

Recruitment Policy

Penryn College is committed to promoting equal opportunities in employment. Job applicants will receive equal treatment regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. All employees and Governors involved in the recruitment process must ensure that they comply fully with this Policy, the Data Protection Policy and follow the guidelines detailed in the Code of Conduct.

1.0 Recruitment and selection

Recruitment activities will in all instances and at all stages follow the Safer Recruitment protocols. All recruitment and selection, whether internal or external, will be conducted on the basis of merit, against objective criteria that avoid discrimination. Shortlisting should be done by more than one person, in line with Safer Recruitment and with the involvement of HR and Governors. Our recruitment procedures should be reviewed regularly to ensure that individuals are treated on the basis of their relevant merits and abilities.

The procedure in section 2 sets out the process to be followed in more detail.

1. Penryn College will advertise job vacancies as widely as possible. Where an advert is placed will depend on the role being advertised. This will be agreed with HR, the recruiting manager and the Head Teacher. In the case of recruitment of a Head Teacher the Governors will make this decision.
2. All job advertisements will relate directly to the skills and experience needed to do the job.
3. Advertisements must avoid stereotyping or using wording that may discourage particular groups from applying. They should include a short policy statement on equal opportunities.
4. All recruitment materials, including application forms, will be designed to eliminate discrimination and promote equality of opportunity. An objective and meritocratic approach will be used in selecting for a position.
5. Any ability testing used in recruitment and selection will be evaluated as anonymised documents, free from bias and, where requested, reasonable adjustments will be made for those with disabilities.
6. Job applicants must not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. For example, applicants should not be asked whether they are pregnant or planning to have children.
7. Job applicants will not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with the approval of the HR .
8. All applicants must complete a fully completed application form and CVs will not be accepted.

For example:



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- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
- Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.
- Positive action to recruit disabled persons.
- Equal opportunities monitoring (which will not form part of the selection or decision-making process).

We are required by law to ensure that all employees are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective employees, regardless of nationality, must be able to produce original documents before employment starts, to satisfy current immigration legislation.

All candidates invited to interview and will be asked in their invitation to interview letter to evidence their Eligibility to Work in the UK before the interview commences. They will be advised that if they are unable to evidence eligibility then the interview should not be undertaken until such time as they can provide this evidence.

Internal candidate

Penryn College is committed to providing opportunities for development and career progression to current employees. This means that we will normally advertise vacancies both internally and externally.

Authorisation must be obtained for all recruitment using the Recruitment Request Form (see Appendix 1).

The job will be advertised in the standard format. Any changes to the wording in the advert can be agreed with HR prior to the advert going live.

All vacancies must be advertised for a minimum of two weeks.

When a suitable applicant has been identified, an offer of the employment will be made which, in the case of external applications, will be subject to the receipt of satisfactory references and statutory safeguarding checks.

To ensure that this policy is operating effectively, and to identify groups that may be under-represented or disadvantaged in our organisation, we monitor applicants' ethnic group, gender, disability, sexual orientation, religion and age after the recruitment procedure. Provision of this information is voluntary and it will not adversely affect an individual's chances of recruitment or any other decision related to their employment. The information is removed from applications and kept in an anonymised format solely for the purposes stated in this policy.

Analysing this data helps us take appropriate steps to avoid discrimination and improve equality and diversity.

2.0 Job Descriptions and Advertising

Once authorisation has been fully approved, the HR Team will forward you the latest job description for the role. This job description can be nominally amended to meet the specific needs of the role, but cannot be change substantially. You must contact HR if the job description does not meet the role you intend to recruit.



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If the role is not one previously recruited, HR will support the recruiting manager in the development of the new job description.

The roles and responsibilities and job descriptions set out the details which must be used when;

- Shortlisting candidates. You can compare information provided in applications to assess who is likely to be the closest match to what you are looking for.
- Writing interview questions. The questions you should ask should enable you to extract information from interviewees which will highlight where they match your specification
- Selecting for appointment. Review all the information from applications and from answers to their interview questions. Compare these with the specifications and assess objectively who best suits the role.

Whilst advertising the post internally, active external recruitment can still take place, including interviewing, but offers cannot be made to any candidate prior to the closing date of the advert.

There is no obligation to interview all internal candidates that apply, the best candidate must be selected for the job. However, please consider current employees who may be 'at risk' of redundancy and speak to HR if there are any concerns.

Adverts may only be placed by the HR team.

During the advertising period, the HR team, in consultation with the Governors and Head teacher will review all applications against the shortlisting criteria. This will inform the decision whether to extend the advertising period.

Once the vacancy has closed, HR will shortlist those candidates against the job criteria. Each relevant application will be sent to the recruiting manager for shortlisting.

The candidate should receive as much notification as possible prior to the interview to allow candidates to make arrangements to attend and in any event must adhere to the recruitment timetable submitted with the recruitment request form.

In the event the HR manager and recruiting manager are not happy that the number or calibre of applicants is suitable, a holding email will be sent to the applicant advising them of a delay in the process.

Redeployment

The requirement to redeploy employees may arise from time to time due to organisational changes. The purpose of the redeployment process is to seek to keep employees in employment and retain their skills within the school as far as is reasonably practicable. This process applies to all permanent employees. If there are employees identified as at risk of redundancy that could be re-deployed into a current vacancy then the vacancy need not be advertised as above. The recruiting manager and HR can ring fence the vacancy following the recruitment request being authorised and those employee's whose qualifications and experience closely match those required for the position will be guaranteed an interview. The role will not be advertised externally until this process has been exhausted.

Selecting for interview



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You should avoid the temptation to include unsuitable applicants on your shortlist simply to 'make up the numbers'. You will just be wasting their time and your own.

If you attempt to hold long, detailed interviews with a large number of candidates, you may have difficulties reviewing the performance of interview candidates and remembering which was which. This could ultimately lead to the wrong decision at the end of the process.

A scoring matrix must be applied to the shortlisting process (See Appendix 3). The highest scoring candidates during this process can be shortlisted for interview.

We will require all candidates to provide us with proof of their eligibility to work in the UK at their initial interview with us. Candidates will be informed of this in their invitation to interview. Invitation to second interview and offers of employment will not be made unless we have a copy of the candidate's eligibility to work documents on record.

Interview

Interview questions must be agreed between the interviewers at shortlisting before the interviews start. Please use the template in Appendix 2. At least one member of the interview panel must have received Safer Recruitment training.

The questions must contain at least 2 questions relating to safeguarding.

Opening the Interview

This will set the tone for the rest of the interview. The Governor will open the interview. Apart from making initial introductions you should use this part of the interview to establish a rapport with the candidate and create a relaxed, pleasant atmosphere. Ideally, the main part of the interview should not start until the candidate appears relaxed, although this may not always be possible.

Main Body of Interview

This part of the interview should be an exchange of information between you and the applicant. You must ensure that the questions you ask could not in any way be interpreted as discriminatory. The following questions should be avoided: -

- Questions about marital status;
- Questions about age;
- Questions about whether the applicant has a family or is intending to start a family;
- Questions relating to religion or belief.

Questions should be constructed in such a way where you are encouraging the applicant to talk as much as possible. Questions which require very brief or yes/no answers should be avoided wherever possible. If you require assistance preparing interview questions, you should contact HR in the first instance.

You need to be friendly and informative and encourage the applicant to talk freely about relevant matters whilst making sure that all important points are covered.

You will need to allow a significant amount of time for informing the applicant about Penryn College and the job. You can do this either at the beginning of the interview or as you go along. The information you provide should include:

- Job description
- Duties
- Reporting relationships



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· Conditions of employment

It is up to you, the interviewer, to indicate that the interview is over. You should ask the applicant if they have any further questions and advise them what the next step will be i.e. if there is likely to be a second interview, when and how they can expect to hear from you etc. You should also at this stage clarify whether or not the applicant is still interested in the position.

As soon as the interview is concluded and the applicant has left, you should complete the notes you have taken and write a summary of your initial thoughts on the applicant. It is vital that you do this straight away as memories will fade and you may confuse one candidate with another. Interview notes for unsuccessful applicants should be given to HR and retained for six months and then destroyed. If you wish to retain information any longer than that, the applicant should be informed. It is, however, important to hold on to the notes for six months in case an applicant believes they have not been selected for a discriminatory reason.

Selection

This decision is probably the most difficult aspect of the recruitment process. The time it takes to do this will vary according to the circumstances but you should not allow it to 'drag on' as this may result in a suitable applicant accepting an alternative job offer. If there is going to be a delay at this stage of the process you should inform the applicant(s) that this is the case.

You must now review all the facts you have assembled during the various stages of recruitment. This will include the details provided on the applicant's application form and the information learned in the interview. You may also be able to refer to other documents provided such as references. You can compare this information with the details included in the Job Description and Person Specification and evaluate each candidate as objectively as possible. Decisions should never be made based on the applicant's sex, marital status, race, colour, ethnic origin, religion or belief, sexual orientation, age or because they have a disability.

Once you and your fellow interviewer/s are agreed on the most suitable candidate you can proceed to make an offer to the successful candidate and reject the remaining applicants. Initial offers of employment are often done by telephone however you should take care when doing this as verbal offers are just as legally binding as written offers of employment.

All paperwork from the panel including candidates answers to the interview questions, will be kept in the successful applicant's personnel file. Details must include responses to any safeguarding questions.

Once you have made your decision update the HR department. The HR team will then send rejection letters. If your first choice of applicant decides not to take the position you may then wish to offer it to an alternative candidate.



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Appendix 1

Recruitment Request Form

Department:	
Role:	
Pay/grade	from _____ to _____
Contract type (include contract term)	temporary/permanent
Hours:	
New or replacement role?	new/replacement
Is the role budgeted	yes/no
Justification (please outline a brief reason for the recruitment and what needs of the school the role will meet)	
DRAFT	
Authorising Officer	Name and signature
Head of Department/SSMG	
Head of Faculty (as appropriate)	
Head Teacher approval	
Finance Manager (budget approval)	
Has Governor approval been sought and agreed	

This form approves appointment at the grade set out above. Any variation must be approved by Head Teacher or Governors (as appropriate to the position).



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Appendix 2

Interview Notes

Please make sure you ask the same questions of each candidate and record each question and response in the boxes below. Each response MUST register a numerical score and where possible, additional notes in support of the score.

Interviewer

Position

Candidate name

Question 1			
Question 1 response			
4 = Excellent	3 = Good	2 = Satisfactory	1 = Unsatisfactory

Question 2			
Question 2 response			
4 = Excellent	3 = Good	2 = Satisfactory	1 = Unsatisfactory



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Question 3

Question 3 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory

Question 4

Question 4 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory



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Question 5

Question 5 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory

Question 6

Question 6 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory



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Question 7

Question 7 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory

Question 8

Question 8 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory



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Question 9

Question 9 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory

Question 10

Question 10 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory



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Question 11

Question 11 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory

Question 12

Question 12 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory



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Question 13

Question 13 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory

Question 14

Question 14 response

4 = Excellent

3 = Good

2 = Satisfactory

1 = Unsatisfactory



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Appendix 4

Recruitment Timetable

(Please confirm availability before completing this section):

1. Interview Panel:
 - a) Governor –
 - b) Safer Recruitment representative –
 - c) Interviewing manager/s –
 - d) Interviewing Manager/s -
2. Interview date:
3. Advert closing date (please include contingency for second round of advertising)
4. Shortlisting date
5. Teaching episode planning (please include all details)