involved in the recruitment and selection of staff. An outline of the core legislation is provided below. For further information on any aspect of the legislation, please contact the LA’s Human Resources Department for clarification.

The legislation provides a framework through which individuals can seek redress through an employment tribunal against discrimination and relates to all aspects of employment. Also provided is information in relation to the Schools Staffing (England) Regulations 2009.

**THE EQUALITY ACT 2010**

This Act replaced replaced nine major Acts of Parliament and almost a hundred sets of regulations. The exceptions to the discrimination provisions for schools are all replicated in the new act – such as those applying to schools of a religious character.

It is now unlawful for employers to ask health-related questions of applicants before job offer, unless the questions are specifically related to an intrinsic function of the work. This means that schools should no longer, as a matter of course, require job applicants to complete a generic health questionnaire as part of the application procedure. DfE are considering the implications of this in relation to existing guidance for schools on establishing fitness and ability to teach (as required by the Health Standards (England) Regulations 2003). Schools may decide to ask necessary health questions after job offer. In any case, they should ensure that any health-related questions are targeted, necessary and relevant to the job applied for.

It is unlawful to discriminate against someone in or applying for employment on the following grounds (called ‘protected characteristics’) unless there is a Genuine Occupational Requirement/Qualification for doing so:

* Age,
* Disability,
* Gender Reassignment,
* Marriage and Civil Partnership,
* Pregnancy and Maternity,
* Race,
* Religion or Belief (but see below),
* Sex,
* Sexual Orientation.

Church of England Voluntary Aided Schools may apply religious criteria when recruiting or dismissing any member of their teaching staff. In recruitment, remuneration and promotion they may give preference to persons:

* whose religious opinions are in accordance with the tenets of the Church of England;
* who attend religious worship in accordance with those tenets; or
* who give, or are willing to give, religious education in accordance with those tenets.

Religious criteria may not be applied to any other posts in a VA school unless there is a genuine occupational requirement. This would need to be justified but might, for example, apply to a member of staff required to give pastoral care to pupils.

**DISCRIMINATION**

An individual can seek redress if they feel they have been discriminated against in the following ways:

**Direct Discrimination**

Direct Discrimination occurs when an individual is treated less favourably than others would be treated in the same or similar circumstances because of a protected characteristic.

**Indirect Discrimination**

Indirect Discrimination occurs when a requirement or condition is placed on a job which applies equally to all groups, but has a disproportionately adverse effect on one group. Possible examples of indirect discrimination are:

* applying criteria which stipulate that applicants should have 10 years continuous employment/service – this may exclude more women than men, and is therefore likely to be discriminatory. It could also be discriminatory against young people under the Age Discrimination legislation;
* stipulating a height requirement for a job may be discriminatory against women and men from certain minority ethnic groups;
* having a dress code that dictates no headgear can be worn may be discriminatory against members of certain religious groups.

**Harassment**

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now 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.

**Victimisation**

Victimisation occurs when someone is discriminated against because they have been involved in raising a complaint under any of the discrimination legislation outlined below, or if they have alleged that discrimination has occurred or if they have supported such action by another.

**KEY POINTS**

**Age**

The Act protects people of all ages. However, different treatment because of age is not unlawful if it can be justified, ie if it can be demonstrated that it is a proportionate means of meeting a legitimate aim.

Age is the only protected characteristic that allows employers to justify direct discrimination.

**Disability**

A person is disabled if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities, which would include things like using a telephone, reading a book or using public transport.

There is a duty on employers to make reasonable adjustments for staff to help them overcome disadvantage resulting from an impairment (eg by providing assistive technologies to help visually impaired staff use computers effectively).

The Act includes a protection from discrimination arising from disability. It is discrimination to treat a disabled person unfavourably because of something connected with their disability (eg a tendency to make spelling mistakes arising from dyslexia). This type of discrimination is unlawful where the employer or other person acting for the employer knows, or could reasonably be expected to know, that the person has a disability. This type of discrimination is only justifiable if an employer can show that it is a proportionate means of achieving a legitimate aim.

Indirect discrimination also covers disabled people. A job applicant or employee could claim that a particular rule or requirement disadvantages people with the same disability. Unless this can be justified, it would be unlawful.

It is now unlawful, except in certain circumstances, for employers to ask about a candidate’s health before offering them work.

**Gender reassignment**

A transsexual person is someone who proposes to, starts or has completed a process to change his or her gender. The Act does not require a person to be under medical supervision to be protected – so a woman who decides to live as a man but does not undergo any medical procedures is covered.

It is discrimination to treat transsexual people less favourably for being absent from work because they propose to undergo, are undergoing or have undergone gender reassignment than they would be treated if they were absent because they were ill or injured.

**Marriage and civil partnership**

People who are married or in a civil partnership are protected against discrimination. Single people are not protected.

**Pregnancy and maternity**

A woman is protected against discrimination on the grounds of pregnancy and maternity during the period of her pregnancy and any statutory maternity leave to which she is entitled. During this period, pregnancy and maternity discrimination cannot be treated as sex discrimination.

An employee’s period of absence due to pregnancy-related illness must not be taken into account when making a decision about her employment.

**Race**

It is unlawful to discriminate on the grounds of colour, race, nationality (including citizenship), or ethnic or national origin.

**Religion or Belief**

Religion includes any religion, including a lack of religion. However, a religion must have a clear structure and belief system. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.

Discrimination because of religion or belief can occur even where both the discriminator and recipient are of the same religion or belief.

However, Church of England Voluntary Aided Schools **may** apply religious criteria when recruiting or dismissing any member of their teaching staff. In recruitment, remuneration and promotion they may give preference to persons:

* whose religious opinions are in accordance with the tenets of the Church of England;
* who attend religious worship in accordance with those tenets; or
* who give, or are willing to give, religious education in accordance with those tenets.

**Sex**

Both men and women are protected**.**

**Sexual orientation**

Bisexual, gay, heterosexual and lesbian people are protected.

**Other relevant legislation**

**Rehabilitation of Offenders Act (1974)**

All school appointments are exempt from this Act and are subject to Enhanced Criminal Records Bureau Disclosure.

The main aim of this Act is to recognise that a person convicted of a criminal offence, after a period where actions are not repeated, can be considered reformed. The Act identifies specific periods after which convictions can be considered spent and disregarded.

A person is not necessarily precluded from working within a school simply by declaring that they have a conviction on their application form. Such a disclosure on the form gives the interview panel the opportunity to discuss the issue with the applicant. If the interview panel do not believe that the conviction will affect the candidate’s ability to do the job in question, they may discount the conviction. For further advice and guidance on this, please contact the Personnel Department.

Further information about the employment of ex-offenders can be found in a guidance note prepared for Schools, which can be found on the Schools Portal.

**Asylum and Immigration Act 1996**

**Nationality, Immigration and Asylum Act 2002**

Under the Asylum and Immigration Act 1996 it is an offence to employ a person on either a permanent, temporary or casual basis who is not entitled to enter, remain or work in the United Kingdom. To comply with the legislation, candidates are required to bring evidence that they are eligible to live and work in the UK to the interview, in order that a copy of the documentation can be retained prior to the commencement of employment.

Refugees have full citizen rights under UK law, including the right to paid employment. Economic Migrants have the right to work in the UK for the duration of their legal work permit. However, Asylum Seekers who are awaiting a decision on their application to become a refugee, have no legal right to paid employment in the UK, but they do have rights to work voluntarily whilst their application is being considered.

**Human Rights Act 1998**

The Human Rights Act gives rights in the UK Courts and Employment Tribunals which people have never had before.

The Act incorporates domestic law, most of the rights are protected by the European Convention. This means in Recruitment and Selection we need to take account of individual circumstances under:

Article 8: Right to respect for private and family life;

Article 9: Freedom of thought, conscience and religion.

We need to respect the specific circumstances people have in respect of these two articles.

**Data Protection Act 1998**

The Data Protection Act exists to ensure that data held on individuals is processed in a fair and proper way. The Act gives individuals some rights to review information held on them, and requires data holders to be open about how they use their data.

There are a number of elements of the recruitment and selection process for which the Data Protection Act has implications. An Employment Practices Data Protection Code in relation to Recruitment & Selection exists, which provides detailed information about the Data Protection implications of all aspects of the recruitment and selection process. In terms of Recruitment and Selection, applicant’s personal details submitted with their application form should only be used in accordance with the Act, for example for selection and interview purposes and for employment records, if the application is successful.

**Working Time Regulations 1998**

The Working Time Regulations incorporate requirements involving working arrangements/time which, as an employer we are required to comply with. This includes a maximum number of hours an employee is permitted to work, the maximum number of hours an employee can work without a rest break and a statutory entitlement to a minimum amount of annual leave.

**School Staffing (England) Regulations 2009**

Chapter 1 Part 3 of the Education Act 2002 (the Act) has replaced many of the sections from the Schools Standards and Framework Act 1998. The Act covers the staffing of Community, Voluntary Controlled, Community Special and maintained nursery schools.

The School Staffing (England) Regulations 2009 came into effect on 2 November 2009. The relevant areas of the Regulations in relation to Recruitment and Selection are summarised as follows:

**Appointment**

The Headteacher should take the lead in appointments outside of the Leadership group. Headteachers may involve others in the process (including Governors) but may not delegate responsibility for the final decision in relation to appointments.

The appointment of assistant Headteacher does not fall under the normal expectation to be delegated to the Headteacher.

**Appointment of a Headteacher and Deputy Headteacher**

The regulations have clarified issues around the advertisement of posts, rights to representation of the Local Authority and Diocese attendance and advisory rights.

**Annex 8: How to feed back and give support on future CPD needs**

**When?**

***After an appointment is made:***

* Candidates can be given feedback (verbally) about the areas of the person specification that they successfully addressed and those that they failed to demonstrate to the satisfaction of the governing body.
* Feedback should be  
  - positive  
  - constructive  
  - developmental  
  - focussed on the criteria and person specification for that post
* Be careful not to  
  - give ‘preferred’ answers to questions that were asked by the governing body  
  - coach the candidate directly on responses  
  - share other candidates’ ‘panel’ grades or responses

***What if an appointment is not made?***

* Do not give feedback to candidates that are not shortlisted until after the interviews.
* If at interview no appointment is made  
  - limited feedback can be given to unsuccessful applicants  
  - You could say… ‘You are welcome to re-apply alongside other candidates. The sections of the person specification that you were weaker on were….’

If you are unsure about whether to provide feedback, seek advice from your Adviser.

**Who?**

It is usual for the school adviser to offer this feedback by telephone (or face-to-face meeting if that is possible/practical). The Advisor appointed by the Diocese provides feedback on matters of faith and Christian ethos.

**CPD advice**

It would be helpful to signpost unsuccessful candidates to CPD opportunities that they could undertake

* within their own school   
  …by applying their learning and identifying where they have made a difference
* activities within their local network (eg network leadership or placements in other schools)
* on training and courses provided by the Local Authority
* on training and courses provided by the Diocese

**Annex 9: Responsibilities in recruitment and selection**

**HEADTEACHER AND GOVERNING BODY RESPONSIBILITIES IN RECRUITMENT AND SELECTION**

Headteachers have a professional duty to participate in the selection and appointment of teaching and non-teaching staff within their school. This should be done in accordance with the procedures outlined below.

**Voluntary Aided Schools**

Appointment of heads and deputy heads

Governing bodies of school with delegated budgets must:

* Inform the Local Authority and relevant Church Authority of the vacancy
* Advertise the vacancy in such manner as it considers appropriate unless it has good reason not to
* Appoint a selection panel of at least three governors who, with advice from the Local Authority and Diocese, shall select suitable candidates for interview, interview those applicants and, where appropriate, recommend for appointment one of the applicants interviewed
* Where appropriate, approve the recommendation of the selection panel and appoint the person recommended.

If the selection panel do not recommend a person to the governing body or the governing body do not approve their recommendation, the governing body:

* May re-advertise the vacancy
* Whether or not they re-advertise the vacancy, may require the panel to repeat the selection procedure

Governing bodies must appoint an acting headteacher if there is a vacancy before a new headteacher is appointed. If there is a vacancy for a deputy head, the governing body can decide to appoint an acting deputy, but are not obliged to do so.

Advisory rights

The Director for Children’s Services and Diocesan Director of Education (or their representatives), where he or she has advisory rights and the headteacher (for posts other than that of Headteacher) can attend any of the selection meetings in an advisory capacity. Their advice must be considered by the governing body, persons to whom the governing body's functions have been delegated or panel before an appointment is made.

Schools having their delegated budget suspended

When a foundation or voluntary aided school has its delegated budget suspended, the staffing powers and responsibilities of the governing body are to an extent curtailed but they still remain the employer of staff at the school.

**Annex 10: Example Shortlisting Proforma**

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| Criteria from Person Specification | E/D |  |  |  |
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| Candidate name |  | Name | Name | Name |