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**Education Procedure Manual 2/02**

**Recruitment and Selection Procedures**

**for**

**Permanent Senior Promoted Posts in Primary, Secondary and Special Schools**

**Passed at EDC Local Negotiating Committee for Teachers (LNCT) - 28 May 2015**

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**Appendix 1 The Toolkit for Managers**

* **Vacancy Paperwork**
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**Monitoring and Review**

This procedure manual will be reviewed in accordance with:

Legislative change

Changes to SNCT national conditions of service

Other external factors

Feedback on the effectiveness of the policy

Requests for review by Elected Members, Trade unions and/or Management.

**Alternative Formats**

All Education Procedure Manuals can be found on The Hub and East Dunbartonshire Council’s website. The Procedure Manual and the associated Appendix can also be made available, on request, in a variety of formats. These can be requested from the Customer Services and Transformation team by contacting 0141 578 8471. Information will be made available in accordance with the Council’s Accessible Information Policy.

**1.0 INTRODUCTION**

1.1 The aim of recruitment and selection procedures is to ensure that the best possible candidate for the post is appointed. This manual describes in detail the procedures for recruiting and selecting staff to permanent senior promoted teaching posts in schools within East Dunbartonshire Council. The same process may be applicable when appointing staff to temporary posts.

1.2 These procedures comply with current legislation and guidance, namely:

* The Scottish Schools (Parental Involvement ) Act 2006
* Guidance on Parental Involvement in the appointment processes for Headteacher and

Deputy Headteacher posts 2007 A copy of this is contained within the **Toolkit for**

**Managers**, attached as Appendix 1.

* East Dunbartonshire Council - Recruitment and Selection Policy and Procedures
* The Equality Act (Scotland) 2010

1.3 Recommendations for appointments to senior management posts in schools are made to the Chief Education Officer by appointment panels set up by the authority, in accordance with the Scottish Schools (Parental Involvement) Act 2006.

1.4 The main stages in the recruitment and selection process, in accordance with the Scottish Schools (Parental Involvement) Act 2006, are:

* Regulation 4 Consultation with a Parent Council regarding:
  + - Appointment Strategies
    - Advertising Senior Promoted Posts
    - Role Profile/Person Specification
    - Information Pack for Applicants
* Regulation 5 Leeting Procedures
* Regulation 6 Appointment Panel
* Regulation 7 Chairing the Appointment Panel

These stages are considered in some detail in the following sections.

1.5 For Head Teacher posts, all the selection arrangements will be undertaken by the Chief Education Officer (or his/her representative), in consultation with the appropriate Parent Council. For Depute Head Teacher posts, the arrangements will be made by a school's Head Teacher (or the Chief Education Officer’s nominated representative) in consultation with the appropriate Parent Council.

1.6 Applicants/ candidates who consider that the recruitment and selection process has not

complied with Council policy or equal opportunities legislation can make a formal complaint to

the Chief Education Officer.

2.0 **PRINCIPLES**

2.1 The quality of senior promoted staff in schools (Head Teacher and Depute Head Teacher) is vital to the effective implementation of the policies of East Dunbartonshire Council and the provision of the best possible education in the authority's schools.

2.2 These procedures are based on the principles of fairness, transparency, objectivity and consistency.

2.3 Throughout the process of recruitment and selection, there must be justifiable reasons for all decisions made.

2.4 Parents have a particular role to play in the process of recruitment and selection of senior promoted staff and, in accordance with the Scottish Schools (Parental Involvement) Act 2006, should be involved in each of the stages, as appropriate.

2.5 East Dunbartonshire Council is an equal opportunities authority. The general aim of its equal opportunities policy is to ensure that no job applicant or employee receives less favourable treatment than any other on grounds such as race, colour, nationality, ethnic or national origins, religion, age, sex, sexuality, marital status or disability. No job applicant or employee should be disadvantaged by conditions or requirements which cannot be shown to be justified.

2.6 The Council will fulfil its statutory obligations in relation to the filling of promoted posts in denominational schools.

**3.0 ADVERTISING A POST**

3.1 In general, national open advertising of vacancies for Head Teacher and Depute Head Teacher posts will remain the norm in order to promote open and fair competition.

3.2 In some circumstances, however, because of statutory obligations to existing employees, or other significant reasons, the education authority may decide, following consultation with a Parent Council, to restrict applications to existing teaching staff or to fill the post by redeploying an existing Head Teacher or Depute Head Teacher, currently employed elsewhere.

This may occur in situations of school mergers or closures or in falling roll situations where senior promoted teacher is deemed to be surplus. In such circumstances, the Parent Council will have no further involvement in the appointment process.

3.3 Where a school merger, or closure and opening of a new school, are planned, specific arrangements for the recruitment and selection of Head Teacher and Depute Head Teacher posts should be agreed prior to the commencement of the process.

3.4 In the case of temporary transfers of senior promoted staff or in the appointment of acting Head Teachers or acting Depute Head Teachers, the authority will inform the appropriate Parent Council to determine if there is a role for the parents in the process.

3.5 ***JOB SIZING***

When it is known that an existing promoted post is to become vacant, the Head Teacher (in the

case of a Depute Head Teacher post) or Chief Education Officer (in the case of a Head Teacher

post) should request an ‘Application for Review of a Job Size’ from the authority. Full details

about reviewing the job size of a vacant post are contained within Section 3 of Procedure

Manual 2/29 : Procedures for Job Size Review and Re-Job Sizing (Teachers).

3.6 ***SUBMISSION OF VC FORM***

The Head Teacher (in the case of a Depute Head Teacher post) or the Chief Education Officer (in the case of a Head Teacher post) should complete and submit a Vacancy Control (VC) form, available on the HUB or from HR Service Support , to the authority for approval. A post will not be advertised until all documentation has been received and approved. A copy of the VC form is contained in the **Toolkit for Managers**, attached as Appendix 1.

3.7 ***ROLE PROFILE***

A Role Profile, as agreed through LNCT, is available for each post, available on the HUB or from HR Service Support. It has regard to national and local agreements and indicates clearly the job designation, the purpose of the post, the main duties, the reporting arrangements and any other relevant factors. Nationally agreed duties and East Dunbartonshire Role Profiles are set out in the **Toolkit for Managers**, attached as Appendix 1.

3.8 ***PERSON SPECIFICATION***

The Person Specification describes the attributes required for the post. It lists the essential and desirable requirements in terms of qualifications, experience, knowledge, skills and personal qualities. Essential requirements are the absolute minimum requirements for an individual to fulfil the post and form the criteria to be used during the leeting exercise. Desirable requirements are the qualities, skills and experience that would be of benefit to an individual within the post. These should not be referred to in making short leet decisions unless the volume and quality of the applications necessitates this

The person specification should not be changed in any way once the recruitment and selection process has commenced. A sample Person Specification is contained within the **Toolkit for Managers**, attached as Appendix 1.

3.9 ***SCHOOL PROFILE***

The School Profile should include information about the aims of the school, its roll and capacity, a brief description of the building, its catchment area and any other relevant details.

3.10 ***INVOLVEMENT OF THE PARENT COUNCIL***

In accordance with the Scottish Schools (Parental Involvement) Act 2006, the relevant Parent Council (if requested by the Parent Council) should be involved in these aspects of the selection process and have the opportunity to comment on the Role Profile, School Profile, Person Specification and selection criteria for the post, as appropriate.

3.11 ***THE RECRUITMENT PORTAL***

The post will be advertised on MyJobScotland, the national recruitment portal, and will contain basic information about the post and the school. It will indicate where applicants can obtain further information about the post. The advert will also state the closing date for applications and how application forms should be submitted.

**4.0 APPLICATION FORMS AND REPORTS**

4.1 All documentation relating to a vacant post will be posted on MyJobScotland, the national recruitment portal.

* + The Role Profile and Person Specification for the post
  + The School Profile
  + Application Form
  + Report Form - a sample form is attached in the **Toolkit for Managers**, attached as

Appendix 1.

* + Approval of Teachers in Catholic Schools (to be completed where appropriate) – a sample form is attached in the **Toolkit for Managers**, attached as Appendix 1.
  + Equal Opportunities Monitoring Form
  + Criminal Convictions Form

4.2 The Application Form and other documentation should be completed electronically and submitted through MyJobScotland, the national recruitment portal.

4.3 The Report Form must be completed by the applicant’s current line manager.

4.4 Any false information given on application forms or at the interview stage could lead to disqualification from the recruitment and selection process and could lead to disciplinary procedures being invoked. If a fraudulent declaration is discovered after the individual has taken up post the offer of appointment may be withdrawn.

**5.0 TRAINING FOR MEMBERS OF LEETING/SELECTION PANELS**

5.1 All those involved in the recruitment and selection process should be familiar with the contents of this Procedure Manual and should undertake the recruitment and selection training which is delivered by the authority.

**6.0 RECRUITMENT AND SELECTION PROCESS: POSTS OF DEPUTE HEAD TEACHER**

6.1 The leeting process for any Depute Head Teacher post must provide for robust professional screening to ensure that candidates going forward to interview are appropriately qualified and satisfy the essential criteria for the post.

***COMPOSITION OF THE LEETING PANEL***

6.2 The leeting panel for a Depute Head Teacher post will normally consist of:

* the Head Teacher of the school, who will chair the leeting panel,
* a senior member of staff within the Education Service, nominated by the Chief Education

Officer,

* a member/ representative of the Parent Council (if requested by the Parent Council).

6.3 The chair of the leeting panel will have both a deliberative and casting vote.

6.4 Under the Scottish Schools (Parental Involvement) Act 2006, the Parent Council can choose whether or not it wishes to be represented in the leeting process.

6.5 Staff or pupil members of a Parent Council cannot be involved in the leeting or selection processes for senior promoted staff in their school.

6.6 Leeting / interview panels will not, other than in exceptional circumstances, consist solely of members of one sex.

6.7 Members of leeting / interview panels must declare, in advance, to the Head Teacher any relationship or close friendship with any of the applicants/candidates that could suggest bias, which might be a factor in any professional judgement made during the selection process. The Chief Education Officer will be informed and will decide whether any substitution is necessary.

6.8 Canvassing of a member of the leeting or interview panel, whether directly or indirectly, by an applicant for a promoted post may disqualify the applicant from consideration for the post in question and could lead to the Council's disciplinary procedures being invoked.

6.9 Although the authority is under no statutory obligation to invite parental representation where no Parent Council exists, it will try to recruit parental representation from the wider Parent Forum. In the case of no-one wishing to participate on behalf of the Parent Forum, the authority will continue with the recruitment and selection process, drawing membership of the panel from the authority side only.

***SELECTION CRITERIA FOR THE LEET***

6.10 To assist in the initial consideration of applications and reports, a list of selection criteria reflecting the Role Profile and Person Specification will be drawn up, in consultation with the appropriate Parent Council. The criteria should also reflect the authority's commitment to equalities legislation.

6.11 The criteria will conform to a general pattern established by the authority but may vary in detail according to each post. They will include:

- registration with the GTCS

- evidence of approval by the Roman Catholic Church (where appropriate)

* + appropriate qualifications
  + previous experience
  + record of professional development
  + evidence of ability to work with and lead other people
  + evidence of good management skills
  + evidence of good communication skills
  + evidence of ability to implement change

***FORMAT OF THE LEETING MEETING***

6.12 Each member of the leeting panel will normally receive all Application Forms prior to the meeting of the panel.

6.13 The leeting panel must establish the leet with reference to the essential criteria and, where applicable, the desirable criteria. If an applicant does not meet the essential criteria, they should not be called for interview.

6.14 The Short Leeting Assessment Summary, contained within the **Toolkit for Managers,** attached as Appendix 1, should be completed for each applicant.

6.15 The Competency Scoring Matrix: Applicant Assessment for Short Leeting, contained within the **Toolkit for Managers**, attached as Appendix 1, should be completed at the end of the meeting.

6.16 Any applicant with a disability must be placed on the leet, if she/he meets all the essential criteria.

6.17 If five or more candidates are to be interviewed, a preliminary interview stage (long leet) may be required. The interview panel members for this preliminary stage will be the group who drew up the leet. The Head Teacher will be the chair at this stage and have both a deliberative and a casting vote.

6.18 A written record of the leeting process and the preliminary interview stage (if required) will be retained by HR Service Support for a period of six months from the end of the recruitment and selection process.

***DECISION OF THE LEETING PANEL***

6.19 Applicants who have met the criteria for interview will be informed, normally within 3 weeks

after the closing date.

6.20 Applicants who have not met the criteria for interview will be informed within a reasonable

time after the closing date, normally within 4 weeks.

6.21 The panel has the authority to decide to re-advertise the post rather than to draw up a leet, if it

believes that to be the most appropriate course of action.

***VISITS TO THE SCHOOL***

6.22 All applicants who have been leeted should have the opportunity to visit the school to allow

them to be briefed on major issues affecting the school, to meet the appropriate staff and to seek

any information about the school which they feel might be helpful to them.

6.23 The panel should consider the accessibility of visits to schools and the location of interviews.

Individuals may require adjustments to be made, in accordance with equality legislation.

6.24 These visits should not be organised in such a way as to form part of the selection process. All

visiting candidates should be treated fairly and consistently.

6.25 Travel and subsistence expenses will not be paid in connection with such visits.

***THE INTERVIEW PANEL***

6.26 The interview panel for Depute Head Teacher posts will normally consist of:

* the Head Teacher of the school, who will chair the interview panel
* one senior officer within the Education Service (nominated by the Chief Education Officer)
* one Depute Head Teacher from the same sector (nominated by the Chief Education Officer
* two members/representatives of the Parent Council (if requested by the Parent Council).

6.27 The chair will have both a deliberative and a casting vote.

6.28 In denominational schools one of the Parent Council members / representatives on the

interview panel must be nominated by the Church.

***FORMAT OF THE INTERVIEW***

6.29 The format of the interview should be determined in advance by the leeting panel. Guidance

notes on interviews are contained in the **Toolkit for Managers**, attached as Appendix 1

6.30 A formal interview will continue to play a key role in determining which of the leeted

candidates should be recommended for appointment. .

6.31 Variations to the traditional interview may be considered provided that the interview panel feels

confident in using the techniques involved. The traditional question and answer format could

be supplemented in the following ways:

* asking candidates to carry out a relevant exercise just prior to the interview
* devoting the first part of the interview to a prepared presentation by candidates on an

educational topic of which they will have been informed in advance. The initial

questioning would relate to the presentation.

6.32 The interview should allow the same time for each candidate, with the minimum time normally

forty-five minutes

6.33 Each candidate should be asked the same standard questions. Further probing questions may be

necessary.

6.34Candidates must bring a completed criminal convictions form, in a sealed envelope, to the

interview. This should be considered by the panel immediately before the interview in order

that any clarification required can be sought from the candidate at the interview.

***EVALUATION OF CANDIDATES***

6.35 The Panel Interview and Scoring Summary should be completed. A sample form is contained in

the **Toolkit for Manager**s, attached as Appendix 1.

***AFTER THE INTERVIEW***

6.36 At the end of the selection process the interview panel will make a recommendation for

appointment to the post. The Head Teacher will advise the successful candidate, usually by telephone, as soon as practically possible, that he/she has been recommended for appointment and will forward the appropriate paperwork electronically to the authority.

6.37 An Appointment Form, a copy of which is contained in the **Toolkit for Managers**, attached as Appendix 1, should be completed and forwarded to HR Service Support.

6.38 A formal offer of appointment/statement of employment particulars, subject to pre- employment checks, will be issued, in writing, to the successful candidate, by the authority.

A sample contract is included in the **Toolkit for Managers**, attached as Appendix 1

6.39 A programme of induction will be arranged prior to the employee assuming the post.

6.40 All candidates, who were unsuccessful at interview will be informed as soon as practically possible and will be given the opportunity to discuss their performance at the interview with the Head Teacher. Information about the applications and/or performance at interview of other candidates should not be discussed during feedback.

6.41 The panel has the authority to decide to re-advertise the post rather than to select a candidate at interview, if it believes that to be the most appropriate course of action.

6.42 Where a candidate has been offered a post but does not accept, the interview panel should reconvene to consider if the post can be offered to the second most suitable candidate. If this is not appropriate, the post should be re-advertised.

6.43 All documentation relating to the recruitment and selection exercise should be forwarded to HR Service Support and will be retained for a period of six months from the end of the recruitment and selection process.

6.44 Under data protection legislation candidates may request access to their assessment forms.

**7.0 RECRUITMENT AND SELECTION PROCESS: POSTS OF HEAD TEACHER**

7.1 The leeting process for any Head Teacher post must provide for robust professional screening to ensure that candidates going forward to interview are appropriately qualified and satisfy the essential criteria for the post.

7.2 A two stage approach will be followed for all Head Teacher posts: a long leet interview followed by a short leet interview.

***COMPOSITION OF THE LEETING PANEL (LONG LEET)***

7.3 The leeting panel (long leet) for a Head Teacher post will normally consist of:

* the Convener of the Education Committee (or his/her representative) who will chair the leeting panel
* the Chief Education Officer (or his/her representative),
* a member/representative of the Parent Council (if requested by the Parent Council)

7.4 The chair of the leeting panel will have both a deliberative and casting vote.

7.5 Under the Scottish Schools (Parental Involvement) Act 2006, the Parent Council can choose whether or not it wishes to be represented in the leeting process.

7.6 Staff or pupil members of a Parent Council cannot be involved in the leeting or selection processes for senior promoted staff in their school.

7.7 Leeting / interview panels will not, other than in exceptional circumstances, consist solely of

members of one sex.

7.8 Members of leeting / interview panels must declare in advance to the Chief Education Officer

any relationship or close friendship with any of the applicants/candidates that could suggest bias which might be a factor in any professional judgement made during the selection process. The Chief Education Officer will then assess whether any substitution is necessary.

7.9 Canvassing of a member of the leeting or interview panel, whether directly or indirectly, by an applicant for a promoted post may disqualify the applicant from consideration for the post in question and could lead to the Council's disciplinary procedures being invoked.

7.10 Although the authority is under no statutory obligation to invite parental representation where no Parent Council exists, it will try to recruit parental representation from the wider Parent Forum. In the case of no-one wishing to participate on behalf of the Parent Forum, the authority will continue with the recruitment and selection process drawing membership of the panel from the authority side only.

***SELECTION CRITERIA FOR THE LONG LEET***

7.11 To assist in the initial consideration of applications and reports, a list of selection criteria reflecting the Role Profile and Person Specification will be drawn up for each post, in consultation with the appropriate Parent Council. The criteria should also reflect the authority's commitment to equalities legislation.

7.12 The criteria will conform to a general pattern established by the authority but may vary in detail according to each post. They will include:

- registration with the GTCS

- evidence of approval by the Roman Catholic Church (where appropriate)

* + appropriate qualifications
  + previous experience
  + record of professional development
  + evidence of ability to work with and lead other people
  + evidence of good management skills
  + evidence of good communication skills
  + evidence of ability to implement change

***FORMAT OF THE LEETING MEETING (LONG LEET)***

7.13 Each member of the leeting panel will normally receive all Application Forms prior to the

meeting of the panel.

7.14 The leeting panel must establish the leet with reference to the essential criteria and, where applicable, the desirable criteria. If an applicant does not meet the essential criteria, they should not be called for interview.

7.15 The Long Leeting Assessment Summary, contained within the **Toolkit for Managers,** attached as Appendix 1, should be completed for each individual.

7.16 The Competency Scoring Matrix: Applicant Assessment for Long Leeting, contained within the **Toolkit for Managers** as Appendix 1, should be completed at the end of the meeting.

7.17 Any applicant with a disability must be placed on the long leet, if she/he meets all the essential criteria.

7.18 A written record of the leeting process will be retained by HR Service Support for a period of six months from the end of the recruitment and selection process.

***DECISION OF THE LEETING PANEL (LONG LEET)***

7.19 Applicants who have met the criteria for interview will be informed, normally within 3 weeks after the closing date

7.20 Applicants who have not met the criteria for interview will be informed within a reasonable

time after the closing date (normally within 4 weeks).

7.21 The panel has the authority to decide to re-advertise the post rather than to draw up a leet, if it

believes that to be the most appropriate course of action.

***VISIT TO THE SCHOOL.***

7.22 All candidates who have been long leeted should have the opportunity to visit the school as a

group to allow them to be briefed on major issues affecting the school, to meet the appropriate

staff and to seek any information about the school which they feel might be helpful to them.

7.23 The panel should consider the accessibility of visits to schools and the location of interviews.

Individuals may require adjustments to be made, in accordance with equality legislation.

7.24 This visit should not be organised in such a way as to form part of the selection process. All visiting candidates should be treated fairly and consistently.

7.25 Travel and subsistence expenses will not be paid in connection with such visits.

***THE INTERVIEW PANEL (LONG LEET)***

7.26 The panel members for the long leet interview will be the group who drew up the long leet as described in paragraph 7.3. The Convener of the Education Committee (or his/her representative) will be the chair at this stage and have both a deliberative and casting vote.

7.27 In denominational schools the Parent Council member / representative on the interview

panel must be nominated by the Church.

***FORMAT OF THE INTERVIEW (LONG LEET)***

7.28 The format of the long leet interview will be determined in advance by the leeting panel.

Guidance notes on interviews are contained in the **Toolkit for Managers,** attached as

Appendix 1

7.29 A formal interview will continue to play a key role in determining which of the long leeted

candidates should be recommended for appointment.

7.30 Variations to the traditional interview may be considered provided that the appointment panel

feels confident in using the techniques involved. The traditional question and answer format

could be supplemented in the following ways:

* asking candidates to carry out a relevant exercise just prior to the interview
* devoting the first part of the interview to a prepared presentation by candidates on an

educational topic of which they will have been informed in advance. The initial

questioning would relate to the presentation.

7.31 The interview should allow the same time for each candidate, with the minimum time normally thirty minutes

7.32 Each candidate should be asked the same standard questions. Further probing questions may be necessary.

7.33Candidates must bring a completed criminal convictions form, in a sealed envelope, to the interview. This should be considered by the panel immediately before the interview in order that any clarification required can be sought from the candidate at the interview.

***EVALUATION OF CANDIDATES***

7.34 The Panel Interview and Scoring Summary should be completed. A sample form is contained in the **Toolkit for Manager**s, attached as Appendix 1.

***AFTER THE INTERVIEW (LONG LEET)***

7.35 The leeting panel will decide from the long leet interviews the candidates who will be short leeted. This short leeted list will be shared at a confidential meeting involving members/representatives of the Parent Council who will be serving on the interview panel.

7.36 Candidates who have been successful at the long leet interview will be informed as soon as practically possible and given details of the second interview.

7.37 Candidates who were unsuccessful at the long leet interview will be informed as soon as practically possible and given the opportunity to discuss their performance at the interview with the Chief Education Officer. Information about the applications and/or performance at interview of other candidates should not be discussed during feedback

7.38 The panel has the authority to decide to re-advertise the post rather than to select a candidate at interview, if it believes that to be the most appropriate course of action.

7.39 All documentation relating to the recruitment and selection exercise should be forwarded to HR Service Support and will be retained for a period of six months from the end of the recruitment and selection process.

7.40 Under data protection legislation candidates may request access to their assessment forms.

***THE INTERVIEW PANEL (SHORT LEET)***

7.41 The interview panel (short leet) for Head Teacher posts will normally consist of:

* Convener of the Education Committee(or his/her representative) who will chair the interview panel
* two senior officers within the Education Service (nominated by the Chief Education Officer
* one Head Teacher from the same sector (nominated by the Chief Education Officer)
* two members/representatives of the Parent Council (if requested by the Parent Council)

7.42 The chair will have both a deliberative and a casting vote.

7.43 In denominational schools one of the Parent Council members / representatives on the

interview panel must be nominated by the Church.

***FORMAT OF THE INTERVIEW (SHORT LEET)***

7.44 The format of the short leet interview will be arranged by the leeting panel at the same meeting

where the short leet is agreed. Guidance notes on Interviews are contained in the **Toolkit for**

**Managers**, attached as Appendix 1.

7.45 A formal interview will continue to play a key role in determining which of the short leeted

candidates should be recommended for appointment.

7.46 Variations to the traditional interview may be considered provided that the appointment panel feels confident in using the techniques involved. The traditional question and answer format could be supplemented in the following ways:

* asking candidates to carry out a relevant exercise just prior to the interview
* devoting the first part of the interview to a prepared presentation by candidates on an educational topic of which they will have been informed in advance. The initial questioning would relate to the presentation.

7.47 The interview should allow the same time for each candidate, with the minimum time normally forty five minutes

7.48 Each candidate should be asked the same standard questions. Further probing questions may be necessary.

***EVALUATION OF CANDIDATES***

7.49 The Panel Interview and Scoring Summary should be completed. A sample form is contained in

the **Toolkit for Manager**s, attached as Appendix 1.

***AFTER THE INTERVIEW (SHORT LEET)***

7.50 At the end of the selection process the interview panel will make a recommendation for appointment to the post. The Chief Education Officer will advise the successful candidate, usually by telephone, as soon as practically possible, that he/she has been recommended for appointment and will forward the appropriate paperwork electronically to the authority.

7.51 An Appointment Form, a copy of which is contained in the **Toolkit for Managers**, attached as Appendix 1, should be completed and forwarded to HR Service Support

7.52 A formal offer of appointment/statement of employment particulars, subject to pre employment checks, will be issued, in writing, to the successful candidate, by the authority.

A sample contract is included in the **Toolkit for Managers**, attached as Appendix 1

7.53 A programme of induction will be arranged prior to the employee assuming the post.

7.54 All candidates, who were unsuccessful at interview will be informed as soon as practically possible and given the opportunity to discuss their performance at the interview with the Chief Education Officer. Information about the applications and/or performance at interview of other candidates should not be discussed during feedback.

7.55 The panel has the authority to decide to re-advertise the post rather than to select a candidate at interview, if it believes that to be the most appropriate course of action.

7.56 Where a candidate has been offered a post but does not accept, the interview panel should reconvene to consider if the post can be offered to the second most suitable candidate. If this is not appropriate, the post should be re-advertised.

7.57 All documentation relating to the recruitment and selection exercise should be forwarded to HR Service Support and will be retained for a period of six months from the end of the recruitment and selection process.

7.58 Under data protection legislation candidates may request access to their assessment forms.