

# Safer Recruitment and Selection Policy

September 2021

<b>Key Document Details</b>			
<b>Author:</b>	Steve Brimfield	<b>Approver:</b>	CEO
<b>Owner:</b>	Director for People	<b>Version No.:</b>	1
<b>Date written:</b>	September 2021	<b>Next Review:</b>	September 2024
<b>TUs Consulted:</b>	JCNC Members June 21	<b>Date Policy Adopted:</b>	

## Introduction

The White Horse Federation recognises that its staff are fundamental to its success. The MAT therefore needs to be able to attract and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this. The Trustees and Local Governing Bodies are committed to safeguarding and promoting the welfare of children and young people and requires all staff and volunteers to demonstrate this commitment in every aspect of their work.

The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based on the principles outlined.

The appointment of all employees will be made on merit and in accordance with the provisions of Employment Law, Keeping Children Safe in Education and the Trust's Equality and Diversity policy.

The Trustees and Governing Body will ensure that people are treated solely on the basis of their abilities and potential, regardless of race, colour, nationality, ethnic origin, religious or political belief or affiliation, trade union membership, age, gender, gender re-assignment, marital status, sexual orientation, disability, socio-economic background, offending background or any other inappropriate distinction.

We will comply with the requirements of Keeping Children Safe in Education part 3 with regard to DBS and other pre-employment checks.

At every stage of the selection process, the White Horse Federation is committed to complying with the Equality Act 2010 and other relevant employment legislation.

This policy applies to all staff who work in schools and Central Services, including teaching staff, governors, volunteers and any other individuals engaged to work with pupils.

## Purpose

The purpose of this policy is to ensure that all schools within The White Horse Federation (TWHF) follow a robust, rigorous and fair process when recruiting to;

- Attract the best possible applicants to vacancies
- Deter prospective applicants who are unsuitable for work with children or young people
- Identify and reject unsuitable applicants who are unsuitable for work with children and young people.

Thorough recruitment and selection processes are essential in order to ensure that only those with the correct combination of knowledge, competencies and behaviours are appointed.

There is also a toolkit of documents to use when following this policy and these are included in the Appendices.

## 1. Core Principles

- TWHF has a principle of open competition in its approach to recruitment. All posts will therefore be advertised either internally or externally for a minimum of 5 working days. Any exception to this will be agreed by the CEO or the Director for People under “ A good reason appointment” detailed at 5f below.
- TWHF will recruit the best candidate for the job based on merit.
- TWHF will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation
- TWHF will provide appropriate training and support to those involved in recruitment and selection. As a minimum at least one member of the short-listing process and the interview panel must have completed a recognised Safer Recruitment course.
- Recruitment and selection is a key public relations exercise and should enhance the reputation of TWHF. TWHF will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- TWHF will ensure that its recruitment and selection process is cost effective.
- If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare it as soon as they become aware of the individual’s application and have no further involvement in the recruitment process.
- All documentation relating to applicants will be treated confidentially in accordance with GDPR. Applicants will have the right to access any documentation held on them in accordance with current Data legislation.

## 2. Preparation stage

- Recruitment should not commence until a full evaluation of the need for the role against strategic plans and budget has been completed and agreed by relevant parties.
- All vacancies whether a new or like for like/replacement appointment must be agreed with the relevant financial approver ensuring the overall salary costs remain within the agreed staffing budget that has been agreed for the year.
- All new or changed posts must be reviewed and graded before advertising to help ensure equal pay for work of equal value
- The recruitment of staff will take into account TWHF’s need for new ideas and approaches, and additionally should support TWHF’s commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in Academy’s profile within the overall WHF to maximise its ability to meet diverse pupil requirements.
- Recruitment should form an integral part of the staffing strategy for the area and should take into account the need for any “positive action” initiatives. “Positive Action” is lawful under the Equality Act 2010 and refers to the steps that an employer can take to encourage applications from people who share a protected characteristic (e.g a certain gender or race) who are under-represented in the particular area of the work place, for example placing adverts in the minority ethnic press or other publication targeted to the under-represented group or including statements in the adverts encouraging applications.
- A job description and person specification must be produced or updated for any vacant post

- The job description will accurately reflect the elements of the post
- The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants unless objectively justified.

### **3. Categories of Employees**

#### **Informing Regional Schools Commissioners regarding leader departures**

The handbook will now require trusts to approach the local Regional Schools Commissioner when a senior executive leader plans to leave the trust. This is designed to facilitate discussions on new leadership structures and succession planning.

#### **Trustees involvement**

In addition to being responsible for the appointment of the CEO and COO / Deputy CEO, a trustee will also be on the selection panel for all senior positions. This covers Executive/Sector Directors, any Education Directors and all Functional Directors.

- CEO – The appointment of the CEO is the responsibility of the Trustees
- COO – The appointment of the COO is the responsibility of the Trustees
- To cover any future structure, the appointment of a Deputy CEO – The appointment of a Deputy CEO or C-Suite role is the responsibility of the Trustees
- Executive Directors / Sector Director – The appointment is the responsibility of the CEO
- Principals – The appointment of Principals is the responsibility of the respective Executive Director Primary, Executive Director Secondary, SEMH Director together with the CEO
- Vice Principal and Assistant Principals – The appointments are the responsibility of the Principal together with the relevant sector Director
- Teachers – Responsibility for the appointment is delegated to the Principal
- School based staff with a pupil facing role i.e. Teaching assistants, Science technicians, Pastoral staff – Responsibility for the appointment is delegated to the Principal
- Functional leads i.e. Director for People, Director-Head of Finance, Estates Director, IT Director, Business Services Director – Responsibility is delegated to the CEO and COO
- Functional roles i.e. HR, Finance, Estates, Pupil Services, IT, marketing – Responsibility is delegated to the relevant Director i.e./ IT Director for IT roles

### **4. Advertising a vacancy**

All vacant posts will be advertised to ensure equality of opportunity and encourage as wide a field of candidates as possible. This will normally mean placing an advert externally. However, where there is a reasonable expectation that there are sufficient, suitably qualified internal candidates, or staff are at risk of redundancy, vacancies will be advertised internally before or instead of an external advertisement. The exception being “ a good reason appointment” see paragraph 5h

All advertised vacancies will be placed on the WHF Website and circulated in the weekly jobs bulletin

## 5. Vacancy approval

A Recruitment Requisition Form (RRF) must be completed by the recruiting manager or HR official for all vacancies and then forwarded on to the appropriate panel for approval via the recruitment portal. All school vacancies must be approved by the relevant budget manager, Executive Director and any Director or above vacancy must be approved by the CEO. Once the vacancy has been approved, HR will advertise the vacancy on TWHF and TES website as a minimum. Advertising roles internally as a first option should be considered at this stage where possible.

- a. Job adverts will clearly state the position, type of contract, the salary band, the main terms of employment (e.g. full time/part time/ term time/ any position or allowances associated with responsibility points) and the broad outline of the role.
- b. The advert will identify the closing date, and where known the interview date. The Trust reserves the right to close applications early in order to meet the aims of this policy, although the expectation is that in the majority of application processes this will not be the case.
- c. Where staff are invited to take on a management or leadership responsibility for a fixed term in an acting capacity, the acting post will be advertised internally. Exceptions will be as detailed in paragraph 5f.
- d. All job adverts and person specifications will state the Trust's commitment to safeguarding. Adverts will state that the Trust will carry out an enhanced Disclosure and Barring Service (DBS) check on the successful candidate.
- e. Interview dates should be advertised and should be a minimum of five working days after the closing date and ideally ten working days after closing date in order to enable references to be collected in advance in keeping with Safer Recruitment guidance. Depending on timescales there may be a reasonable cause for this to be reduced, but only where absolutely necessary.
- f. All vacancies will be advertised for a minimum of 5 working days unless the CEO or the Director for People agrees to waive the requirement to advertise for a "Good reason appointment". If required, the same titled document should be completed and issued to the CEO/ Director for People for authorisation sign off. This could arise when there is:
  - A difficult to fill position that has previously been advertised
  - A member of staff has been acting up and there is a business case for continuity
  - Unable to appoint when advertised in the past
  - There is an urgent need to fill a vacancy and an internal candidate has been identified

There is no legal obligation to advertise any vacancy, neither internally or externally. However there is a general duty for employers not to discriminate against employees or potential employees and the absence of advertising a vacancy could, in certain circumstances, constitute discrimination.

However the decision whether to advertise a vacancy at all is an employer's decision alone.

Therefore any “good reason appointment” will require approval by the CEO or the Director for People with details of:

- I. Vacant position
- II. Reason for not advertising
- III. Details of any individual or group of staff that could have a claim for discrimination
- IV. Name of member of staff being appointed
- V. Risks involved

## **6. Application forms**

All applicants for employment will be required to complete a WHF application form containing questions about their academic and employment history and their suitability for the role via our online recruitment portal. Those without access to the internet will instead use a manual paper application form. Incomplete application forms will be returned to the applicant where the deadline for completed application forms has not passed.

A Curriculum Vitae (CV) will not be accepted in place of the completed application form.

Applicants will have access to a job description and person specification for the role applied for. The applicant may then be invited to attend a formal interview at which his/her relevant skills and experience will be discussed in more detail. For teaching posts this will normally include teaching a lesson which will be observed and dependent on the level of the post may include other selection exercises. For support staff posts (e.g. Secretarial/Admin) the interview may also include a relevant skills test.

Volunteers will be required to complete a Volunteer Application Form, attend an informal interview and then references will also be obtained if the application is successful.

## **7. Short listing**

- a. Two people should undertake the shortlisting process, at least one of whom, has undertaken Safer Recruitment training in the last three years.
- b. Candidate information should be compared to the person specification section of the Job Description and scored using the scoring matrix created from the Job Description’s Person Specification within our recruitment portal.
- c. Attention should be given to those candidates that have declared a disability and meet the minimum criteria, as they are guaranteed an interview under the Government’s ‘2 ticks/disability confident’ scheme.
- d. All unsuccessful candidates will be notified of the outcome of their application and encouraged to apply for other Federation vacancies in the future.

## **8. References**

- a. For all roles working with children in regulated activity, two references will be taken up by the recruitment team before interview in line with safer recruitment best practice, where the candidate has indicated on their application form that a reference may be requested at this point in the process. Line managers should factor enough time between short listing and interview to allow for the return of all references.

- b. References will be taken up on short listed candidates using the Federation reference template and we may approach previous employers for information to verify particular experience or qualifications before interview.  
All referees will be sent a copy of the job description for the role which the applicant has applied for and asked about the candidate's suitability for the post.

If an applicant is currently working with children, on either a paid or voluntary basis, the current employer will be asked about disciplinary offences related to children or young persons (whether the disciplinary sanction is current or time expired), and whether the employer has or is aware of any specific concerns regarding the candidate's suitability to work with children.

If an applicant is not working with children, the current employer will still be asked about the applicant's suitability to work with children, although they may answer "not applicable" if the duties of the applicant have not brought him/her into contact with children or young persons.

If the current/most recent employment does/did not involve work with children, then the second referee should be from the employer with whom the applicant most recently worked with children where applicable as they may never have worked with children previously.

An employment referee should not be a relative or someone closely related e.g. step-parent, partner to a relative. If a character reference is required and all other employment references are exhausted, then they may be someone who is a friend or family friend so long as they are currently in employment and known to the candidate 5yr+. The reference should be sought from a business email address.

The Federation will only accept references obtained directly from the referee and will not accept un-solicited references or testimonials provided by the applicant.

The Federation will compare all references with any information given on the application form. Any gaps, discrepancies or inconsistencies in the information will be taken up with the applicant before any appointment is confirmed.

The Federation reserves the right to check the validity of references by contacting each referee.

Where the applicant is an internal one, a short form reference to the existing line manager providing support and confirming suitability for the role may be required.

## 9. Interviewing

- a. Verification of Identity and Address

All applicants who are invited to interview will be required to bring original photographic ID (not photocopies) as evidence of their identity. For example:

- a passport including photograph or;
- a current, photographic driving licence.

These documents will also be recorded on the [Interview Question Sheet](#) and copies taken. These will form part of any pre-employment checks and will be retained where appropriate on the personnel file of the successful candidate. Copies of ID of the unsuccessful candidates will be returned to HR for disposal in the confidential waste.

- a. Structure of the interviews should be down to the panel chair to arrange, but should be designed to give the candidates the best opportunity to present their skills and experience in relation to the post on offer.
- b. At least two people should conduct the interview, with at least one member of the panel having undertaken Safer Recruitment and Selection training within the last three years.
- c. Interview questions should be designed in advance and recorded on the Interview Question Sheet that all of the panel members should be familiar with in advance of the interview. Each interview must follow the same format and the questions should include reference to the Federation's 'Little Green Book' and our expected behaviours.
- d. The panel members must be familiar with the WHF scoring mechanism on the Interview Question Sheet and the format of the interview in advance of the interview date.
- e. The panel chair must fully complete all interview paperwork and send originals of all notes and paperwork arising from the interview to the recruitment team within two days of the interviews taking place. Notes should be complete, legible and signed and dated. These notes may be referred to for the purposes of any subsequent tribunal hearing, or requests pursuant to the Data Protection Act or Freedom of Information Act. The panel chair should also ensure s/he collects all such paperwork from any other interviewers. Any unwanted paperwork must also be returned to HR to be confidentially destroyed.
- f. A record of interviews held, the list of candidates who attended as well as a list of those making up the interviewing panel will be retained by the recruitment team for a period of 6 months, at which point the information will be confidentially destroyed.
- g. The panel chair should give verbal feedback to all unsuccessful candidates within 2 working days of the interview.

## **10. Conditional offer of employment**

- a. All offers of employment are conditional on satisfactory receipt of all of the pre-employment checks. This will be stipulated in the offer letter issued to the appointed candidate.
- b. The contract and job description will be issued with the conditional offer letter and will need to be returned to HR before employment can commence ideally, however there is a window to send it back if sent by post within 14 days of receiving it.
- c. Verbal offers of employment should be made by the panel chair in line with their agreed timeframe, explaining that a letter confirming the conditional offer of employment along with the associated terms and conditions will be issued by HR within 2 working days.
- d. The panel chair should complete a [New Starter Form](#) via the recruitment portal in order that the conditional offer can be confirmed in writing by HR.

## 11. Pre-employment checks

### a. Disclosure & Barring Service (DBS) Check

Due to the nature of the work which allows the potential for substantial and unsupervised access to children, the Federation will require an enhanced disclosure certificate from the Disclosure and Barring Service (DBS) in respect of all prospective members of staff including Governors, Volunteers and self-employed Coaches/Instructors. Leadership positions will require a Section 128 enhanced DBS.

A Barred Service Check (previously known as List 99) will also be undertaken.

Applicants with a six month or more, consecutive period of overseas residence in the last five years and those with little or no previous UK residence will also be asked to apply for a Certificate of Good Conduct.

The successful applicant will be asked whether they are a member of the Update Service. If they are, and their original check is enhanced to work with a child workforce, their original certificate should be checked online to see if any additional information has come to light since its issue. The White Horse Federation would then register an interest in the applicant's future DBS history.

A copy of the enhanced disclosure is sent directly to the person to whom the disclosure applies. The DBS provider will notify HR of a completed application at which HR will log onto that system to note the DBS reference number for the candidate on their personnel file and log the unique reference number on the Single Central Register (SCR).

If a person wishes to challenge any of the information disclosed as part of the DBS certificate this must be taken up with the DBS directly by the candidate.

The Federation expects Agencies who provide supply or temporary workers or contractors that are used by the Federation to register with the DBS on their own account and to follow their own policy. Proof of a relevant disclosure will be required before the Foundation use the services of an individual or services from such an organisation.

### b. Evidence of Eligibility to Work in the UK.

In accordance with the requirement of the Immigration, Asylum and Nationality Act 2006, a successful candidate will be required to produce evidence of their eligibility to work in the UK before they commence employment.

Further to the UK leaving the European Union and under the revised immigration legislation, those who are EU, EEA or Swiss Nationals will no longer have freedom to work in the UK without a work permit. This is conducted on a points based system and checks on their right to work can be reviewed via <https://www.gov.uk/view-right-to-work>. A share code with DOB of the applicant will be required to check the status of their ability to work within the UK.

c. Verification of Relevant Qualifications.

All successful candidates will be required to bring original documents (not photocopies) which confirm any educational and professional qualifications relevant to the post. If an original document(s) is not available a letter of confirmation from the awarding body will suffice.

The documents will also be requested as part of any pre-employment checks and copies retained on the personnel file of the successful candidate.

d. Qualified Teacher Status

Anybody appointed or engaged to teach in England must be a qualified teacher as defined by The Education (School Teachers' Qualifications) (England) regulations 2009 (as amended). Therefore Teachers should produce a certificate confirming Qualified Teacher Status and this should be recorded on the SCR. HR will also "claim" the teacher on the DfE Secure Access site, printing the confirmation details and storing in the employee's personnel file.

e. Medical clearance.

The successful candidate will be required to complete an online health questionnaire to ensure that they are medically fit to undertake the post that they have been offered. This is a confidential service and no medical information is disclosed to TWHF unless there is a need to recommend adjustments to the role due to the disclosure of a medical condition.

If the successful candidate has declared a disability the line manager must consider whether there are any reasonable adjustments that could be put in place to enable the applicant to carry out their new role.

No employee may start work until medical clearance has been received.

## 12. Confirmation of employment

- Once the pre-employment checks are completed to our satisfaction, the line manager will agree a start date with the new employee.
- The HR team will issue a confirmation of employment letter confirming the start date.
- The signed contract and job description will need to be returned to HR before employment can commence ideally, however there is a window to send it back if sent by post within 14 days of receiving it.

## 13. Data storage

All paperwork relating to unsuccessful applicants will be stored by HR for a period of 6 months before being destroyed in confidential waste in accordance with data protection regulations.

## 14. Induction

There is a requirement for a structured induction process for all new employees in order to ensure that they are effectively integrated into the Federation and the individual School.

It is recommended that an induction programme is initiated before their start date for SLT members and as of their start date for teaching and support staff with the induction form being completed and signed off one month from their start date where possible.

Please see the Federation's Induction policy for further details.

## **APPENDICES**

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## Appendix I Recruitment Requisition Form

Vacancy Details	
Date new starter(s) required	<input type="text"/>
Vacancy Title	<input type="text"/>
Pay Grade	Please select...
Pay Range (From To)	Please select...
SEN Allowance (if applicable)	<input type="text"/>
Salary	<input type="text"/>
Role to be based at (School/Site)	Please select...
Location	<input type="text"/>
Hours per week (per post)	<input type="text"/>
Number of posts	<input type="text"/>
Contract Term	Please select...
Contract Type	Please select...
Is this post suitable for newly qualified/inexperienced applicants?	<input type="radio"/> Yes <input type="radio"/> No
Do you require this vacancy to be offered to internal applicants only?	<input type="radio"/> Yes <input type="radio"/> No
Who will shortlist? (At least one member of the panel must be Safer Recruitment trained)	<input type="text"/>
Who will interview? (At least one member of the panel must be Safer Recruitment trained)	<input type="text"/>
Date of shortlisting	<input type="text"/>
Date of interviews (Minimum 1 week after shortlisting to allow for references to be collected in keeping with our Safer Recruitment process)	<input type="text"/>
Will you require applications to be pre-shortlisted to minimum specifications?	Please select...
MDSA/CCTA (Does this role require additional contracts?)	<input type="checkbox"/> MDSA <input type="checkbox"/> CCTA <input checked="" type="checkbox"/> Not Applicable
MDSA Hours	<input type="text"/>
MDSA Salary Grade	<input type="text"/>
MDSA Salary Point	<input type="text"/>
MDSA Weeks Per Year	<input type="text"/>
MDSA Paid Weeks Per Year	<input type="text"/>

Funding	
Is this a like for like replacement or a newly created post?	Please select...
Comments	<input type="text"/>

Vacancy: In-House Recruitment Specialist

## **Appendix 2 JOB DESCRIPTION**

### **JOB DESCRIPTION**

<b>JOB TITLE</b>	
<b>GRADE BAND</b>	
<b>RESPONSIBLE TO</b>	
<b>DEPARTMENT</b>	
<b>DATE JD/PS SIGNED OFF</b>	

<b>SIGNED</b>	
<b>PRINTED</b>	
<b>DATED</b>	

### **SAFEGUARDING COMMITMENT**

The White Horse Federation is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. If successful in being appointed to a post you will be expected to apply for a disclosure from the Disclosure and Barring Service as well as other employment checks before your appointment is confirmed.

<b>JOB PURPOSE</b>

<b>MAIN TASKS, DUTIES &amp; RESPONSIBILITIES</b>

<b>ADDITIONAL DUTIES &amp; RESPONSIBILITIES</b>
<ul style="list-style-type: none"> <li>The post holder may be required to perform duties other than those given in the job description for the post. The particular duties and responsibilities attached to posts may vary from time to time without changing the general character of the duties or the level of responsibility entailed. Such variations are a common occurrence and would not of themselves justify the re-evaluation of a post. In cases, however, where a permanent and substantial change in the duties and</li> </ul>

responsibilities of a post occurs, consistent with a higher level of responsibility, then the post would be eligible for re-evaluation.

- In fulfilling the requirements set out in this job description, the post holder will apply the TWHF's commitment to equality by treating all employees fairly and without discrimination on the grounds of colour, race, ethnic or national origins, sexual orientation, age, marital status, disability, trade union association or religious beliefs.
- In addition, the job holder will respect the need for confidentiality at all times whilst performing the duties of the role.

<b>Person Specification</b>	<b>Essential or Desirable</b>	<b>Application Form</b>	<b>Interview Stage</b>
<b>Qualifications, Education &amp; Training</b>			
<b>Knowledge &amp; Experience</b>			
<b>Skills and Abilities</b>			
<b>Values and Behaviours</b>			

<b>Additional Evaluation Measurements</b>
<b>Initiative &amp; Independence</b>
<b>Physical Skills &amp; Demands</b>
<b>Communication &amp; Interpersonal Requirements</b>

<b>Supervision / Management Responsibility</b>
<b>Problem Solving &amp; Creativity Requirements (mental skills)</b>
<b>Mental Demands</b>
<b>Emotional Demand</b>
<b>People and Management Responsibility</b>
<b>Financial Responsibility</b>
<b>Physical Resources &amp; Data Level Responsibility</b>
<b>Working Conditions Level</b>

## **APPENDIX 3 - RECRUITMENT SHORTLISTING AND DATA PROTECTION GUIDANCE**

**Please read before starting the shortlisting process**

### **GENERAL**

- There is a legal requirement for the Federation to comply with the Data Protection Act in all recruitment practices
- The Data Protection Act (DPA) requires us to process personal data that we hold in a fair and proper way
- Failure to do so can lead to a criminal offence being committed

### **SPECIFIC TO THE SHORTLISTING PROCESS**

- Application Forms should be kept in a secure place whilst you retain them. Ideally kept paperless on the recruitment portal.
- Application Forms should only be used by those who have a business interest and are involved in the recruitment process.
- Applicants have a right to see all information obtained/created as a result of the recruitment process. i.e. they have a right to see their application form and any notes written as part of the shortlisting process.
- Do not write comments directly on the application form.
- Use the Recruitment Shortlisting Criteria and Shortlisting Grid via our recruitment portal to support your scoring.

### **SHORTLISTING TIPS**

- Using the shortlisting scoring form via our recruitment portal, have a clearly documented criteria which will be based on the person specification. This will enable you to demonstrate how an applicant compares against the criteria.
- Do not use age, sex, disability, religion, sexual orientation or race as part of the short-listing criteria. This has been eliminated where possible to allow fair and non-biased scoring and shortlisting on the recruitment portal by removing personal detail i.e. names, gender, sexuality etc from initial view.
- Ask the Recruitment Specialist or recruitment representative for help if you are not sure.

**REMEMBER – NON COMPLIANCE CAN LEAD TO LEGAL PROCEEDINGS WHICH CAN BE COSTLY AND DAMAGING FOR THE FEDERATION**

## **SHORTLISTING**

The short-list should be completed as soon as possible after the closing date, giving a reasonable amount of time between notification and the interview date for successful candidates. It is recommended that the interview date is approximately two weeks after the closing date, allowing time for candidates to arrange travel, time off from work etc, and enough time for HR to obtain references. But a minimum of one working week.

Managers must objectively 'sift' applicants with reference to the essential and desirable criteria set out in the person specification.

Points to consider when short-listing:

- Look for evidence that indicates the applicant can meet the criteria specified
- Use the recruitment criteria to eliminate unsuitable candidates.
- Don't compare candidates against each other.
- Don't rule out applicants for reasons that are not related to the criteria mentioned.

Use the Shortlisting Grid (rating each of the criteria required on a scale) via the recruitment portal as this helps with the process and provides evidence for the choices made should any of the candidates request feedback from you.

### National Disability Confident Scheme and the Government Interview Access Scheme

Managers must be aware that candidates, who are legally classed as Disabled and who meet the minimum requirements for the role are automatically entitled to an interview under government legislation and guidance. You will be contacted by the HR Team if a candidate who falls into this category applies to your post.

### Work Permits.

You must interview all suitable EU (under the EUSS) and British citizens before you decide to interview candidates that may need a work permit.





## Appendix 5

### EMPLOYER'S REFERENCE REQUEST FORM

The person below has applied for employment with the **White Horse Federation** and has supplied your name as a referee in support of their application.

Many thanks for your kind assistance in completing this reference form.

#### **Section 1: Applicant Details**

Name of Applicant:	
Position Applied For:	

#### **Section 2: To be completed by current or previous employer**

Employer:	
Applicant's Job Title:	
Date of commencement of employment:	
If no longer employed by you:	
Date of leaving:	
Reason for leaving:	
Would you re-employ?	
Hours worked per week:	
Has the above applicant taken any parental leave?	

**Please give a brief outline of the main duties undertaken including the level of responsibility / accountability involved.**

**How would you assess the applicant with regard to:**

Reliability?	
Honesty?	
Punctuality?	
Working as part of a team?	
Ability to work under pressure?	

**Please give your opinion of the applicant's suitability for the post applied for:**

**Are you aware of any reason why we should not consider employing the applicant?**

**YES / NO (if Yes please give details):**

**Do you wish to give any further information about the suitability of the applicant?**



**Section 3: To be completed by current or previous employer for posts that involves working with children**

**Please give details of any disciplinary procedures that the applicant has been subject to in which the disciplinary sanction is current or relates to child protection:**

**Are you aware of any convictions / cautions incurred by the applicant? Please note that positions working with children or vulnerable adults all convictions / cautions must be declared regardless of whether deemed as 'spent' under the provision of the Rehabilitation of Offenders Act 1974:**

**Yes / No (if yes, please give details):**

**Are you completely satisfied that the applicant is suitable to work with children or vulnerable adults?**

**Yes / No (if no, please give specific details of your concerns):**

**Section 4: Declaration**

I confirm all the above information is correct.

Your Name:	
Your Job Title:	
Name and Address of Organisation:	
Telephone number and extension:	
E-mail address:	
Date:	

Please return this form, preferably by e-mail to: [recruitment@twhf.org.uk](mailto:recruitment@twhf.org.uk)

Otherwise by post, marked 'Private and Confidential' to:

**HR  
The White Horse Federation Central Services  
Plymouth Street  
Swindon  
SN1 2LB**



**Thank you in advance for completing the form**

**NB: you have the responsibility to ensure that this reference is accurate and does not contain any material misstatement or omission.**

Relevant factual content of this reference may be discussed with the applicant.

## Appendix 6

### Interview Question Sheet

Applicant Name \_\_\_\_\_  
 \_\_\_\_\_ Date \_\_\_\_\_

Post Title \_\_\_\_\_

Please draw up a list of questions based on the knowledge, experience and skills listed within the Job Description.

Indicate in the criteria column the criteria category, as shown on the Person Specification, to which the question refers.

<b>Weighting:</b>		<b>Scoring:</b>	
<b>High importance (H)</b>	<b>3</b>	<b>Can perform well (proven)</b>	<b>4</b>
<b>Medium importance (M)</b>	<b>2</b>	<b>Can perform well (potential)</b>	<b>3</b>
<b>Low importance (L)</b>	<b>1</b>	<b>Can perform satisfactorily (proven/willing)</b>	<b>2</b>
		<b>Can perform satisfactorily (potential)</b>	<b>1</b>
		<b>Cannot perform satisfactorily (unwilling)</b>	<b>0</b>

No	Question	Response	Weight (L/M/H)	Scoring (0 – 4)	Total (WxS)
<b>Example</b>	How do you organise your workload to ensure that deadlines are met? (example from current work experience)	<b>Prioritise workload on a daily basis</b> <b>Use Checklists</b> <b>Good Example – Conflicting deadlines</b>	<b>3</b>	<b>4</b>	<b>12</b>
1					
2					

	Presentation Score – if applicable				
		<b><u>TOTAL</u></b>			

Signed ..... Dated .....

ID seen.....

# Appendix 7

## Offer Form:



Offer Form
Job Title
Title
First Name
Surname
Address
Contact Phone Number
School/Location
Contract Employment Type
End Date (if Fixed Term or Temporary)
Start Date
Salary Form
Salary Grade
Salary Point
SEN Allowance (if applicable):
Is the candidate transferring from another School within the Swindon area?
If yes, which School
Does the candidate have previous unbroken service?
If Yes, what is their original start date?
Hours per week
Weeks Worked Per Year
MDSA/CCTA
MDSA Hours
MDSA Salary Grade
MDSA Salary Point
MDSA Salary FTE

**TWHF RECRUITMENT  
PROCESS**

