

# Recruitment and Selection Policy

Frequency of Review	Every 3 years
Author	COO
Approved by	Trust Directors
Reviewed	July 2022
Date of Next Review	July 2025 (unless there is a material change)

## Introduction

1. In line with this Policy, the Propeller Academy Trust (PAT) aims to:
  - Make recruitment decisions solely based on merit, against objective criteria
  - Assess qualifications, experience, and skills at the appropriate level for the vacant role
  - Maintain equality of opportunity at all stages of recruitment and selection
  - Send a positive image to applicants who may be future employees or clients
  - Give a clear understanding of the PAT's work and what it expects from employees
  - Enhance the quality of the candidate pool
  - Reduce the risk of bad selection decisions.

## Equal Opportunities Statement

2. PAT is committed to equality of opportunity at all stages of recruitment and selection, in line with the PAT [Equality and Diversity Policy](#). Shortlisting, interviewing and selection will always be carried out:
  - Without regard to the protected characteristics as set out in the Equality Act 2010<sup>1</sup>;
  - Without regard to trade union membership; and
  - Such that, where appropriate, reasonable adjustments are made to accommodate applicants with a disability.
3. This Policy applies to all permanent and fixed term appointments.
4. Line managers are responsible for recruitment in conjunction with the COO and with oversight from the Trust Executive.

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<sup>1</sup> Positive action is lawful to enable or encourage people who share a protected characteristic to overcome a disadvantage connected to that characteristic; to meet the needs of people who share a protected characteristic where those needs are different to those of people who do not have the characteristic; or to enable or encourage people who share a protected characteristic to participate in an activity in which their participation is disproportionately low. Employers may encourage people from disadvantaged groups to apply and provide training to equip them for work. Selection decisions must be based on merit but if candidates are equally qualified, the candidate from the disadvantaged group may be selected on that basis.

## Initial steps – Preparing to recruit

5. Before commencing the recruitment process, recruiting managers should draft a job description and person specification, with support from the HR officer.

### Job description.

- Job descriptions should provide an accurate snapshot of a role at the relevant time.
- They should clearly set out purpose, accountabilities, duties, responsibilities, and seniority.
- Existing job description for vacant role should be reviewed.
- The HR officer can advise on how to complete job descriptions in the correct format.

### Person specification.

- Person specifications should clearly set out the qualifications, training, knowledge, experience, skills, aptitudes, and competencies required for the role to be carried out successfully.
- Person specifications should distinguish between essential and desirable requirements.
- Person specifications must not discriminate based on a protected characteristic, either directly or indirectly ([PAT Equality & Diversity Policy](#)).
- Person specifications should only include criteria against which candidates will be assessed, shortlisted, and selected.

6. Recruiting managers should discuss recruitment plans with the HR officer.

7. Consideration should be given to what recruitment activity is appropriate.

8. If a role is new or if the duties of an existing role have changed significantly, advice should be sought from the COO and/or HR officer on job grading, salary, and budget impact.

9. New roles or vacancies must be supported by a business case.

## Authorisation to recruit

10. Recruiting managers must complete an Authorisation to Recruit Form and submit it with supporting documentation (job/role description, person specification and an advertisement) to the HR officer.
11. Once the HR officer has completed checks, it will be sent to the COO/CEO for final authorisation.
12. Following authorisation, the HR officer will email the vacancy to all staff, post on the school website and/or in any external media.
13. If a recruitment advert is required, it should be drafted by recruiting managers with the support of the COO and/or the HR officer to ensure that it:
  - a. Gives a snapshot of the vacant role (job title, salary, location, key requirements, closing date)
  - b. Attracts applicants who meet the requirements of the role and discourages those who don't
  - c. Conveys a positive image of the PAT as an organisation and employer
  - d. Has maximum impact with the minimum amount of text; and
  - e. Includes an equality statement.
14. The HR officer should advise which form of recruitment is the most appropriate based on timescales, cost, and role - for example:
  - a. Print or social media advertising.
  - b. Contingency recruitment via a recruitment company. The HR officer should keep a list of preferred suppliers and allow recruiting managers to assist with the briefing of recruitment consultants. Recruiting managers may recommend recruitment firms but must not agree terms with them.
  - c. Retained recruitment search, whereby a recruiter charges an upfront fee to conduct a search on PAT's behalf on an exclusive basis. Retained recruitment is usually more rigorous and costlier than contingency recruitment. The HR officer should keep a list of preferred suppliers and allow recruiting managers to assist with the briefing of a selected recruitment consultant. Recruiting managers may recommend recruitment firms but must not agree terms with them.

- d. Referrals within the organisation/internal recruitment. Generally, PAT employees will not be considered for an internal role if they have not completed probation, are subject to a live disciplinary sanction or capability intervention, or if their current appraisal rating is less than good or satisfactory.
15. External job adverts should include a salary range to enable recruitment across the range depending on experience and/or suitability.
  16. Internal job adverts may be placed with the job band for the role rather than a salary figure, if appropriate.
  17. Budget: All recruitment costs are charged against departmental budgets.

### **Shortlisting Stage**

18. Recruiting managers may review applications at any time. However, shortlists cannot be finalised until after the closing date for applications.
19. As soon as possible after the closing date for applications, the HR officer will remind the recruiting manager that the vacancy has closed, and that s/he should complete shortlisting.
20. The HR officer may provide guidance to ensure that shortlisting is conducted objectively, against the agreed shortlisting criteria (e.g., by not allowing the goal posts to be changed to suit a candidate and by advising recruiting managers against relying on 'gut feeling').
21. Keeping Children Safe in Education (KCSIE) states that schools "should consider" carrying out an online search as part of due diligence on shortlisted candidates (see paragraph 220). This is a new addition to the legislation applies from September 2022.
22. Once shortlisting is complete, the HR officer will invite shortlisted candidates for interview and request confirmation of essential legal requirements for the role (e.g., the right to work in the UK).
23. The HR officer will notify rejected candidates. Rejected internal candidates should be offered feedback, but there is no duty to provide it.
24. Enough time will be allowed for interviews to be arranged and to allow candidates enough time to prepare.

### **Interview Stage**

25. Recruiting managers and the HR officer will agree the administrative support that is

required for interviews (e.g., paperwork checks, administering assessments or observations, greeting candidates, panel availability and room bookings).

26. The HR officer will send an information pack to all interviewers in advance of the interview date, including job description, person specification, copies of applications, an interview plan, a summary sheet, and guidance on format).
27. Panels will normally be convened, including at least the recruiting manager and a member of SLT. or governor. At least one person will be safer recruitment trained.
28. After welcoming candidates, making introductions, and outlining the interview format, the panel will assess candidates' suitability with competency-based questions. Candidates should be expected to provide examples of their skills and experiences.
29. Unexplained gaps in employment or apparent inconsistencies in CVs/applications should be explored.
30. Candidates should be given an opportunity to ask questions.
31. Following interview, a decision will be made, even if it is to not appoint.
  - a. If a candidate is selected, the recruiting manager and the HR officer should agree the initial salary offer and the HR officer should make a verbal conditional offer of employment, subject to completion of pre-employment checks (e.g., satisfactory references, evidence of qualifications and confirmation of right to work in the UK).
  - b. The successful candidates' other documents and any notes taken during interview must be returned to the HR officer. Unsuccessful candidates' paperwork should be stored confidentially by HR for six months before being shredded.
  - c. Once a verbal conditional offer of employment has been accepted, the HR officer will send an offer letter and contractual documentation to the successful candidate as soon as reasonably practicable.
  - d. Once a starting date has been agreed with the successful candidate, the HR officer will confirm arrangements for the first day of work.
  - e. The HR officer will trigger the new starter process with Facilities, Finance, the recruit's manager, and any other member(s) of staff as appropriate.
32. An induction to the Trust/School will be arranged for all new starters.
  - a. The structure, duration and content of any induction programme will depend on the role and the previous experience of the recruit.

- b. Subject to the above, all induction programmes will provide new starters with essential materials for their role (e.g., key cards); and introduce them to the layout of their place of work, core policies and key dates in the upcoming year.

*Select date*