



EDUCATION

Headteacher Appointment Process

Prior to commencing the below Process, ensure that you are familiar with the [Scottish Schools \(Parental Involvement\) Act 2006](#); the [Parental Involvement in Headteacher and Deputy Headteacher Appointments \(Scotland\) Regulations 2007](#); and the [Guidance on the Scottish Schools \(Parental Involvement\) Act 2006](#)

Pay particular attention to Section 14 of the Act; the entirety of the Regulations; and Section C, Paragraphs 53 and 54 of the Guidance.

1. PRELIMINARY ACTIONS REQUIRED BEFORE THE POST CAN BE ADVERTISED

- 1.1 The Education Manager will arrange for the relevant elected members, who represent the Council Ward in which the School to which the appointment will be made is situated, to be notified in writing of the initiation of the recruitment process and the reasons for this.
- 1.2 After confirming details about the vacancy with the relevant Head of Service, the appointed Education Manager shall work with the Education Staffing Officer and union representative to job-size the post and to seek agreement from the professional association job-sizing representative.
- 1.3 The Education Manager shall notify the existing/acting Headteacher that the post will be advertised.
- 1.4 The Education Manager shall notify the Chair (or Chairs, in the case of a Shared Headship or Joint Campus) of the Parent Council(s) (which includes a Combined Parent Council), for the School(s) that the appointment will be made in respect of that the post will be advertised.
- 1.5 The Education Manager shall consult with the Parent Council(s) when preparing any recruitment strategies that are bespoke to the role being appointed to, and the Job Description and Person Specification (JDPS) for the role:
 - 1.5.1 The Education Manager shall consult in this regard by sharing the strategies and/or JDPS, as the case may be, with the Parent Council and inviting their views on those.
 - 1.5.2 The Education Service must have regard to any views expressed by the Parent Council(s) when preparing the strategies and/or JDPS. That **does not mean** that the Education Service are required to act in line with the Parent Council's views. However, it **does mean** that the Education Service must actively consider the views expressed by the Parent Council. Ultimately, it is for the Education Service to weigh up all views expressed, and it must be able to provide a reasonable explanation on how it has arrived at the conclusion(s) it draws from that consultation process.

- 1.6 The Education Manager shall provide the Parent Council with a copy of this Appointment Process, and shall invite (but shall not be entitled to require) the Parent Council established for the school to which the relevant appointment is to be made to nominate at least one, and no more than two, representative(s) to participate in relation to a short leet of candidates. In the case of a Shared Headship or Joint Campus arrangement, there should be a maximum of two representatives nominated on behalf of all the relevant Parent Councils. Those representatives may be: a parent member (or members) of the Parent Council; a person nominated by the Parent Council; or a combination of those categories of persons. Parent Councils should generally endeavour to ensure that their representatives for the short leeting process are the same individuals nominated to be represented on the Appointment Panel, in accordance with Paragraph 1.7, below.
- 1.7 The Education Manager shall also invite (but shall not be entitled to require) any Parent Council(s) established for the school(s) to which the relevant appointment is to be made, to be represented on the Appointment Panel. Where the Parent Council decides that it wishes to be represented on the appointment panel then **at least one third** of the membership of that Panel must comprise:
- (a) a parent member (or members) of that Parent Council;
 - (b) a person nominated by the Parent Council; or
 - (c) a combination of those persons described above.
- 1.8 The Education Manager shall give the Parent Council(s) an opportunity to prepare, or otherwise participate in the creation of, a promotional document or video, to accompany the job advert.
- 1.9 The Education Manager shall also arrange a meeting with any Parent Council representatives, nominated in accordance with Paragraphs 1.6 and 1.7, above. The Education Manager shall explain the entirety of the Appointment Process to the Parent Council representatives, using this document as an aid. The Parent Council representatives should also be provided with details to access the necessary training materials by the Education Manager. The Education Manager should ensure that the Parent Council representatives complete this training as soon as possible, and certainly prior to the leeting process being undertaken.
- 2. ADVERTISEMENT OF POST**
- 2.1 Once the above preliminary steps have been completed, the Education Manager should seek agreement from a Head of Service (Education) to progress to advert.
- 2.2 Following agreement from the Head of Service, the Education Manager shall instruct the Education Staffing Officer to commence the process for the job advert.
- 2.3 Thereafter, the Education Staffing Officer shall confirm the advertising and closing dates for the job advert to the Education Manager.
- 2.4 After the closing date, the Education Staffing Officer shall collate the candidate applications and email these, along with the Short Letting Form, to the Education Manager and Head of Service for the leeting process to begin.

3. LEETING PROCESS

- 3.1 A professional leet discussion should take place between the Head of Service and the Education Manager to ensure that applications meet the essential criteria in line with GTCS requirements. This will determine which applications shall proceed onwards to the short leeting discussion with the Parent Council representatives.
- 3.2 The Education Manager shall provide the Parent Council nominees (ascertained in accordance with Paragraph 1.6, above) with the finalised JDPS along with the application forms that meet the essential criteria, and shall complete the leeting process with them. The Education Manager shall provide advice and guidance to the Parent Council nominees regarding GTCS requirements and relevant experience of applicants during the leeting process.
- 3.3 At the end of the leeting process, the Education Manager and Head of Service shall undertake a review of the scores allocated to each candidate, and shall decide whether it is appropriate to proceed onwards to interviews. The review takes into consideration strength of application(s) based on scoring the meeting and/or exceeding essential criteria.
- 3.4 Following the conclusion of the leeting process, the Education Manager shall contact the existing/acting Headteacher to make them aware of any decision with regards to proceeding to interview.

4. INTERVIEW PROCESS

- 4.1 The Education Manager shall, in consultation with the other Appointment Panel members, identify a suitable date (or dates) for interviews and shall book a venue (or create a virtual space) for that purpose, as well as coordinating all other necessary arrangements to facilitate the interviews.
- 4.2 The Education Manager shall also confirm the membership of the Appointment Panel, which shall generally include: one of the Education Heads of Service; the Education Manager; the requisite number of Parent Council nominees (ascertained in accordance with the process as outlined at Paragraph 1.7, above); and a Headteacher from a school in a different cluster of a similar size/context, where possible (to be identified by the Education Manager). If the appointment relates to a denominational school, a representative of the church or denominational body in whose interest the school is conducted shall also be invited to sit on the Appointment Panel.
- 4.3 The Appointment Panel shall generally be chaired by the Head of Service or by a Manager nominated by the Head of Service. The Chair of the Appointment Panel shall have a casting vote in relation to any recommendations to be made to the Education Authority concerning a relevant appointment.
- 4.4 The Education Manager shall send a copy of the completed Leeting Form to the Chairperson of the Appointment Panel; and shall support the Chairperson throughout the Appointment Process.
- 4.5 The Education Manager shall also email a copy of the completed Leeting Form to the Education Staffing Officer, including details of the Assessment Centre, for processing. The Education Staffing Officer shall contact candidates to inform them of the Assessment Centre details, and how to book their interview slots. The Education Staffing Officer shall also email copies of all the interview paperwork to the Appointment Panel Chairperson.

- 4.6 In making arrangements with regard to the Assessment Centre, the Education Manager shall, where possible, the day before the interview include in such arrangements:
- 4.6.1 A tour of the school – in-person, virtual or hybrid.
 - 4.6.2 A meeting with the Pupil Council – facilitated by an appropriate member of school staff who should also support pupils with the creation of questions.
 - 4.6.3 A meeting with staff members - which may include middle leaders, class teachers and support staff - depending on the size of the school, but it shall not exceed a total of six staff members.
 - 4.6.4 An informal meeting with members of the parent forum, excluding those who are on the Appointment Panel.
 - 4.6.5 A one-hour slot to be provided for professional written tasks (a maximum of three) to be completed by each candidate relevant to the context of the school. These should be agreed in advance with the Head of Service and must reflect the strategic nature of the post. These could include, but are not limited to, questions relating to:
 - Service or local improvement priorities;
 - Analysis of school data;
 - Communications with parents/carers;
 - Scottish Government Implementation Plan;
 - Education Scotland’s Refreshed Guidance.
- 4.7 The Education Manager should collate a summary of the Assessment Centre performance for each candidate and email this information to the Chairperson of the Appointment Panel.

5. FORMAL INTERVIEW

- 5.1 Members of the Appointment Panel shall email any proposed interview questions to the Education Manager no later than seven days prior to the formal interview to allow the proposed questions to be collated and issued to the Panel by the Education Manager.
- 5.2 Time should be set aside at the outset of the formal interview session to finalise and agree interview questions as a Panel.
- 5.4 The applicable Argyll and Bute Council HR Processes for interviews should be followed by the Panel.
- 5.5 At the conclusion of the interviews, the Assessment Centre information should be considered by the Panel.
- 5.6 The interview paperwork should be completed by the Panel, and if there is a successful candidate, they should be contacted, by either the Head of Service or the Education Manager (to be agreed in advance) and offered the post.
- 5.7 A completed set of the interview paperwork shall be returned by the Education Manager to the Education Staffing Officer, who will send the relevant documents to

the successful candidate to be returned. Once the successful candidate completes and returns the said documents, a start date will be agreed.

- 5.8 Unsuccessful candidates shall be contacted by either the Head of Service or the Education Manager (to be agreed in advance).
- 5.9 The Education Manager, in consultation with the Head of Service, shall offer/facilitate feedback sessions for all candidates.

6. CONCLUSION OF PROCESS

- 6.1 After all of the above steps have been completed, an evaluation form should be sent by the Education Manager to the Parent Council representatives in order to capture feedback in relation to the above Process.