



Woolmore  
Primary School

# RECRUITMENT AND SELECTION POLICY

Based on a model policy for schools

May 2022 reviewed July 2025

**EVERY  
CHANCE  
for EVERY  
CHILD**

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## 1. POLICY STATEMENT

The school recognises the need for fair, efficient and effective recruitment and selection of staff. This Policy aims to ensure that the methods comply with employment law, statutory guidance and with other school policies. Successful and thorough recruitment and selection has a fundamental role to play in ensuring the people with the right combination of knowledge, competencies and personal attributes are appointed, this enables the school to deliver its objectives and make a positive contribution to its values and aims.

The school has a statutory duty to maintain the safety and welfare of children and young people, in accordance with the Government's guidance '[Keeping Children Safe in Education](#).' The school will implement safeguarding procedures and arrangements throughout the recruitment process. In accordance with statutory guidance, the school's Governing Body will ensure that at least one person on any appointment panel has undertaken safer recruitment training.

Measures described in this policy should be applied thoroughly whenever someone is recruited to work in a school. This is not only people who regularly come into contact with children or are responsible for children, but who regularly work in a setting where they will be seen as safe and trustworthy because of their regular presence.

The policy guides schools in planning, monitoring and carefully undertaking recruitment.

The school is committed to safeguarding and promoting the welfare of children and young people in its recruitment practice and expects all school-based employees and volunteers to share this commitment.

Good practice and equality of opportunity are integral to the school's recruitment and selection processes. Recruitment and selection shall be approached in a fair, consistent, equitable, transparent and effective manner, with due regard for Equal Opportunities legislation.

This policy has been consulted on and agreed with the relevant trade unions.

## 2. SCOPE

2.1 This policy covers all current employees and applicants for employment within the school.

2.2 The Council is the employer of staff based in community and voluntary-controlled schools but the Governing Body and Headteacher have delegated responsibility for recruiting, selecting and managing staff. In Voluntary-Aided and Foundation schools the Governing Body is the employer.

2.3 For the appointment of Headteachers and Deputy Headteachers, the full Governing Body will establish a selection panel. A representative of the LA may also be present to offer advice. Advice should be sought from the HR provider and the LA and the panel should consider this advice before making any decision.

2.4 For the appointment of other teaching staff and support staff, after deciding to recruit to the vacant post, the Governing Body will normally delegate this responsibility to the Headteacher. The Headteacher may wish to include Governors in the selection process depending on the post.

### 3. EQUALITIES

3.1 The school is committed to ensuring that there is no discrimination on the grounds of age, disability, gender reassignment, marriage/civil partnership, pregnancy, maternity, race, religion or belief, sex or sexual orientation, at any stage of the recruitment process, or in the terms and conditions offered to new employees or promoted employees.

3.2 All recruitment advertising aims to encourage applications from anyone who is suitably qualified and experienced and who is interested in working at the school. At the shortlisting stage, the monitoring process requires that a brief note, giving the reason for non-selection, is recorded for each applicant who is not invited for interview.

3.3 The school should encourage all job applicants to complete an Equal Opportunities Monitoring Form. The school should monitor forms and use this information to measure compliance with the Equalities Act 2010. As far as practicable blind shortlisting should take place, this is where biographical details are not included in the shortlisting documentation.

3.4 In interviews, the questioning of any candidate must avoid discrimination of any kind. The questions posed must be equally applicable to all candidates, except where they are based on a candidate's application or references. The questions are based on the skills, competencies and experience required for the post: questions put to any candidate must be comparable to those put to other candidates for the same post. All candidates, both internal and external, have

rights of confidentiality and parity of process and treatment.

3.5 When interviewing is completed, reasons will be recorded to illustrate why an offer has been made (if one has) to the successful candidate, rather than any other suitable candidate: also illustrating, if appropriate, why a candidate was found unsuitable. Panel members must be prepared and able to justify their decisions if challenged. All application forms and other relevant documentation will be retained securely for six months from the date of the interview.

3.6 The school will make necessary reasonable adjustments to enable applicants with disabilities to have fair access to and to participate fully in the recruitment process. The school will review its advertisements, job descriptions, person specifications and assessment methods to ensure they are non-discriminatory. Recruitment and selection processes will be robust and transparent, with clear audit trails for monitoring purposes.

## 4. AIMS AND OBJECTIVES

This policy is designed to support the school -

- To meet their statutory obligations by making sure that they adhere to all relevant legislation
- To promote equality of opportunity to attract and retain a workforce that reflects the community it serves
- To appoint the best person for the job.
- To ensure that safeguarding is integral to the recruitment process.
- To ensure the most cost-effective use is made of resources in the recruitment and selection process

## 5. ROLES AND RESPONSIBILITIES

5.1 The Governing Body of the school will:

- ensure the school has effective policies and procedures in place for the safe and fair recruitment and selection of staff and volunteers, in accordance with Department for Education Guidance and Legal Requirements.
- monitor the school's compliance with them.
- ensure that appropriate staff and governors have completed safer recruitment training and any other training that is deemed appropriate, e.g. bias awareness, and that this is updated regularly

to ensure ongoing accreditation.

## 5.2 The Headteacher will:

- ensure that the school operates safe and fair recruitment and selection procedures which are regularly reviewed and updated to reflect any changes to legislation and statutory guidance.
- ensure that all appropriate checks have been carried out on staff and volunteers in the school.
- monitor contractors and agencies compliance with this document.
- promote the safety and well-being of children and young people at every stage of this process.

## 6. RECORD KEEPING AND DATA PROTECTION

6.1 Recruiters must comply with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) for job applicants. Therefore,

6.2 appropriate security measures should be taken to prevent unauthorised or unlawful processing, disclosure, destruction, loss or alteration of information.

6.3 If a letter of acknowledgment is sent to applicants, it should advise them that their application will be kept on file for a certain period of time and will not be disclosed to any third parties without their consent.

6.4 Recruitment records, whether kept in hard copy or electronic format, should be retained for no longer than 6 months after the recruitment exercise where possible. The statutory period during which an unsuccessful applicant may bring a discrimination claim arising from the recruitment process is 3 months, but it is possible for this period to be extended by the tribunal in exceptional circumstances.

6.5 Information about successful applicants' criminal convictions collected during the recruitment process should be deleted once this has been verified by the DBS. The school need only keep a record of whether a DBS check had a satisfactory or unsatisfactory result.

6.6 Whilst notes should be kept during the recruitment process (e.g. during interviews) these notes may constitute personal data and would be disclosable to an applicant as part of a subject access request.

6.7 Where an applicant is successful in their application, the school will retain on an employee's personnel file any relevant information provided as part of the

application process. This will include copies of documents used to verify identity, right to work in the UK, medical fitness and qualifications. Medical information may be used to discharge the school's obligations as an employer e.g. to consider reasonable adjustments if an employee has a disability or to assist with any other workplace issue.

6.8 This documentation will be retained in the employees' personal file for the duration of the successful applicant's employment. It will be retained for a period of 6 years after employment terminates after which it will be securely destroyed.

6.9 Application forms for all applicants, accurate records of interview decisions on the standard form plus any other notes, lesson observation notes, test results (where appropriate) and references for shortlisted candidates should be retained for at least 6 months after the interview has occurred.

## 7. CONTRACTORS AND AGENCY STAFF

7.1 Contractors engaged by the school must complete the same checks for their employees that the school is required to complete for its staff. The contractors' details will be recorded on the Single Central Record (SCR).

7.2 Agencies who supply staff to the school must also complete the pre-employment checks which the school would otherwise complete for its staff.

7.3 The school may independently verify the identity of staff supplied by contractors or an agency.

## 8. INTERNAL CANDIDATES

8.1 Internal candidates will be treated in the same manner as external candidates; it is their responsibility to ensure their application contains all relevant information and at interview they answer the questions fully, rather than relying on reputation. Internal candidates may request feedback from their interview, which will be based on their own application, and given as soon as practicable after the decision.

## 9. ESTABLISH THE VACANCY NEED

9.1 The arrangements made for recruitment and selection must be appropriate to the needs of the job, the nature of the vacancy and the job

market. They must be lawful and follow good practice. Before preparing to fill a post the Headteacher/Governing Body should:

- Consider whether the post is still required or needed in its present form.
- Decide what type of contract is appropriate.
- Revise or prepare the Job Description and Person Specification.
- Consider whether the role is appropriate for job sharing
- Consider who will be involved in the recruitment process.
- Draw up a clear and realistic timetable for recruitment, taking account of advertising media.
- Decide how to attract candidates.

## 10. JOB DESCRIPTION AND PERSON SPECIFICATION

10.1 The Headteacher/Governing Body should ensure that they are clear about the content of the job and the attributes the job holder needs to undertake it. The Job Description and Person Specification are therefore an essential part of the preparation for recruitment.

10.2 The job description should clearly state:

- The main duties and responsibilities of the post
- The individual's responsibility for promoting and safeguarding the welfare of children and young people they are responsible for or come into contact with.

10.3 The person specification should set out:

- The minimum education/qualifications for the post
- The minimum experience/knowledge/skills requirements
- Special conditions (e.g. the holder of a driving licence)
- Any other requirements needed to perform the role in relation to working with children and young people.

Note: the person specification is the basis for shortlisting and choosing the successful candidate. All the requirements in the person specification should have a demonstrable link to the job description.

## 11. PLAN THE RECRUITMENT TIMETABLE

11.1 Every appointment should be carefully planned and a clear, realistic timetable produced covering each stage of the recruitment process. Enough time should be allowed for each stage, including incorporating adequate time for

potential candidates to serve notice in existing employment.

11.2 Within each stage of the timetable, the following should be included:

- The methods to be used in the selection process (e.g. psychometric testing, group exercises, lesson observations etc)
- Who will be involved at each stage of the process and what their responsibilities will be.

11.3 Panel members should book the necessary times, dates and room locations in their diary for shortlisting and interview planning. At least one person on the interview panel must have successfully completed safer recruitment training.

## 12. ADVERTISING VACANCIES AND ATTRACTING CANDIDATES

12.1 The purpose of the advertising method is to:

- Attract a pool of suitably qualified applicants.
- Dissuade those who are not qualified from applying.
- Present the school as a good potential employer.
- Make clear the requirements of the post.
- Meet the legal requirements of good recruitment practice.

12.2 The normal practice should be for all posts to be advertised externally and internally. However, there may be some exceptions according to the circumstances e.g. appointments of less than 6 months, where practical, may be advertised internally only. Appointments over 6 months should be advertised internally and externally.

12.3 All adverts should detail the following (where appropriate):

- Job title.
- Salary (or rate of pay) including allowances.
- Hours of work.
- Terms and conditions (e.g. teachers or non-teaching pay and conditions, part time, status etc.)
- Whether the role will be offered as job share (Note; All posts in school are eligible for job share requests subject to agreement by the Governing body and in line with the needs of the school).
- If the post is fixed term, include reason and duration of the fixed term period (see Recruitment and Selection Guidance for a list of suitable

- reasons for a fixed term contract)
- Where the post will be located.
  - Outline of essential requirements of job i.e. skills, qualifications, experience.
  - Statement about the school's commitment to safeguarding and promoting the welfare of children and young people.
  - Closing date for receipt of applications.
  - Expected interview dates.
  - Contact details and process for obtaining an Application Form.

12.4 All Headteacher appointments must be advertised nationally.

12.5 The Headteacher is recommended to advertise the school's vacancies on the Council's website and to have it included in the Schools Vacancy circular which is put together by the LA. This is a cost-effective way of reaching the potential workforce within the Borough and provides an opportunity for redeployees to find out about vacancies.

## 13. RESPONDING TO APPLICATIONS

13.1 Applicants should be provided with as much information about the job and the school as is reasonably possible to both inform them and attract them to apply. Therefore, as a minimum a recruitment pack (either online or paper) should comprise of the following:

- Application Form
- Job Description
- Person Specification
- Covering letter
- School prospectus (or other details, including the school's current position e.g. Ofsted reports, restructuring, new building etc.)
- Copy of the school's Equality and Diversity Policy
- Copy of the Disclosure and Barring Service guidelines

13.2 The cover letter should thank applicants for their interest in the post, detail the closing date for applications and confirm the expected interview date. It should also advise that if they have not received a response within two weeks of the closing date, that they should assume that they have not been shortlisted. Applicants should be advised that references will be taken up for shortlisted candidates prior to interview.

13.3 CVs should not be accepted in place of application forms, as information regarding an applicant's history can be hidden and it is critical that all gaps in employment are accounted for.

13.4 Any CVs sent in response to specific job advertisements should be acknowledged but applicants should be sent a recruitment pack and advised that a standard application form must be completed.

13.5 Application forms should include a section to ask applicants whether they agree to references being taken up prior to interview.

13.6 Application forms should include a section for candidates to declare any former or current relationship to a Councillor, School Governor or member of staff. Failure to disclose such a relationship may disqualify the applicant. Any applicant who directly or indirectly seeks the support of the Headteacher, Councillor or School Governor for any appointment within the school should be disqualified. Where it is disclosed that there is, or has been, a relationship between a member of the recruitment panel and an applicant, that panel member should withdraw from the remainder of the recruitment process.

13.7 Where an applicant has been invited to visit the school or for an informal chat with anyone involved in the recruitment process, the Headteacher should endeavour to ensure that this does not influence the recruitment decision.

## 14. EQUALITIES MONITORING

14.1 The analysis of recruitment monitoring data will help inform the school and on the success of recruitment activities and highlight areas for improvement, for example to increase the diversity of applications made.

14.2 The school should ensure that Equalities and Diversity monitoring forms are separated from the application forms before shortlisting and where practicable any biographical information. Individual monitoring forms are collected in relation to a particular vacant post and kept separately for monitoring purposes for a period of 6 months.

## 15. SHORTLISTING

15.1 Shortlisting should not begin until after the closing date and should be undertaken by a minimum of two members of the selection panel, but ideally all members of the selection panel should be involved in all stages of the process.

- 15.2 The Headteacher/Governing Body has a responsibility to make sure that:
- Candidates are shortlisted only against agreed criteria from the person specification using information contained in the application.
  - A record of the shortlisting process is made.
  - The final selection can be justified.
  - Applicants are advised promptly that they have been shortlisted by inviting them to interview.

15.3 Any criminal record disclosed by an applicant should not be taken into account at the short-listing stage. The criteria used for short-listing must be the same for all candidates and must relate to the job description and person specification only.

## 16. INVITING CANDIDATES TO INTERVIEW

16.1 It is recommended that applicants should be advised if they are selected for interview at least five school days before it is to take place. Consideration should be given to extending this period where the selection process includes other exercises, for example the preparation of presentation materials. References should be taken up prior to interview.

16.2 Letters or e-mails inviting applicants to interview should include the following information:

- The specific selection arrangements, including the name/position of the panel members.
- Location and time of the interview.
- Timetable/programme for the interview and selection process.
- Details of any pre interview preparation or tasks required of candidates.
- Information regarding the availability of equipment e.g. computer display, flip chart.
- A contact name and telephone number.
- Map and any car parking/travel information.
- A request for details of any special requirements that will enable candidates to participate fully in the selection process e.g. signer for hearing-impaired applicants.
- The requirement to bring any certificate of qualifications essential for the post.
- The requirement to produce identification and if necessary, any documents relating to the applicants right to work in the U.K.
- that the school will carry out an online check on the applicant as part of due diligence in line with KCSIE 2025.

16.3 KCSIE 2025 requires schools to ask shortlisted candidates to sign a copy of

their application form when they attend for interview, particularly where applications have been submitted digitally, therefore interviewees should be advised to provide a signed copy of their application to the interview panel.

16.4 Before the interview date, shortlisted applicants should be asked to provide any information about unspent convictions, cautions or bind-overs and relevant criminal offences that would not currently be filtered, in a separate disclosure form to be submitted. Criminal self-disclosure should not form part of the main body of the application form. The panel should be made aware of any relevant disclosed criminal history in order to discuss this with the candidate at the interview.

16.5 An online check should also be undertaken on shortlisted candidates prior to interview. These checks are conducted during the recruitment process to identify any behaviours or issues that could raise concerns about a candidate's suitability for working in an educational environment. This may help identify any incidents or issues that have happened, and are publicly available online, which the school might want to explore with the applicant at interview. The school may wish to consider using an external agency to undertake such checks.

16.6 Those applicants who have not been shortlisted should be written to and advised that they have been unsuccessful on this occasion. Alternatively, the original advert for the post can state the date by which candidates can assume they haven't been successful if they do not receive a response from the school.

## 17. THE SELECTION PROCESS

17.1 Selection decisions should be based on a range of selection tools. These will include application and interview and may also include work-based exercises such as an observed lesson, presentations or psychometric tests. References should be sought on all shortlisted candidates before interview and scrutinized carefully so that, where any questions have not been answered or any issues of concern arise, clarification can be sought from the referee and these can be explored further with the candidate at interview.

17.2 References should always be requested directly from the referee and schools should not rely on open references, for example in the form of 'to whom it may concern' letters. Schools should be aware that individuals have the right to see their employment references.

17.3 The Headteacher/Governing Body will determine the selection methods to be used. They should also ensure that:

- Panel members have the relevant documentation
- Arrangements are in place for candidates with a disability (where reasonable adjustment has been requested)
- Selection activities are closely linked to the Job Description and Person Specification
- The structure of the interview is appropriate to the post to be filled and that a range of suitable questions have been prepared
- Panel members take interview notes
- Panel members assess candidates against the criteria in the Person Specification at the end of the interview process
- An accurate record of the selection decision must be kept and any rating system must be justifiable

17.4 If criminal convictions have been declared by the candidate at application, or are subsequently disclosed through the DBS check, the Headteacher should contact the LA and/or their HR provider for advice.

17.5 If any concerns have been identified through the online check, the Headteacher should contact their HR provider for advice.

17.6 If a candidate has declared a relationship with someone already employed by the school, then all recruitment decisions should have regard for ensuring that no conflict of interest arises. In particular, it is advisable that no member of staff is directly responsible for the management of someone with whom they have a personal relationship.

17.7 The recruitment process is a two-way process in which the Headteacher/Governors assess the candidate and the candidate can assess the school as a potential employer. It is therefore advisable to ensure that the candidates:

- Are advised about the selection process and methods
- Understand how they will be assessed
- Are given sufficient opportunity to ask questions
- Are given an honest but positive impression of the job and the school
- Are advised on how and when they will be informed of the selection outcome.

## 18. MAKING A CONDITIONAL OFFER OF APPOINTMENT

18.1 The successful applicant will receive a verbal offer no later than five working days after the interview, except in exceptional circumstances which will, wherever possible, be explained to the candidates.

18.2 It must be explained that this offer is subject to pending DBS checks, medical clearance, and references where not already obtained (and anything else, such as sight of original qualifications or work permit) and after the Childcare (Disqualification) Regulation's requirements have been checked (where applicable).

18.3 An offer letter confirming the appointment should be issued within three working days of the verbal offer. It must be clearly stated that the offer is subject to pre-employment checks.

18.4 Where a fixed term appointment is being offered, the reason and duration of the appointment should be stated and confirmed in the written offer letter.

18.5 Before confirmation of a verbal offer for teaching posts the school will check if a qualified teacher is registered with the Teacher Registration Agency, this can be done using Teacher services, where prohibition checks and any sanctions in place can also be viewed.

18.6 Unsuccessful candidates should be advised no later than three working days after the successful applicant has accepted the post. They will be offered feedback on their interview.

## 19. PRE-EMPLOYMENT CHECKS

19.1 Any offer of appointment made to a successful candidate, including one who has lived or worked abroad, must be conditional on satisfactory completion of the necessary pre-employment checks. When appointing new staff, the school must:

- Verify a candidate's identity. Identification checking guidelines can be found on the GOV.UK website;
- Obtain a certificate for an enhanced DBS check which will include barred list information, for those who will be engaging in regulated activity;
- Obtain a separate barred list check if an individual will start work in regulated activity before the DBS certificate is available, in this case a risk assessment should be undertaken and kept on file;
- Verify the candidate's mental and physical fitness to carry out their work responsibilities. A job applicant can be asked relevant questions about disability and health in order to establish whether they have the physical and mental capacity for the specific role;
- Verify the person's right to work in the UK. If there is uncertainty about

whether an individual needs permission to work in the UK, then prospective employers, or volunteer managers, should follow advice on the GOV.UK website

- If the person has lived or worked outside the UK, make any further checks the school consider appropriate;
- Verify professional qualifications, as appropriate;

## 20. REHABILITATION OF OFFENDERS

20.1 The Rehabilitation of Offenders Act 1974 provides that if a convicted person completes a specific period without being convicted of further offences the conviction may be regarded as being 'spent'. These sentences do not have to be revealed and may not be used as grounds for exclusion from employment.

20.2 However, jobs that involve work with children and vulnerable adults are exempt from the provisions of the Act. In practice this means that for all school-based posts, applicants are required to disclose any criminal convictions when applying for a post.

20.3 Disclosure of convictions, either by the applicant or as a result of the DBS check, will not necessarily exclude an individual from employment. Employment decisions should have regard for the nature of the offence committed. In all cases where criminal convictions are disclosed advice should be sought from the Local Authority and the HR provider.

## 21. POST APPOINTMENT INDUCTION

21.1 All new appointees must receive an appropriate induction programme regardless of previous experience.

21.2 The purpose of the induction is to provide training and information about the school's policies and procedures, to confirm the conduct expected by the school and to provide opportunities for the new employee to discuss any issues or concerns about their role or responsibilities.

21.3 Induction will also enable the Headteacher or line manager to identify any concerns or issues about the person's ability or suitability at the outset and address them immediately.

## 22 ADDITIONAL INFORMATION

22.1 For any further information on this policy please contact your HR provider.