

RECRUITMENT, SELECTION AND INDUCTION POLICY

Application of this section to Community, Voluntary and Foundation schools.

The Employment Law issues raised in this document apply to all schools

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Introduction

Not all recruitment activity needs to be undertaken in exactly the same way. It is correct to adjust methods to reflect recruitment to different roles. Basic principles should underpin all recruitment and should be consistent. Overall, a culture where employees feel able to self-report and challenge others should be promoted working towards 'what if I'm right?' rather than 'what if I'm wrong'. Please note that occupations in schools are exempt from the Rehabilitation of Offenders Act in that all convictions whether spent or not must be declared.

Governors are ultimately responsible for all recruitment decisions although this function is commonly delegated to the Headteacher who should have final say in recruitment decisions up to Assistant Head level. They may or may not be accompanied by governor. Separate legal requirements are in place for the recruitment of Head and Deputy Headteacher positions and you should refer to your HR provider for advice. Support from Southwark Schools Team for the appointment of a Head or Deputy can be obtained for an additional cost. Contact the schools HR Team for more information.

The schools policies, guidance and job Descriptions with person specifications can be found on www.southwark.gov.uk, then type in 'managing people' into the search box on the top right hand side, and then click on the first link.

1.0 Basic Principles

1. Every appointment will be made on merit linked to the essential and if necessary, desirable criteria on the person specification.
2. It is unlawful to discriminate on the grounds of a protected characteristic. You may not discriminate on the grounds of:
 - Trade Union membership
 - Any of the protected characteristics (under the Equality Act 2010); age, disability, gender reassignments, marriage & civil partnership, pregnancy & maternity, race, religion & belief, sex, sexual orientation.
3. In specific circumstances positive action is lawful. You can encourage certain under-represented groups to apply for positions and can contain a suitable statement for example 'black and ethnic minority individuals are under-represented in this area of work and we would particularly welcome applications (s.158 of the Equality Act 2010 applies), Preference can also be given at the point of selection if individuals from the under-represented groups are 'as qualified as' other candidates in all key criteria. HR advice should be sought.
4. Recruiting managers have a responsibility to:
 - Uphold the reputation of the School and be objective in reaching justifiable judgements in line with current legislation.
 - Disclose any personal interests in the course of recruitment activity and withdraw from the activity where involvement may create a conflict of interest.
 - Maintain professional standards whether recruits are easy or difficult to find.
 - Keep comprehensive and accurate records.
5. Candidates must be truthful in the application process.

2.0 Preparing to Recruit

When a vacancy arises the following questions must be asked to determine if a recruitment campaign is necessary and if so for what role and under what contract. It is also necessary to ensure you allow enough time to complete the recruitment campaign, an example timeline can be found below. The following questions should be asked when a vacancy arises:

1. Do you need to fill the vacancy?
2. Could the responsibilities be shared out amongst others?
3. If you do need to recruit is it the same job or has it changed (e.g. changing work patterns, technology, funding, legislative requirements etc).

4. How does the post fit into the overall aims, Ofsted recommendations of the school?
5. Do you require this role to be on a permanent basis, is it a fixed term or temporary contract more appropriate. See 'Guidance on Issuing Contracts of Employment' – which can be found on the managing people website (type in managing people into search box on www.southwark.gov.uk).
6. All vacancies / acting up / secondment opportunities must, as an absolute minimum be advertised internally.

If you do need to recruit please ensure you allow enough time, see example recruitment timeline, remember some individual's notice periods can be longer than a month, this is provided as an example and is not exhaustive.

Example Recruitment Timeline

Week 1 and 2	Prepare to recruit Get documents ready Place advert
Week 3	Advert appears
Week 4	Get applications in and shortlist
Week 5	Invite applicants to interview and send off for references
Week 6	Hold interviews and offer (chase references again)
Week 7	Employee notice period (can be longer particularly for teachers if you miss resignation dates)
Week 8	
Week 9	
Week 10	
Week 11	New employee starts

Preparing Job Documentation

Job Description and Person Specification

On each occasion the Headteacher must select a generic Job Description and Person Specification from the managing people website (type in managing people into search box on www.southwark.gov.uk). If the role you are recruiting to is different or in addition to these roles please:

1. select the closest generic JD and PS,
2. track changes and
3. email to Southwark HR Schools Team so they can arrange for the job to be evaluated (this is to ensure that the correct rate of pay on the grading scale is paid and protects you from equal pay claims). See Appendix 1 for JD and PS template.

Application form and guidance document

See managing people website. (type in managing people into search box on www.southwark.gov.uk). Please note that schools should not accept curriculum vitae's or CVs in place of a completed application form as part of safer recruitment guidelines.

Recommended additional information to be included

Information on the school / school brochure

You may wish to collate some information about the school; this could include past, present and future aims and should give a professional impression of what it's like to work at the school.

Covering Letter from the Head (or Chair of Governors in the case of a Headteacher appointment)

This is a nice touch and gives you an opportunity to set the tone for the recruitment campaign as welcoming, friendly and professional. This should include the safeguarding statement of 'As part of Southwark's commitment to safeguarding and promoting the welfare of children and young people, all employees employed within schools are required to undergo an enhanced DBS check'.

You could also include a list of documents they would be required to bring if successful (proof of authorisation to work in the UK, proof of identity, proof of qualifications, proof of address and documents for DBS check– see Appendix 6 for the list of pre-employment checks from the offer letter).

Finally you could also include that individuals will be checked whether they are on the barred list, convictions, cautions or pending police action, they will be asked about current and expired disciplinary offences, that any of their previous employers may be approached and that providing false or misleading information could lead to withdrawal of offer or summary dismissal.

The Panel

Once you have ascertained recruitment is required a panel should be set up.

1. Panels should be made up at least two people and as much as practical should be representative of the community, in terms of gender and ethnicity.
2. Panel members must remain the same throughout the whole recruitment process, if one panel member drops out of a two member panel at any stage the whole process must recommence.
3. At least one panel member must have completed safer recruitment training. (Keeping children safe in education April 2014). Training can be accessed:
 - from September 2014 through <http://www.lucyfaithfull.org.uk/training.htm> or
 - from October 2014 online through http://www.nspcc.org.uk/Inform/trainingandconsultancy/onlinetraining/safer-recruitment-in-education_wda103382.html
 - or Southwark periodically run a chargeable safer recruitment course.

3.0 Attracting Candidates

Good job advertisements must first attract attention (from the kind of applicants you are interested in); attract relevant interest (by establishing relevance in the minds of the ideal candidates); create desire (to apply for a great opportunity), and finally provide a clear instruction for the next action or response.

Please note

All jobs (whether temporary, permanent, acting up, secondment, casual or fixed term) must be advertised internally as a minimum and schools must not rely on word of mouth as this can unintentionally discriminate, is likely to reinforce existing patterns of discrimination and cause employee relations issues.

The Law

Discrimination law is the main area to be wary of when writing an advertisement as individuals hold this right immediately and don't need any service history in order to bring a claim. The legal test of what 'might reasonably be understood as indicating an intention to discriminate' is whether an 'ordinary, reasonable person with no special knowledge' would think the advertisement is discriminatory. So you can understand how this vagueness translates to a legal minefield!

When writing adverts you must avoid any discriminatory language, some common mistakes are, for example 'minimum 6 years experience' (age and possibly sex discrimination), 'young / would suit individuals in the first few years of their reaching career / youthful / dynamic / mature' (age discrimination), the use of gender specific job titles e.g. waitress (sex discrimination).

Basic Safeguarding Principles

- Every advert should clearly display the following paragraph 'As part of Southwark's commitment to safeguarding and promoting the welfare of children and young people, all employees employed within schools are required to undergo an enhanced DBS check'.
- Candidates should also be made aware that failure to disclose convictions, (whether spent or unspent), cautions, pending police action, omitting information or providing false information may result in an offer being withdrawn or subject to summary dismissal.
- Once candidates have been shortlisted for interview references must be requested.
- The school staffing regulations require governing bodies of schools to ensure that at least one panel member must have had safer recruitment training (Keeping children safe in education April 2014). Training can be accessed from September 2014 through <http://www.lucyfaithfull.org.uk/training.htm> or online through http://www.nspcc.org.uk/Inform/trainingandconsultancy/onlinetraining/safer-recruitment-in-education_wda103382.html from October 2014. or contact Southwarkschools HR Team).
- Safeguarding questions should be asked at interview to explore candidate's attitudes and references (or lack of receipt of references) should be queried.
- Recruitment processes and screening are as rigorous for internal transfers, agency, interims, consultants, volunteers or temporary staff.
- Agencies must inform school's in writing that they have undertaken the necessary pre-employment checks; identity, right to work, 2 satisfactory references, medical, DBS, qualification, teachers must also be checked to ensure they are not prohibited from teaching etc
- Panel chairs must be satisfied and if necessary scrutinise pre employment checks from the agency and 'sign off' appointment before a binding contract is formed.
- Offers not appointments are 'made subject to' (see Appendix 6).
- Most positions within a school whether directly or indirectly employed will meet the requirements for a 'regulated activity'. Volunteers who are supervised are not considered to be in 'regulated activity', however the Headteacher may deem it necessary for a check to be carried out. The Headteacher may request an enhanced check without a barred list check under these circumstances.
- Volunteers who are unsupervised must obtain an enhanced DBS certificate with a barred list check or who are providing personal care on a one-off basis
- Anyone appointed as a teacher will require an additional check to ensure they are not prohibited from teaching.

Important

- Employment must not start till all pre-employment checks are returned satisfactorily, once an individual has started they are your employee and normal procedures apply. An employee may start in exceptional circumstances before a DBS has been completed but only after clearance from the barred list through Southwark HR has been obtained, in this event they must be closely supervised at all times. No individuals should be permitted to start unless two satisfactory references, medical clearance, proof of authorisation to work in the UK, proof of address and identity has been obtained. , Please note you do not have the right to check the barred list for volunteers who are closely supervised. All other paid and voluntary positions must have barred list clearance as a minimum though.

Writing a Job Advertisement

When writing an advert there are a number of things you must include. One of the most important is to get across what it's like to work at your school. 'Employer branding' describes how an organisation markets what it has to offer to potential and existing employees and at the heart of any brand is a promise, a value proposition. The advantages of branding are to ensure you:

- Attract the right people
- Grab applicants attention and make your advert stand out from other schools
- Ensure better retention as applicants understand the culture more and can self select
- Higher levels of engagement
- New employees become effective more quickly

Try and come up with a strap line (A strap line, in advertising, is a 'slogan' used to identify brands (e.g. Tesco's 'every little helps') that is aimed at the people you are trying to attract. For example 'we're good but can you help us be outstanding') or a quote from the Ofsted report.

What to include

- Job Title, Salary (£ as well as grade – you want to be clear what you are paying and this may attract individuals who are not familiar with the council's grading system) and location should be right at the top.
- Include a line about the organisation, any relevant future plans or interesting facts and present them honestly but professionally. What is it like to work there?
- Include key job information (just the main purpose will do).
- Key essential criteria (from the person specification); try not to limit your pool of candidates by putting desirable criteria in unless you know you will be bombarded by applications.
- Keep non-essential wording out like 'applications are invited from' – use punchier language such as 'phone us - xxxxx)
- Check contact details, your advert is useless if you miss-type contact information.
- Make the best use of white space.
- Indicate rewards / advantages of working there.
- Interview and closing dates and how to apply.
- Spellcheck!

Things to avoid

- over-designed graphics / extravagant layouts / words in italics / fancy fonts, flowery language, small fonts (distracts and slows reading)
- capital-letters (upper-case) or too large fonts
- printed in odd colours or tints against a coloured, patterned or picture background
- coded, jargon and idiosyncratic language
- too much technical detail about the job or the company
- too many words – your message gets lost - keep it simple
- uninspiring, boring descriptions of roles and ideal candidates
- too much emphasis on the job and not enough on the person specification
- huge half-page or whole-page or double-page spreads - a waste of money

What size advert and where to place

There are no rules about how much you should pay for an advert or where to place your advert however you want to ensure the best response for the minimum amount of money!. Look at how much you're paying per annum; as a very rough guide you should consider paying no more than around 3% of the annual salary of the job you are recruiting for and less if you are advertising for multiple vacancies. You may wish to pay more, perhaps up to around 10% - 15% of annual salary for a more senior position. Or it may be that you don't get the right candidate first time round, don't just recruit for the sake of it, you will inevitably regret this later! Utilise free advertising where you can, for example some websites allow you to advertise for free (e.g. Job Centre, www.indeed.co.uk), there will always be the usual place such as schools bulletin and TES but think about who you're going to target, if it's from a particular part of the community then look at community centres, local shops, even transport advertising. Talk to current staff and find out where they saw the advert. Some ideas for advertisement placement:

- Times Educational Supplement (publication every Friday <http://www.tes.co.uk/article.aspx?storyCode=6000015&navcode=102>, also now advertise for support staff roles, as at August 2014 it was free to advertise support roles (text only on-line advert) <http://www.tes.co.uk/support>)
- Schools Vacancy Bulletin (www.southwarkheadteachers.org.uk or <http://jobs4schools.co.uk/>)
- South London Press (every Tuesday and Friday)
- The Voice (British national Black weekly newspaper)

- Evening Standard
- Metro
- Opportunities (Public Sector Recruitment and Career weekly)
- Specialist Journals / Trade Magazines
- Nursery World
- Catholic Teacher Gazette
- Local community centres
- Local newsagents
- Libraries
- The Job Centre
- Job websites

4.0 Selection of Candidates

Short listing step by step guidance.

1. Only applications received by the closing date should be considered for short listing.
2. Applications received after the closing date should not be considered for short listing.
3. Incomplete application forms should be returned to the candidate for full completion if received in time to do so. Please note that for positions in schools the form must hold 10 years worth of work history.
4. Candidates must declare if they are related to a Councillor or current employee of the Council. Panel Chairs must discuss with their HR provider to verify any decision on appointment and may disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment. This does not prevent a Councillor from providing a reference for a candidate.
5. Remove candidates' monitoring information from the application form (ensuring you know who they belong to so successful candidate's details can be recorded).
6. Indicate on the form if a candidate has a disability so that panel members can automatically invite to interview providing they meet all essential criteria.
7. Copies of all forms must be provided to the Panel.
8. Panel members must consider all candidates independently against all essential criteria using the marking system indicated below on a short listing grid (see Appendix 2) to produce a manageable short-list. This will depend on the number of vacancies and/or how much time can reasonably be devoted to interviews.
 - X = The candidate fails to meet the criterion
 - √ = The candidate meets the criterion at this stage
 - ? = Where there are doubts the panel can initially use this
9. The panel should then compare scores and discuss them with the aim of reaching a consensus. The '?' should be discussed and a decision made to convert it to a X or √. If a disagreement occurs the majority view will prevail (or in the case of a panel of two the chair's view will prevail).
10. If a large number of candidates meet all essential criteria, desirable criteria (only those on the personnel specification) may be used and only those who meet all essential and at least one desirable criterion can be used to produce a high quality short list.
11. The Panel Chair will record the Panel's marks for each candidate.
12. All short listed candidates must have requests for references made to be received before the interview. If no response is received or if a candidate indicates they do not wish references to be requested till an offer is made this should form the basis of some of the questioning at interview. Requests to delay requests for references until an offer is made should only be granted in exceptional circumstances and require careful consideration and perhaps discussion with the individual as to why.

Occupational Assessment

If tests are to be used it is recommended that only Occupational Assessment is used and that schools use Southwark Council's in-house service or organisations that have been

approved. In any case tests must not determine the final recruitment decisions. In addition tests must not discriminate against any individual with a protected characteristic or TU membership.

The Interview

1. Appointment to all posts will be undertaken following a structured, competency based interview; leading or closed questions should be avoided, by the recruitment panel.
2. The interview must seek to select the best candidate based on the agreed criteria contained in the person specification.
3. The panel must meet in advance to decide final questions, which panel member will ask each and ensure that some model answers have been agreed.
4. The form of the interview should be specific to the post. Please see Appendix 5 for some tips on interview techniques and questioning.
5. Panels must ask safeguarding questions as a minimum regarding their motivation to work with children, how they deal with difficult issues, how aware they are of their own duties in ensuring they remain vigilant in reporting any inappropriate or concerning behaviour and how they maintain safe and appropriate boundaries.
6. At the close of the interview process the Panel will consider all candidates independently, against the relevant person specification criteria, using the Council's marking system.
7. The Panel must consider each applicant's suitability for appointment against all the criteria, considering essential criteria first and then looking at desirable criteria as a means to distinguish between candidates.
8. The panel should record their responses on an interview grid see Appendix 5.
9. As at short listing when deciding on whether a candidate has met essential criteria and then selecting between candidates -
 - The Panel should aim to reach a consensus.
 - If it is not possible to reach a consensus the majority view will prevail.
 - If the Panel is equally split, the view of the Chair will be the decisive one.
10. The Panel Chair will record the Panel's marks for each candidate, plus any notes on a candidate's performance on the panel interview grid. This is the official decision of the Panel and no other records will be retained.

Reserve List

Appointable candidates that met all the essential criteria but were not the best candidate can go on the reserve list. Applications may be considered for the vacancy applied for if it or the same post becomes vacant again within 6 months.

5.0 Post Interview / Pre Employment Checks

Before offering ensure that no issues are being given 'the benefit of the doubt', always seek further information before offering if you have any doubts. If successful at the interview stage the candidate will be made a job offer, subject to certain conditions being met:

The receipt of two satisfactory references (see Appendices 7 – 10)

- One of which must be from the candidate's current or most recent employer (or educational establishment). (**Important** please ensure you read 'reference requests' on the managing people website, do not allow candidates to start employment before all pre employment checks are complete including 2 acceptable and full written references have been received). "To Whom it May Concern" and personal references are not acceptable. Ensure all references answer all the questions, are from the authorised person, are on headed paper, check negative, neutral (or unsubstantiated) statements, if a list of tasks does not indicate how well they have done ask the referee, cross check with application form all information supplied, be wary of long periods of travel or career changes. You may contact any previous employer for a reference but you must advise candidates before contacting them. The Panel Chair will be asked to sign off references received as acceptable before a job offer is confirmed.

- All questions must be answered (see Appendices 7 – 10 for standard letters) and evasive answers must be clarified via telephone or email and a written record of conversations made.
- Ensure references are checked against information on application form.
- Where possible one reference should relate to a previous role where the individual has worked with children. References should not be from relatives.
- If references are not forthcoming, go back to the candidate and explain you will be unable to progress their application without the receipt of 2 satisfactory written references.
- Tutors may be suitable referees for those applying immediately after completing a relevant course or with little or no work experience.
- HR advice should be sought before an offer of employment can be withdrawn.

Please note, for internal candidates at least one reference is required from the employee's current manager.

Enhanced DBS check satisfactorily completed

An enhanced DBS with a barred list check is required for all individuals working in 'regulated activity'. This is defined as:

1. work done once a week or more or on four or more days in a 30 day period or
2. overnight or
3. personal care whether supervised or unsupervised or
4. any unsupervised activities with children including driving a vehicle
5. Contractors and suppliers undertaking work for the school with the opportunity for contact with children.

Contractors undertaking work who have no opportunity for contact with children may require an enhanced DBS check *but you do not have a right to check the barred list*.

Volunteers who are unpaid and are closely supervised do not require a DBS but the Headteacher may still decide that one is necessary. In these cases you do not have a right to check the barred list. In these cases the question 'Section X Question 64 where it states "are you eligible to know whether the applicant is registered to work with children" – you state "no".

- Candidates must declare all convictions other than those removed under the following circumstances in accordance with the Rehabilitation of Offenders Act 2013.
 - If aged 18 or over at the time of the offence it will be removed if:
 - 11 years have elapsed since the date of conviction and
 - It is the person's only offence and
 - It did not result in a custodial sentence
 - If aged under 18 at the time of the offence
 - Same as for above but elapsed time is 5 ½ years
 - Cautions for adults will be removed after 6 years of the date of the caution
 - Cautions for those under 18 at the time will have them removed after 2 years of the date of the caution.
- If a candidate declares a conviction a discussion should take place between the recruiting manager and individual and notes made in respect of the circumstances surrounding the conviction (e.g. where were they, how old, why did they do it, any remorse, attitude to offending, frequency of offences, etc). Then a risk assessment should be conducted to determine if the appointment should proceed or be withdrawn and record kept. All risks must be avoided, managed, time bound and reviewed by the appointing manager. Advice should be sought from the school's HR provider after this discussion has taken place.
- The original document needs to be seen and the number recorded on the single central record in all cases.

Please note

- Those convictions will only be removed if it does not appear on the range of offences which will never be removed from a certificate (serious sexual and violent offences will never be removed).

- That if a person has more than one offence then details of all their convictions will always be included.
- Applicants must be advised that failure to declare any type of conviction for whatever reason may result in withdrawal of the offer or termination of employment. Declarations must be considered by the Panel Chair with HR advice.
- DBS application form to be completed or provide information for the school to use the DBS update service

Satisfactory medical clearance from occupational health provider

- Medical questionnaires must be completed by individuals only after an offer is made. Completed medical questionnaires must not be viewed by the school they must be sent, sealed in an envelope to their OH provider. If a reference indicates high levels of sickness or other medical concern, the school must alert the OH provider so that they can determine whether the candidate is medically fit for the job. Decisions to reject on medical grounds are taken by the Panel Chair with HR advice.

Proof of qualifications if necessary for the job.

- Please note that - Fully qualified teachers from Australia, Canada, New Zealand and the USA have also been automatically awarded Qualified Teacher Status (QTS). The teachers must apply to the Teaching Agency for the award of QTS before they can be recognised as qualified teachers.

The downloadable application form found on:

<http://media.education.gov.uk/assets/files/pdf/a/application%20for%20qts%20for%20teachers%20qualified%20in%20australia%20canada%20new%20zealand%20and%20the%20united%20states%20of%20america.pdf>

The above form should be completed and sent to the Teaching Agency with a letter confirming that the teacher is both qualified and eligible to teach permanently in the country in question. Only letters from the recognised authority will be accepted for this purpose. Details of fully qualified teachers from Australia, Canada, New Zealand and the USA will be held on the Teaching Agency's database of teachers with QTS.

- If specific qualifications or evidence of professional registration is required for the job original copies should be viewed and copies placed on the individual's employment file. If recruiting a teacher proof of QTS and completion of induction should be obtained. You can contact the Teaching Agency on: Employer.Access@education.gsi.gov.uk or 02075935391

Proof of authorisation to work in the UK

- UK or EEA Passport or
- Full birth certificate and proof of NI number (e.g. payslip, P45, P60)

Individuals unable to provide the above documents should be checked against the advice held on www.ukba.homeoffice.gov.uk, check the prevention of illegal working advice documents for employers or you can phone the advice line on 0300 123 4699. If documents are not produced, individuals should be advised in writing that they have one week to produce, if no documents are forthcoming offer should be withdrawn. Always seek HR advice though before doing so.

Proof of identity

- UK or other Passport
- UK or other Photo-card driving licence (include counterpart)
- Biometric Residence Permit (formerly known as identity cards for foreign nationals) (UK)*
- HM Armed Forces Identity card
- ID cards carrying the PASS accreditation logo (UK and Channel Islands), for example a UK Citizen ID card. This card can be applied for by residents of the UK and is verifiable with similar security marks to UK passports and driving licences.
- Individuals may have to provide supporting documentation if they have changed their name.

If individuals are unable to provide any of the above documents HR advice should be sought and a risk assessment carried out.

Proof of address

- 2 forms of proof of address (which must be dated within the last 3 months)

If individuals are unable to provide any of the above documents HR advice should be sought and a risk assessment carried out.

6.0 Job Offers

See Appendix 6 for an example offer letter.

1. The successful candidate will be notified in writing of the job offer subject to checks and must advise the candidate not to resign their post until all checks have been made.
2. At the point of offer the candidate is advised of the starting salary in line with 'Pay and Conditions for Support Staff' document on the managing people website. Governing bodies have the discretion to appoint new staff at any point within the range evaluated for the job in question. However, there must be objective justification for payment at a different point.
3. Every member of staff must be issued with a contract of employment which can be found on the managing people website. Guidance for issuing contracts can also be found here which must be followed to ensure the correct contract is being issued and completed. Legally the contract must be issued within 8 weeks from the date employment began but it is best practice this is issued prior to commencement or at the latest on their first day.
4. Once all the post interview checks have been completed to the satisfaction of the Panel Chair, a first day of service will be confirmed and arrangements made for their induction.

7.0 Recruitment Feedback & Complaints

1. All candidates unsuccessful after interview will be informed in writing of the Panel's decision.
2. For internal candidates (current employees), this must include an offer of a discussion with the Panel Chair, or nominee, to explain the reasons for rejection. If this is not taken up within two weeks of rejection, no further appeal (i.e. staff complaints) will be entertained.

3. Good practice requires Panel chairs or nominees to respond to enquiries from unsuccessful external candidates on the reason for their rejection, though this is not compulsory. It is noted that people can make a data subject access request under the Data Protection Act. In such circumstances the school has a legal obligation to disclose any information it holds on them within 40 days.
4. All candidates will be offered written feedback concerning occupational assessment results and an opportunity for a supplementary telephone or face-to-face discussion with assessors.
5. Internal applicants may register a staff complaint against the recruitment process. Where a complaint relates to the reason for rejection, after interview, however the employee must have had a discussion after interview within the time-scale before the complaint can be pursued. In these circumstances the Panel Chair hears the complaint.
6. There is no mechanism to hear complaints from agency workers on an assignment at Southwark Council or from external applicants. Potentially, however, a candidate may make an application to an Employment Tribunal that selection was unfair and discriminatory on the basis of protected characteristic or trade union membership.

8.0 Recruitment monitoring, administration and induction

You must keep a recruitment file of the campaign for 6 months to guard against any legal challenge against the fairness of the recruitment carried out. Please find a recruitment file checklist in Appendix 11. Please retain the following in a file:

- Advert
- Job Description
- Person Specification
- All application forms
- Short listing proforma (usually a table showing how you shortlisted)
- References and letters to referees
- Interview proforma (records questions and answers and how decision was made)
- Application monitoring

In your employee file for the successful candidate(s), (please see Appendix 9 for a personnel file checklist.) please retain:

- Induction file checklist
- Advert
- Application form
- Job Description
- Person Specification
- DBS check confirmation of number, date and result
- Medical clearance confirmation
- References x 2 (preferably both professional, 1 must be from last employer / educator)
- Contract of Employment (if Fixed Term, reason for this is specified)
- Term Time Only Calculator
- Pension Opt out if completed
- Compliance with Immigration Act Documents (e.g. UK or EU passport etc)
- QTS proof of completion
- Induction proof of completion

9.0 Induction

All new recruits must be provided with an induction, there is a checklist in Appendix 10 which will help although this is an example and is not exhaustive. A final copy of the completed checklist should be placed on the employee's personal file within 4-6 weeks of commencement.

The plan should be adapted to reflect the skills and experience of the new employee, the type of job they are employed to do and to include key contacts to give the new employee the best opportunity to start performing well.

Induction is vital for establishing the school's objectives and cultural values to minimise future issues and is the starting point of performance management, not a separate function. During the induction period the work plan and training and development plan may require review and supervision / appraisal may be more frequent.

Responsibilities

The overall induction plan is the responsibility of the Headteacher but many supervisory managers can be nominated to assist.

The key contributors who should be prepared to make their contribution are:

- The Headteacher who has overall responsibility for the member of staff may wish to meet the individual first to welcome them, to give them a brief introduction and an overview of what they can expect in their first weeks of employment.
- The supervisory manager / Headteacher will establish aims and objectives, set standards of work performance and conduct, set a work plan, address training & development issues, take advice on work tasks and timescales for achievement as well as introduce key colleagues.
- The premises team may provide a tour of the workplace, touch on health and safety responsibilities of the new employee and introduce colleagues.
- The admin team may advise on admin-related issues e.g. what forms need completing, record key details to ensure the employee file is complete, make arrangements for payment, how to order stationery, show where to find policies etc.
- A designated colleague who may provide on going support and a 'friendly face' to ask questions if they don't wish to ask their manager.

Stages

Care must be taken to ensure the individual is not overloaded with too much information but that they are given some work tasks at an early stage so they don't feel surplus to requirements.

Before the Start date

- The admin team sends the offer letter from the Headteacher and ensures that pre-employment checks are all clear before confirming a start date with the employee.
- An induction plan is drawn up by the supervisory manager / Headteacher.
- The admin team should make arrangements to induct the individual e.g. organise resources, key staff have time set aside and are prepared, reserve rooms, allocate a desk, a phone, a computer, email account, security/ID card, a locker (etc).

During First Few Days of Employment

- The Headteacher to meet with the employee to welcome them and to give them an introduction into the school's aims, culture, structure, history and an overview of what they can expect in their first weeks of employment and to clarify any queries they may have with their terms and conditions of employment.
- Premises staff to provide a tour of the building with all relevant health & safety information for the individual's responsibilities.
- Member of staff nominated and introduced to individual as a 'friendly face'
- The admin team to ensure all pre-employment administration is complete including completion of forms, ensure that payroll is updated; ensure intranet directory is updated etc. Refer to the induction checklist in Appendix 13.
- Individual to be told how to access or given copies of relevant information in particular in relation to safeguarding, code of conduct, respect at work, disciplinary procedure, absence procedure (including local arrangements for reporting) and whistleblowing.

During the First Week

- The supervisory manager or nominee will work through the checklist, introduce the newcomer to immediate colleagues, and clarify attendance requirements, the proposed induction plan and domestic information.

- Admin team to show individual intranet and how to find all relevant policies and procedures, useful documents / resources.
- The supervisory manager / nominee to -
 - Provide key departmental information on aims, goals etc and how this fits into the overall school aims, objectives.
 - Provide information on specific codes of conduct / guidance notes / "rules" applicable to their post or area of work.
 - Discuss the job description and immediate work tasks.
 - Respond to questions on HR issues that the employee may raise,
 - Make arrangements for individual to begin specific work tasks and ensure adequate supervision is put in place.
 - Take action with regard to requests for training.

By the end of the First Month

The supervisory manager and the employee will have drawn up -

- A work plan, with challenging but achievable and measureable targets to year-end including any training needs identified.
- A future programme of supervision and appraisal appropriate to the person and the post during the introductory months.
- Mandatory and suggested training courses have either been attended or attendance is scheduled.
- The employee has been introduced to a range of documents and tools that assist in operation of the role; e.g. Lesson plans.
- The induction meetings will have been largely concluded and the induction checklist completed and placed on the individual's employee file.
- The employee will have been exposed to a range of work tasks and immediate supervisory input is declining.

After the First Month

- The level of support required will differ significantly between people and posts. For some, a particular work task may be annual or over an unspecified timescale and therefore may occur a significant period after commencement.
- Performance management provides an excellent vehicle for clarifying expectations, setting targets, monitoring performance and identifying learning and development needs. Please refer to the separate policy on Performance Management that gives further detail on plans (work plans, learning & development plans) as living documents that may be amended and reviewed, target setting and responding to individuals' performance.

10.0 Appendices

Appendix 1 – Job Description and Person Specification Template

Appendix 2 – Short listing Grid

Appendix 3 – Invitation to interview Letter

Appendix 4 – Interview assessment form

Appendix 5 – Interview Tips and Safeguarding Questions and Points to bear in mind

Appendix 6 – Example Offer Letter

Appendix 7 – Reference Request Letter – Pre Offer (at short listing stage)

Appendix 8 – Reference Response Form – Pre Offer (at short listing stage)

Appendix 9 – Reference Request Letter – Post Offer

Appendix 10 – Reference Response Form – Post Offer

Appendix 11 – Recruitment File Checklist

Appendix 12 – Employee File Checklist

Appendix 13 – Induction Checklist

Appendix 14 – New Employee Appointment Form

Appendix 1 Job Description and Person Specification Template

Job Description

Job Title:	<insert the job title>	School Name:	<insert school name>
Grade and Range:	<please indicate the grade, range or scale here e.g.4 scp. 12-19 / M3 and whether a TLR applies, if so what level of TLR if it is a new role please write 'to be evaluated'>	Hours:	<insert how many hours per week are to be worked – 36 if an FTE position or if part time indicate proportion of week to be worked e.g. 0.5>
Reports to:	<insert the job title of the person to which this position reports to, for example Headteacher>	Working Pattern:	<insert if term time only, all year round or other working pattern>
		Supervises:	<indicate any job titles / teams who report directly to this role>

Purpose and context:	< Two to three sentences to outline the reason conveying an overview of the position not an extension of the job duties, please indicate any overall financial / budgetary / management responsibilities but don't go into too much detail here.>
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Principle Accountabilities:

- <listed here should be the main duties of the job, this should be overall duties not be a comprehensive all inclusive list of every task, it is suggested that there should be a maximum of 16 duties if at all possible>.

General Statements

- If a teaching position this is governed by the National Agreement on School Teachers' Pay and Conditions, supplemented by local conditions as agreed by the governors.
- Required to carry out all reasonable duties and responsibilities of the post in accordance with the Councils' policies and procedures and standing orders.
- Enactment of Health and Safety requirements and initiatives as appropriate
- All employees are required to declare any conflict of interest that may arise before or during their employment.
- Any outside activities, either paid or unpaid, must not in the view of the School conflict with or react detrimentally to the Authority's interest, or in any way weaken public confidence in the conduct of the School's business.
- Undergo and meet school conditions for a satisfactory enhanced DBS check.
- Must comply with all equality legislation, policies and procedures; actively promote ways of eradicating and challenging racism, prejudice and discrimination through the School's policies and procedures.
- To have due regard for safeguarding and promoting the welfare of children and young people, and to follow the child protection procedures adopted by the Southwark Safeguarding Children Board.

	<ul style="list-style-type: none"> ▪ Ensuring work is line with the School's Green Commitment Policy goals. ▪ Being aware of responsibilities under the Data Protection act for the security, accuracy and relevance of information held and maintained. ▪ Treating all information acquired through your employment, both formally and informally, in strict confidence ▪ To demonstrate a commitment to good customer care. ▪ Any other duties of an appropriate level and nature will also be required.
To contribute as an effective and collaborative member of the School Team	<ul style="list-style-type: none"> ▪ Participating in training to be able to demonstrate competence. ▪ Participating in first aid training as required. ▪ Participating in the ongoing development, implementation and monitoring of the service plans. ▪ Contributing in meetings and being a supportive member of the school team.

Person Specification

Job Title:	<insert the job title and grade x >	School Name:	<insert the school name>
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		Essential (E) or Desirable (D)	How assessed (A / I / T)
Knowledge / qualifications:	Indicate knowledge that is required to perform the job e.g. knowledge of working with disabled children, if individuals can be trained in certain knowledge within a short space of time then mark desirable.	Indicate here if skills are absolutely essential to the job (i.e. individual could not do the job without it) and indicate desirable or particularly advantageous attributes.	Indicate how skill will be assessed either application form, at interview or tested.
Experience:	Indicate the experience the individual <u>must</u> possess and indicate those that would be advantageous but not essential do not indicate number of years as this can be considered discriminatory instead use words like considerable, demonstrable, basic, in depth, 'experience of working in local government' is too wide and may be considered discriminatory or exclusive. Experience can be gained from unpaid work, work experience and life experience. For example, languages, driving, ability to use equipment.		
Aptitudes, skills and competencies:	Indicate the specific skills and abilities for the job e.g. people management skills, interpersonal skills, numerical skills, budget management skills. Abilities can be explained as the ability to develop a skill e.g. 'the ability and willingness to undertake training to acquire word processing skills'. If you have put basic people management skills in essential you could put strong skills of managing teams of 15+ people including performance, disciplinary and absence management up to dismissal if it was relevant to the job and indicate this was desirable in the next column.		

<p>Special conditions:</p>	<ul style="list-style-type: none"> ▪ Motivated to work with children & young people. ▪ Ability to form & monitor appropriate relationship & personal boundaries with children & young people. ▪ Emotional resilience in working with challenging behaviours. ▪ Appropriate attitudes to use of authority & maintaining discipline. ▪ The post holder may be required to work outside of normal school hours on occasion, with due notice. ▪ To undergo an enhanced DBS check – individuals on the DBS barred list should not apply. <p><any activities e.g. required to work outside of core hours, required to travel between sites, required to drive a vehicle etc. Careful consideration should be made as to whether these requirements are absolutely essential. The need to drive a vehicle should not be used to exclude a person with a disability unless it is absolutely essential and a regular part of the job></p>		
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Appendix 2 – Short listing grid

Name of Panel Member	
Job Title:	Headteacher

Date	
School Name:	

SCORING X = The candidate fails to meet the criterion √ = The candidate meets the criterion

Candidate's Name / Number	Criteria as per Person Specification																Notes
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
TOTALS																	

Please note this document remains the property of Southwark Council and should not be used, emailed, copied, sent or provided to any other party without prior permission from Schools HR Team.

Appendix 3 – Interview Invitation Letter

Private and Confidential

<Insert name>

<Insert address>

<Insert address>

<Insert address>

<Insert date>

BY HAND / RECORDED DELIVERY AND BY FIRST CLASS POST

Dear <insert name>

I writing to thank you for your recent application in connection with the above position and to confirm that we would like to invite you to an interview. The interview will involve <insert details, approximate length, any tests etc> and will be in front of a panel.

Date:

Time:

Address:

Please note that should you be successful that any offer would be subject to the receipt of satisfactory references, confirmation of medical clearance, acceptable DBS clearance, proof of your qualifications (if applicable), proof of authorisation to work in the UK, proof of identity and proof of address. You will not be permitted to start work without all of these pre-employment checks being successfully completed.

I would be grateful if you could confirm if you are able to attend by <insert date>. If we do not hear from you we shall assume you will not be attending. Please also indicate if you require any special adjustments or facilities.

We very much hope you will attend and look forward to meeting you.

Yours sincerely

<Insert name>

Headteacher

Appendix 4 - INTERVIEW ASSESSMENT FORM

Name of Candidate	Post Title:
Interview Panel:	School
Interview Date and Time:	Grade

Essential Criteria	Mark	Record of how met / did not meet criteria.
Knowledge and Qualifications		
Experience		
Aptitudes, skills and competencies		
Special Conditions		

Candidate appointable? ___ Y ☐ or N ☐ _____

Offer ☐ or put on reserve list ☐

Completed by: _____

Appendix 5 – Interview and important safeguarding questions and tips

SOME GENERAL POINTS TO BEAR IN MIND

When arranging interviews ensure:

1. Give clear instructions as to date, time, address, directions and who to ask for on arrival with a minimum of 5 working days notice.
2. Check whether candidates need any particular arrangements to meet particular needs.
3. Provide candidates with details of the day's schedule and if they will be required to do any tests / presentations etc.
4. The invitation must also stress that the successful candidate will need to undergo a DBS check and bring certain documents if successful (see Appendix 3).
5. It is inadvisable to do more than 6 interviews a day, allow time for any activities and time for writing notes after the interview and for any preparation beforehand as well as adequate breaks. Panel members should have the following documentation in preparation:
 - JD and PS
 - Copy of Advert
 - Copies of shortlisted applications
 - Draft questions with examples of model answers and space to write responses
6. Use open questions and ask the individual to recall actual situations they have been in and ensure you agree model answers in advance. These are called competency-based questioning and require a fuller answer so start questions with:
 - Tell us about....
 - Give us an example of a time where you had to....
 - How have you.....

Ensure you:

- Probe gaps (jobs must be listed to nearest month at the very least and to the day for employment in organisations covered by the modifications order), frequent changes in employment, vagueness or areas of concern. Ask direct questions e.g. do you have references to cover gaps, do you have a passport stamp to show you were travelling, were you dismissed?
- Ask about attitudes to children and safeguarding and where appropriate motives for working with children
- Avoid hypothetical questions and seek positive examples or evidence
- Beware of prejudices and discrimination, both from the candidate and the interviewers

Identifying concerns at interview

Recruitment panels should be concerned when candidates demonstrate the features and behaviours below. Some of them may have entirely satisfactory explanations. Others, or combinations of these features, should raise serious concerns.

- Attitudes which attribute adult experience and knowledge to children, especially sexual knowledge or behaviour
- Disproportionate amount of extra-curricular time spent in activities involving children
- Personal life/work imbalance, including paucity of adult relationships/leisure pursuits
- Attitudes which appear to underestimate the incidence and impact of sexual abuse

Be aware of the indicators for a physical abuser which may include:

- A lack of ability to manage conflict, or to cope with challenging behaviour
- An inability to recognise or respect boundaries around physical contact, e.g. when physical intervention is appropriate and reasonable to restrain or control a pupil, and what kind and degree of intervention might be acceptable in different circumstances

- A worldview in which physical violence is an acceptable solution to problems or disputes
 - An inflexible authoritarian approach to classroom discipline, or an unrealistic reliance on children's reasonableness
 - Poor classroom management and an inability to exercise appropriate control and discipline
- An inability to recognise or respect boundaries around physical contact

A word of caution

It's important to keep these issues in perspective: not everyone whose responses arouse concern will be a potential unsuitable individual. Poorly articulated, hesitant or contradictory responses at interview may cause concerns, but such responses may be signs of embarrassment, caution or interview nerves.

For example, someone who has never worked with children might find it difficult to think of examples of appropriate and inappropriate behaviour off the cuff or have the vocabulary to discuss the matter freely.

To explore and assess an interviewee's stance on these sensitive issues in the time available during an interview is a challenge and it is important that the subject is dealt with carefully.

It is also important to keep in mind that we are seeking the best candidate for the post. That person will be someone who, as well as being qualified for the position, also satisfies us that they will help protect children and support the organisation's efforts to safeguard and promote their welfare.

An inability to appreciate or describe the appropriate boundaries of a professional relationship with children or to distinguish between appropriate and inappropriate behaviour

DANGER SIGNS

- Implying children and adults are equal - The candidate may imply that adults and children are equal in every sense, ignoring significant differences between adults and children.
- Not recognising vulnerability - There may be an inability to recognise the inherent vulnerability of children, whether or not they come from troubled or disadvantaged backgrounds.
- Idealisation of children - There is a tendency to view children and young people in idealised or romanticised terms.
- Personality traits - They may appear dogmatic, autocratic, arrogant or overconfident.
- Identification with children - There appears to be an over-identification with young people, and a lack of supportive relationships with other adults.
- Undervaluing safeguarding concerns – should ask – To what extent do schools have duties of care beyond that of teaching and learning.
- Indicating a higher priority of strict discipline rather than safeguarding – May want to ask about a time they've had to deal with disruption in the classroom.

In all cases where an applicant has worked or been resident overseas in the previous five years, the employer should, where possible, obtain a check of the applicant's criminal record from the relevant authority in that country. Not all countries provide that service, but the DBS website now includes a list of those countries that do and details of how information can be obtained from those countries at <http://www.gov.uk> . Or try the Overseas Information Service

Appendix 6 – Example Offer Letter

Private and Confidential

<Insert name>
<Insert address>
<Insert address>
<Insert address>

<Insert date>

BY HAND / RECORDED DELIVERY AND BY FIRST CLASS POST

Dear <insert name>

I writing to thank you for attending the interview for a <insert post title> position at <insert school>. I am delighted to offer you the position and can confirm that the Grade is <insert grade> for <insert number of hours> hours per week, <delete as appropriate - term-time-only / all year round> position. Your starting Spinal Point is <insert. Scp. and amount> and the total (Full Time Equivalent) salary per annum will be <insert amount> this will be pro ratad and the calculation is attached if you are working less than 36 hours per week and or less than all year round.

(Your appointment is fixed term, specifically for [reason for fixed term contract]. The end date of this contract is [END DATE].)

Please note You should not resign from your current post until you have received written confirmation that all your pre employment checks are satisfactory. Please ensure you wait for us to contact you to agree a start date once all checks have been cleared.

The date of commencement of this contract of employment is subject to:

- Your acceptance of the terms and conditions contained within this contract of employment;
- A mutually agreed date of commencement;
- The receipt of satisfactory references (preferably 2 professional references, one must be your last employer or educator. Please note that testimonials are not acceptable);
- The receipt of a satisfactory medical clearance from the council's occupational health service of your fitness to undertake the duties of this post; and
- The production of your DBS certificate or provision of access to the DBS update Service to carry out a status check on your current DBS Certificate. If you do not have a DBS check you will need to complete an application and other safeguarding checks where appropriate. Please advise;
- Proof of authorisation to work in the UK (UK or EU passport or long birth certificate and proof of NI number e.g. P45, if you are unable to produce these documents please contact the office);
- Proof of identity (official document with photograph, if you don't have this please contact the office);
- Proof of address (two recent bills issued within the last three months addressed to you or driving license and a recent bill).

Therefore, please find enclosed

- a medical questionnaire, which needs to be completed and returned direct to the Occupational Health Unit in the envelope provided;
- a criminal convictions declaration form, which you should complete and return to me as a matter of urgency (please note, failure to disclose both spent and unspent convictions may result in an offer being withdrawn);
- You also need to complete a Disclosure Barring Service application form <insert details of how to do this here>;
- New Employees Appointment form;
- Pension form (you only need to complete and return this if you wish to opt out).
- Job Description and Person Specification.

The duties and responsibilities of this post may be varied in accordance with the needs of the service.

Your formal contract of employment will be sent to you as soon as the employment checks have been cleared.

Please indicate if you formally accept this offer of appointment, by signing the acceptance form attached, returning your completed forms and documents as indicated as well as your P45 if you have it as a matter of urgency. If any of your details change you must inform me in writing at the earliest opportunity.

May I take this opportunity to welcome you to <insert school name> and wish you all the very best in your new post.

Yours sincerely

<Insert name>

Headteacher

FORM OF ACCEPTANCE

I have read and understood the attached documents and acknowledge that the offer of employment is made subject to my acceptance of the terms and conditions stated.

Post: <insert job title>

Name: <insert name of individual>

Offer Details:

Grade:	<insert grade – x>
Spinal:	<insert spinal point – SCP x>
Salary FTE:	<insert FTE amount>
Salary Pro Rata:	<insert pro rata amount>

Signed: _____

Print:

Date: _____

Job Description and Person Specification
New Employees Appointment form
Pension Form (only if you wish to opt out)
Medical Questionnaire Form
Declaration Form

Appendix 7 – Reference Request Letter – Pre Offer (at short listing stage)

Private and Confidential

<Insert name>

<Insert address>

<Insert address>

<Insert address>

<Insert date>

BY HAND / RECORDED DELIVERY AND BY FIRST CLASS POST

Dear <insert name>

Professional Reference Request for <insert name of candidate>

BY FIRST CLASS POST

I am pleased to confirm that the above candidate has been shortlisted for the position of <insert position> at <insert school>. Please find attached a job description and person specification.

You are advised in order to protect the public, the post is covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended by the ROA 1974 (Exceptions) (Amendment) Order 1986. You may therefore reveal information about convictions that would otherwise be considered as “spent”.

Please could you answer the following questions and return it to us as a matter of urgency before the interview date of <insert date>.

Please note if we do not receive this within a week of the start date this is very likely to delay this individual starting employment with us.

I would appreciate it if you could answer the following questions and have put these in a form format if you prefer to answer this way rather than construct a letter.

- 1) Do you believe the candidate can satisfy all the items on the person specification (see enclosed).
- 2) How long have you known the candidate (please provide dates).
- 3) In what capacity do you know the candidate (i.e. personal / professional).
- 4) Is the candidate subject to any formal investigation or formal action? If so please provide details.
- 5) (teachers only) Has the candidate subject to any capability procedures within the last two years? If yes please provide details.
- 6) Details of any substantiated allegations or concerns that have been raised with the candidate that relate to the safety and welfare of children and young people and behaviour towards children and young people.
- 7) Are there any reasons why the candidate should not be employed by this school?
- 8) Please provide us with details of their attendance and timekeeping over the last two years.
- 9) Please indicate their reasons for leaving?

Please note that Southwark has an open reference policy, and if the person were to be appointed they would have a right to inspect their file and any references which may be placed there.

I would be most grateful for your response as a matter of urgency to enable us to fulfil our duties under our safer recruitment policy.

Many thanks for your help in this matter.

Yours sincerely,

<insert name>

<insert job title>

Enc. Job Description and interview response form

Appendix 8 – Reference Response Form – Pre Offer (at short listing stage)

Private and Confidential

<Insert name>

<Insert address>

<Insert address>

<Insert address>

<Insert date>

BY FIRST CLASS POST

Dear <insert name>

Professional Reference Request for shortlisted candidate - <insert name of candidate>

Under safer recruitment guidance we are contacting you because <insert name> has been shortlisted for the position of <insert position> at <insert school>. Please find attached a job description.

You are advised in order to protect the public, the post is covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended by the ROA 1974 (Exceptions) (Amendment) Order 1986. You may therefore reveal information about convictions that would otherwise be considered as “spent”.

Please could you answer the following questions before the interview date of <insert date>?

	Question	Response
1)	Do you believe the candidate can satisfy all the items on the person specification (see enclosed).	Yes <input type="checkbox"/> No <input type="checkbox"/> Yes with training <input type="checkbox"/>
2)	How long have you known the candidate (please provide dates).	Date from _____
3)	In what capacity do you know the candidate (i.e. personal / professional)?	Personal <input type="checkbox"/> Professional <input type="checkbox"/> Indicate relationship _____
4)	Is the candidate subject to any formal investigation or formal action? If so please provide details.	Yes <input type="checkbox"/> No <input type="checkbox"/>
6)	(teachers only) has the candidate been subject to any capability procedures within the last two years? If yes please provide details.	
6)	Details of any substantiated allegations or concerns that have been raised with the candidate that relate to the safety and welfare of children and young people and behaviour towards children and young people.	
7)	Are there any reasons why the candidate should not be employed by this school?	

	Question	Response
9)	Their attendance and timekeeping in the last two years.	
10)	What was their reason for leaving?	
10)	Your name and job title	
11)	Your signature	

We very much hope to hear from you shortly and thank you in advance for your assistance. If you would prefer to send us a letter please ensure you answer the questions above. If you have any queries please don't hesitate to give me a call on <insert number>.

Many thanks for your assistance, please could you fax this to <insert number> or scan it in an email it to <insert number> together with a copy of your headed paper.

Yours sincerely,

<Insert name>
<Insert job title>

Appendix 9 – Reference Request Letter – Post Offer

Private and Confidential

<Insert name>

<Insert address>

<Insert address>

<Insert address>

<Insert date>

BY HAND / RECORDED DELIVERY AND BY FIRST CLASS POST

Dear <insert name>

Professional Reference Request for <insert name of candidate>

I am pleased to confirm that the above candidate has been offered the position of <insert position> at <insert school>. Please find attached a job description and person specification.

You are advised in order to protect the public, the post is covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended by the ROA 1974 (Exceptions) (Amendment) Order 1986. You may therefore reveal information about convictions that would otherwise be considered as “spent”.

Please could you answer the following questions and return it to us as a matter of urgency before the start date of <insert date>.

Please note if we do not receive this within a week of the start date this is very likely to delay this individual starting employment with us.

I would appreciate it if you could answer the following questions and have put these in a form format if you prefer to answer this way rather than construct a letter.

- 1) Do you believe the candidate can satisfy all the items on the person specification (see enclosed).
- 2) How long have you known the candidate (please provide dates).
- 3) In what capacity do you know the candidate (i.e. personal / professional).
- 4) Is the candidate subject to any formal investigation or formal action? If so please provide details.
- 5) (teachers only) Has the candidate been subject to any capability procedures within the last two years? If yes please provide details.
- 6) Details of any Substantiated allegations or concerns that have been raised with the candidate that relate to the safety and welfare of children and young people and behaviour towards children and young people.
- 7) Are there any reasons why the candidate should not be employed by this school?
- 8) Please provide us with the number of days absence and the number of occasions over the last two years as well as timekeeping.
- 9) What was their reason for leaving?

Please note that Southwark has an open reference policy, and if the person were to be appointed they would have a right to inspect their file and any references which may be placed there.

I would be most grateful for your response as a matter of urgency to enable us to fulfil our duties under our safer recruitment policy.

Many thanks for your help in this matter.

Yours sincerely,

<Insert name>

<Insert job title>

Enc. Job Description and response form

Appendix 10 – Reference Request Form – Post Offer

Private and Confidential

<Insert name>

<Insert address>

<Insert address>

<Insert address>

<Insert date>

BY FIRST CLASS POST

Dear <insert name>

Professional Reference Request for Successful Candidate - <insert name of candidate>

I am pleased to confirm that we have offered the position of <insert position> at <insert school> and has a start date of <insert date>. Please find attached a job description and person specification.

You are advised in order to protect the public, the post is covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended by the ROA 1974 (Exceptions) (Amendment) Order 1986. You may therefore reveal information about convictions that would otherwise be considered as “spent”.

Please could you answer the following questions and return it to us as a matter of urgency before the start date of <insert date>.

Please note if we do not receive this within a week of the start date this is very likely to delay this individual starting employment with us.

	Question	Response
1)	Do you believe the candidate can satisfy all the items on the person specification (see enclosed).	Yes <input type="checkbox"/> No <input type="checkbox"/> Yes with training <input type="checkbox"/>
2)	How long have you known the candidate (please provide dates).	Date from _____
3)	In what capacity do you know the candidate (i.e. personal / professional)?	Personal <input type="checkbox"/> Professional <input type="checkbox"/> Indicate relationship _____
4)	Is the candidate subject to any formal investigation or formal action? If so please provide details.	Yes <input type="checkbox"/> No <input type="checkbox"/>
5)	(teachers only) Has the candidate been subject to any capability procedures within the last two years? If yes please provide details.	
6)	Details of any substantiated allegations or concerns that have been raised with the candidate that relate to the safety and welfare of children and young people and behaviour towards children and young people.	

	Question	Response
8)	Are there any reasons why the candidate should not be employed by this school?	
9)	Please provide us with the number of days absence and the number of occasions over the last two years and comment on timekeeping.	
10)	What was their reason for leaving?	
11)	Your name and job title	
12)	Your signature	

We very much hope to hear from you shortly and thank you in advance for your assistance. If you would prefer to send us a letter please ensure you answer the questions above. If you have any queries please don't hesitate to give me a call on <insert number>.

Many thanks for your assistance, please could you fax this to <insert number> or scan it in an email it to <insert email> together with a copy of your headed paper.

Yours sincerely,

<Insert name>
<Insert job title>

Appendix 11 – Recruitment File Checklist



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Appendix 12 – Employee File Checklist



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Appendix 13 – Induction Checklist



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Appendix 14 – New Employee Appointment Form



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