

HOLLAND HOUSE SCHOOL



18a Safer Recruitment - Staff Recruitment, Selection, and Induction

Review of Safer Recruitment Arrangements:

Date	December 2021
Review Date	December 2022

To be read in conjunction with:

- Safeguarding Policy
- Staff Code of Conduct
- Employee Handbook

References

- A. ISI Commentary on the Regulatory Requirements, dated September 2021
- B. DfE Statutory Guidance Keeping Children Safe in Education, dated September 2021
- C. Working together to safeguard children (a guide to inter-agency working to safeguard and promote the welfare of children), dated 2018.
- D. Prevent Duty Guidance: for England and Wales,

1. **General.**

Holland House School ("the School") is committed to ensuring the best possible environment for the children and young people in its care. Safeguarding and promoting the welfare of children and young people is our highest priority. The School aims to recruit staff that share and understand our commitment and to ensure that no job applicant is treated unfairly by reason of a protected characteristic as defined within the Equality Act 2010. All queries on the School's Application Form and recruitment process must be directed to the School Bursar.

2. **Scope of this Policy.**

The School's Recruitment, Selection and Disclosures Policy and Procedures apply to staff directly recruited and employed by the School, including supply staff, volunteers (including visiting speakers) and Governors. This Policy sits alongside the School's Safeguarding Policy and Staff Code of Conduct. This policy is applicable to all pupils, including those in the EYFS. This guidance must be followed for the recruitment of all prospective employees including the engagement of volunteers and temporary agency staff.

Staff are defined in the Education (Independent Schools Standards) (England) Regulations 2014 as:

- Any person working at the School whether under a contract of employment, under a contract for services or otherwise than under a contract.
- In the case of agency or contract workers, the School shall obtain written confirmation from the agency or company that it has carried out the appropriate checks on the named member of supply staff. The appropriate checks being all of the recruitment checks the School would perform when appointing a member of staff (which are listed within this policy). In addition, the School will check ID and see a copy of their DBS before they are allowed to mix with children.

3. **Safer Recruitment.** Our safer recruitment process requires that:

- Time will be set aside for planning each recruitment;
- Clear job specifications will be prepared, setting down the boundaries and expectations of the role including a statement of responsibility and requirements for safeguarding;
- A clear message about safeguarding will be sent to candidates from the outset;
- A statement about commitment to safeguarding will be incorporated in any job advert;
- Application forms will be used, together with a letter of application;
- CVs will not be considered without a completed application form;
- References will be obtained before the interview wherever possible; these will include specific enquiries about the applicant's background in relation to safeguarding and ensure that references are given proper weight and consideration in the selection process;
- As a minimum, the selection process will involve face-to-face interviews and where possible another tool, such as a role play, teaching a lesson and/or a presentation;
- Probing questions will be asked at interview in a fair and objective manner as to motives, attitudes and behaviours, not just skills and experience, and questions that cover safeguarding issues as well as other role-related areas;
- We shall seek information about criminal history and use it appropriately;
- We will ensure that there is an ongoing culture of vigilance in the School;
- A staff member trained in safer recruitment will take part in each interview;
- The necessary checks will be made at or after the interview for all successful candidates: enhanced Disclosure and Barring Service (DBS); barred list check; identity; relevant qualifications; prohibition from teaching and management as required; previous employment including any gaps; minimum of two satisfactory references to include one from a previous employer; medical check; disqualification self-declaration; right to work in the UK; further checks for those who have lived or worked outside the UK;
- The School will maintain a central employment register of all staff with details of the required checks.

4. **Responsibility.** Overall responsibility for recruitment lies with the Headmistress. Responsibility for executing these procedures is delegated as appropriate.

5. **The Safer Recruitment Process** – see **Annex A** for flow charts.

a. **Identify the Need for the Post.**

- (1) **Establishment.** The School has an agreed establishment which requires Board approval to vary – if a new post is required the Headmistress will seek Board approval for an uplift in the operational budget for any new posts.

- (2) **Refreshment of safer recruitment policy:** Headmistress and supporting staff to meet to review the procedures in order to ensure that everyone understands their various roles and are abreast of any recent changes.
- (3) **Preparing the 'Pack'.** Once the establishment has been approved for a new post or a replacement member of staff is required, five key documents are prepared:
- (a) **The Candidate Pack.** The standard Candidate Pack is reviewed and updated as required.
 - (b) **The Job Description.** The Job Description is reviewed and updated as required. If a new post, a Job Description will be written. All Teaching and Support Staff JDs will be approved by the Headmistress.
 - (c) **The Person Specification.** The Person Specification is reviewed and updated as required. If a new post, a Person Specification will be written. All Teaching and Support Staff Person Specifications will be approved by the Headmistress.
 - (d) **Application Form.** The School will only accept applications from candidates completing and signing the fully completed Application Form. CVs will not be accepted in substitution for completed Application Forms.

It will include a statement to applicants that it is an offence to apply for the role if the applicant is barred from engaging in regulated activity relevant to children.

See **Annex B** for accompanying explanation notes.

- (e) **Advert.** The advert is written which includes the recruitment timeline, who to address the application to, the headline particulars and includes the statement "*Holland House School is committed to safeguarding and promoting the welfare of children and young people. Applicants must be willing to undergo child protection screening, including checks with past employers and the DBS*". The following is to be included in the advert '*The school regularly reviews safeguarding checks and if found unsatisfactory reserves the right to investigate and, if necessary, terminate employment.*'
- (4) **Interview Questions.** An agreed set of written questions will be developed to include competency based and safeguarding questions designed to test the following areas:
- Questions about the role and the candidate's ability to perform it
 - Questions about the candidate's suitability to work with children
 - Where appropriate, a practical exercise, such as teaching a lesson
- b. **The Advert.** The completed advert and pack of material is placed on the School's website. Thereafter it is placed on a variety of forums chosen to ensure maximum penetration of the job market for that particular role.

The advert should include:

- the school's commitment to safeguarding and promoting the welfare of children and make clear that safeguarding checks will be undertaken;
- the safeguarding responsibilities of the post as per the job description and personal specification;
- the post is exempt from the Rehabilitation of Offenders Act 1974 and the amendments to the Exceptions Order 1975, 2013 and 2020. Which means that when applying for certain jobs and activities certain spent convictions and cautions are 'protected', so they do not need to be disclosed to employers, and if they are disclosed, employers cannot take them into account. Further information about filtering offences can be found in the [DBS filtering guide](#).

c. **Receipt of Applications.**

All applications when received are passed to the School Office for initial processing; is the application form correctly and fully completed? Has a covering letter accompanied the application? etc. A recruitment folder is made (The Long List), and the folder is then passed to the Headmistress. Late applications are not normally accepted but the school reserves the right to close the application process early if a suitable candidate is found.

- (1) Special Arrangements for Internal Candidates. There is no statutory requirement for internal candidates to complete an application form for new appointments, although this may be considered appropriate on occasion. If an internal candidate is promoted, then a relevant prohibition check may be required. The only non-teaching heads of department for which a prohibition check is required are those who might attend SLT meetings.
- (2) Only the Headmistress will approve application forms – checks include confirming gaps in employment history; all elements correctly completed; and that forms submitted electronically are signed by the candidate once the formal offer has been made. Once approved the application form will be signed and dated.

d. **The Long List & Short List.**

After the closing date and depending on the number of applicants the recruitment panel considers all of the Job Description and Person Specification requirements and ensures an objective and consistent selection process. If there are a significant number of applications on the Long List, then preliminary 1st Round interviews may be held. If there are only a few viable applications, then only 1 in-depth interview might be held.

The School will short list applicants for interview according to the relevance and applicability of their professional attributes and personal qualities to the role. Short-listed applicants will then be invited to attend a formal interview at which his/her relevant skills and experience will be discussed in more detail.

The school takes its responsibility to safeguard children very seriously and any staff member and/or successful candidate who is aware of anything that may affect his/her suitability to work with children must notify the Headmistress immediately. This will include notification of any convictions, cautions, court orders, reprimands or warnings he/she may receive.

e. **Invitation to Interview.** The School Office will send out the written invitation to interview which may include a programme of events and:

(1) **References.** Where possible before the interview references will be taken up on all shortlisted candidates, including internal ones, so that any issues of concern they raise can be explored further with the referee and taken up with the candidate at interview. If the candidate does not wish the School to take up references in advance of the interview, they should notify the School at the time of applying.

(a) The School will ask all referees if the candidate is suitable to work with children. All references may have their authenticity verbally confirmed by the School Office.

(b) The School will compare any information provided by the referee with that provided by the candidate on the Application Form. Any inconsistencies will be discussed with the candidate.

(c) If the candidate is currently working with children, on either a paid or voluntary basis, the School will ask their current employer about disciplinary offences, including disciplinary offences relating to children or young persons (whether the disciplinary sanction is current or time expired), and whether the candidate has been the subject of any child protection allegations or concerns and if so the outcome of any enquiry or disciplinary procedure.

(d) If the candidate is not currently working with children but has done so in the past, the School will ask the previous employer about those issues. Where neither the current nor previous employment has involved working with children, the School will still ask the current employer about the candidate's suitability to work with children. Where the candidate has no previous employment history, the School may request character references which may include references from the candidate's school or university.

(e) Only the Headmistress will approve references. Once approved the reference is to be signed and dated that the check was completed.

(2) **Documentation.** Candidates will be requested to bring to interview (original documents are required; photocopies or certified copies are not sufficient):

- All documents required for an Enhanced DBS Check;
- Official documentation that proves identity, a full birth certificate is desirable along with other forms of identification such as a current photo driving licence or a passport.
- A utility bill or financial statement issued within the last three months showing the candidate's current name and address;
- Where appropriate any documentation evidencing a change of name;
- If not a British National, proof of entitlement to work and reside in the UK;
- Educational and professional qualifications that are necessary or relevant for the post (e.g. the original or certified copy of certificates, diplomas etc). Where originals or certified copies are

not available for the successful candidate, written confirmation of the relevant qualifications must be obtained by the candidate from the awarding body.

- (3) **Disability.** In order to support candidates with a disability, all candidates will as a matter of course be requested in the invitation to interview documentation to inform the School of any necessary reasonable adjustments or arrangements to assist them in attending the interview.
- (4) **Self-declaration.** Shortlisted candidates will be asked to complete a self-declaration of their criminal record or information that would make them unsuitable to work with children. Self-declaration is subject to Ministry of Justice guidance on the disclosure of criminal records, further information can be found on GOV.UK

For example:

- if they have a criminal history;
- whether they are included on the barred list;
- whether they are prohibited from teaching;
- whether they are prohibited from taking part in the management of an independent school;
- information about any criminal offences committed in any country in line with the law as applicable in England and Wales, not the law in their country of origin or where they were convicted;
- if they are known to the police and children's social care;
- have they been disqualified from providing childcare (see paras 245-249); and,
- any relevant overseas information.

As any position for which candidates are applying involves substantial opportunity for access to children, it is important that applicants provide the School with legally accurate answers.

The purpose of a self-declaration is so that candidates will have the opportunity to share relevant information and allow this to be discussed and considered at interview before the DBS certificate is received. Upfront disclosure of a criminal record may not debar a candidate from appointment as the School shall consider the nature of the offence, how long ago and at what age it was committed and any other relevant factors. Information can be submitted in confidence enclosing details in a separate sealed envelope which will be seen and then destroyed by the Headmistress. If candidates would like to discuss this beforehand, they are asked to please telephone the Headmistress in confidence for advice.

Shortlisted Candidates will be asked to sign a declaration confirming the information they have provided is true. Where there is an electronic signature, the shortlisted candidate should physically sign a hard copy of the application at point of interview.

- f. **The Interview.** All formal interviews will have a panel of at least two people chaired by either the Headmistress or the Chair of Governors. The Headmistress may interview volunteers and work experience seekers alone. At least one person on the appointment panel will have undertaken safer recruitment training. The Chair of Governors should chair the panel for the Head's appointment.

- (1) The interviewers will be required to state any prior personal relationship or knowledge of any of the candidates and a judgement will be made by the Chair of the Panel as to whether or not an interviewer should withdraw from the panel. Should the Chair have a conflict of interest, the Vice Chair shall decide whether the Chair should withdraw from the panel.
- (2) The interview will be conducted in person and the areas which it will explore will include suitability to work with children.
- (3) The interviewers will ask the candidate a set of previously arranged questions, designed to gauge their ability to perform the role and cover safeguarding issues. See **Annex C** for interview guidance.
- (4) Notes will be taken at all interviews and retained on all applicants for a six-month period (see Retention of Documents below).
- (5) Following the interviews, the Panel will meet to discuss all candidates and make a decision with reference to the job description and job specification.
- (6) The interview may involve an Inbox activity and the case of teachers, a lesson observation.

g. **The Conditional Offer.** The initial offer will be verbal and followed up by written confirmation of the Conditional Offer. Unsuccessful candidates will be informed via a phone call or email. The offer letter will include the contract of employment, health questionnaire and our leaflet introducing Safeguarding.

- (1) **Health Questionnaire.** It is the School's practice that a successful candidate must complete a pre-employment health questionnaire. The information contained in the questionnaire will then be held by the School in strictest confidence. This information will be reviewed against the Job Description and the Person Specification for the particular role, together with details of any other physical or mental requirements of the role i.e. proposed workload, extracurricular activities, and layout of the School.
- (2) Any offer to a successful candidate will be conditional upon:
 - Receipt of at least two satisfactory references (if these have not already been received);
 - Verification of identity and qualifications including, where appropriate, evidence of the right to work in the UK;
 - A satisfactory enhanced DBS check and if appropriate, a check of the Barred List maintained by the DBS;
 - For a candidate to be employed as a teacher, a check that that the candidate is not subject to a prohibition order issued by the Secretary of State;
 - Verification of professional qualifications, where appropriate;
 - Verification of successful completion of statutory induction period (for teaching posts - applies to those who obtained QTS after 7 May 1999);

- Where the successful candidate has worked or been resident overseas such checks and confirmations as the School may consider appropriate so that any relevant events that occurred outside the UK can be considered; this would be determined on a case-by-case basis but would generally apply to anyone that has lived or worked overseas for more than 3 months in the last 5 years.
- Prohibition management (s128) check performed, where appropriate
- Satisfactory medical fitness.
- Satisfactory disqualification self-declaration

h. **Pre-Appointment Checks.** Having appointed the candidate a series of pre-employment checks will be carried out, some of which may have been done as part of the selection process.

(1) **DBS.** For the purposes of School recruitment all employees are considered to be working in regulated activity and so an enhanced DBS check with barred list information will be sought in all cases. Any relevant information will be recorded in a certificate (the DBS certificate) that is sent to the applicant. The prospective employee will be required to show this certificate to the Headmistress or the Bursar before they take up post or as soon as practicable afterwards. A copy of the certificate will be made and the certificate number recorded. See **Annex D** for the DBS Flowchart.

- (a) The School will refer to the Department for Education ("DfE") document, 'Keeping Children Safe in Education' and any amended version in carrying out the necessary required DBS checks. The School complies with the provisions of the DBS Code of Practice, a copy of which may be obtained on request or accessed [here](#).
- (b) The DBS will not normally be initiated earlier than three months in advance of the employment start date.
- (c) All candidates should be aware that provision of false information is an offence and could result in the application being rejected or summary dismissal by the School if they have been appointed, and a possible referral to the police and/or DBS.
- (d) Additionally, successful applicants should be aware that they are required to notify the school immediately if there are any reasons why they should not be working with children. This includes any staff who are disqualified from childcare or registration.

i. A list of the relevant offences set out [here](#):

- (e) Failure to declare any convictions (that are not subject to [DBS filtering](#)) may disqualify a candidate for appointment or result in summary dismissal if the discrepancy comes to light subsequently.
- (f) Should a member of staff be required to start work before the Enhanced DBS is granted, the exception rather than the rule, the following are to take place before work commences:

- i. Enhanced DBS check must have been applied for
- ii. All other recruitment checks completed to the School's satisfaction
- iii. A barred List check is to be completed.
- iv. A Risk Assessment is to be completed by the Headmistress. This will include the requirement that the person must be supervised.
- v. A fortnightly review of the Risk Assessment supervisory arrangements is to be conducted by the Line Manager and recorded on the staff member's personnel file and in the Register.

(2) **Disqualification.** The Childcare (Disqualification) Regulations 2009 apply to those providing early years childcare or later years childcare, including before school and after school clubs, to children who have not attained the age of 8 AND to those who are directly concerned in the management of that childcare.

(a) Staff and/or successful candidates who are disqualified from childcare or registration, may apply to Ofsted for a waiver of disqualification. Such individuals may not be employed in the areas from which they are disqualified, or involved in the management of those settings, unless and until such waiver is confirmed. Please speak to the School Office for more details.

i. **Induction process.** The new employee will normally be invited to an induction day when a range of pertinent issues will be discussed, and training provided. Staff induction includes:

- Introduction and welcome by Headmistress. This will cover staff organisation, layout of site, pay & allowances, HR (Staff Handbook), maintenance, medical, catering & domestic.
- Pastoral Introduction
- Safeguarding training and Induction – DSL
 - Identifying the DSL
 - KCSIE Part 1 and Annex B
 - Anti-Bullying and Anti-racism Policy
 - Safeguarding policy
 - Behaviour Discipline and Sanctions policy
 - e-safety policy
 - Children missing from education policy
 - Mental health policy
- H&S (slips & trips, manual handling, Risk Assessments), security (including lock-up routine, intruders, visitors) and fire training – Site Manager
- Staff handbook and policies, including: (Headmistress and DSL)
 - Child Protection policy
 - Staff Code of Conduct

- Whistleblowing Procedures
- Use of telephone, email and internet
- IT login and ICT training as required – Bursar
- First aid training and/or paediatric first aid training as required.
- Food Hygiene and/or Food Allergies training as required.

Overall responsibility for staff induction lies with the Headmistress.

6. **Commencement of Employment pending DBS.** If the DBS certificate has not been received by the time the employee starts work, the Head, once all other checks have been completed, will carry out a written risk assessment and consider whether the employee should start work pending receipt of the certificate. This should include the requirement of supervision. The following must also be completed to the School's satisfaction:

- All other recruitment checks
- Enhanced DBS check has been applied for
- Barred list check

The risk assessment will be reviewed every two weeks until the DBS certificate is received.

The employee will not commence employment with any residential status or overnight responsibilities until the DBS certificate is received. Eg not be able to be part of the Y4/Y5/Y6 Residential Trips.

7. **Single Central Record (the Register).** The School maintains a register of all staff appointments with the following information:

- identity check
- enhanced DBS check plus separate barred list check
- check of references
- check of professional qualifications
- a prohibition from teaching check
- check to establish the person's right to work in the United Kingdom
- further checks on people living or working outside the UK
- medical fitness check
- prohibition from management check
- Disqualification self-declaration
- Employment history

The PA to the Headmistress maintains this and the Headmistress is the custodian of the Register. The Bursar will carry out a check of it at least once a term and a designated Governor will check it at least annually.

8. **Retention of Documents.** The School Office must keep all documentation related to each job advertisement for a period of six months from the final interview date so that the School is in a position to respond to any challenges. The pack must contain:

- A copy of the job advert
- The job description and Person Specification
- All candidate applications and any other correspondence
- The completed long/short listing grids
- Copies of School correspondence to all candidates
- Interview notes
- Any references

All documents pertaining to the successful candidate – including those used to verify the person’s identity, right to work in the UK and required qualifications – will be filed separately on the Personal File.

Any copies of DBS certificates will not be held for more than 6 months.

9. **Special arrangements for other staff.** Checks of other staff (volunteers, agency staff and contractors) will depend on their status and whether they will have supervised or unsupervised access to children. A guidance flowchart for DBS checks, taken from Reference A, can be found at **Annex A**. Pre appointment checks will be carried out in accordance with Reference C and, where necessary, such staff will receive child protection training.

10. **Policy on School Governors.** The School will perform the following checks for proposed Governors:

- ID Check
- Enhanced DBS
- Prohibition from Management check
- Right to work check
- Barred list check*
- Overseas check*
- Prohibition from teaching*

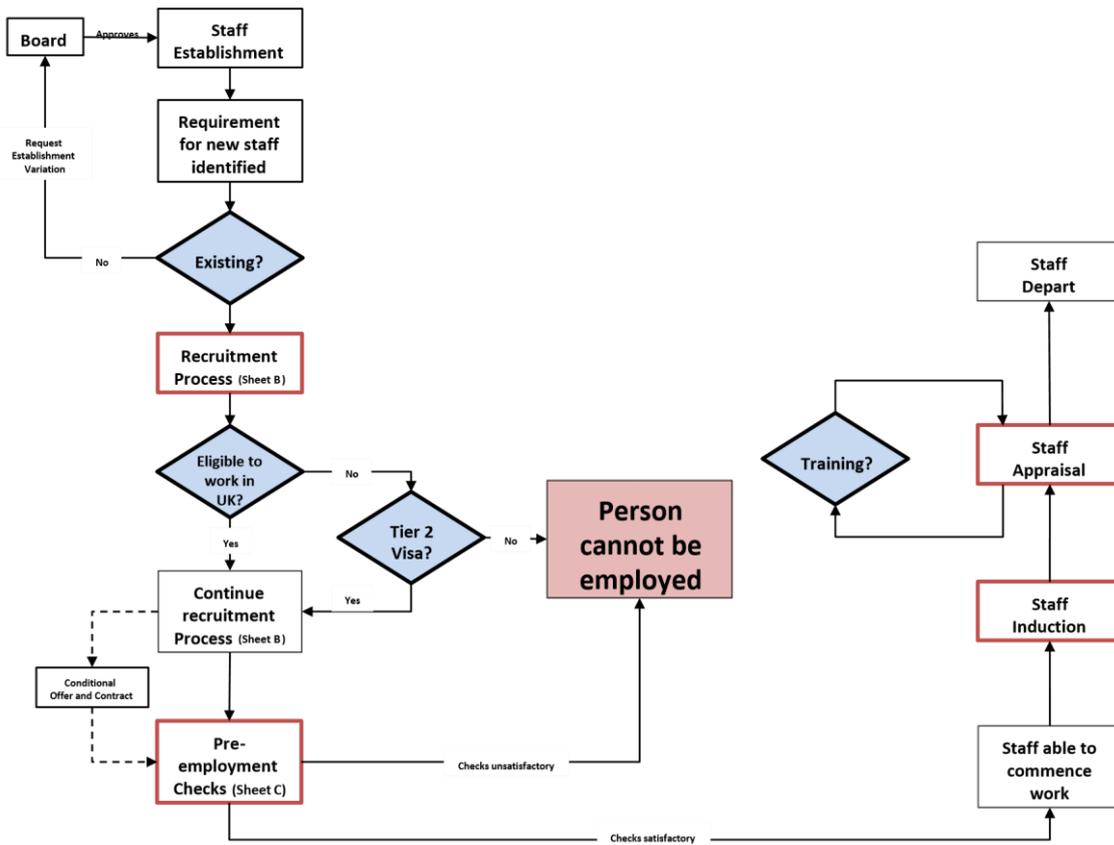
*These checks are to be performed if appropriate to do so.

11. **Policy on Visiting Speakers.** The School will perform an online search background check e.g. Google. The visitor will always be supervised. If the subject of the presentation is deemed to be contentious, the School may view the presentation beforehand.

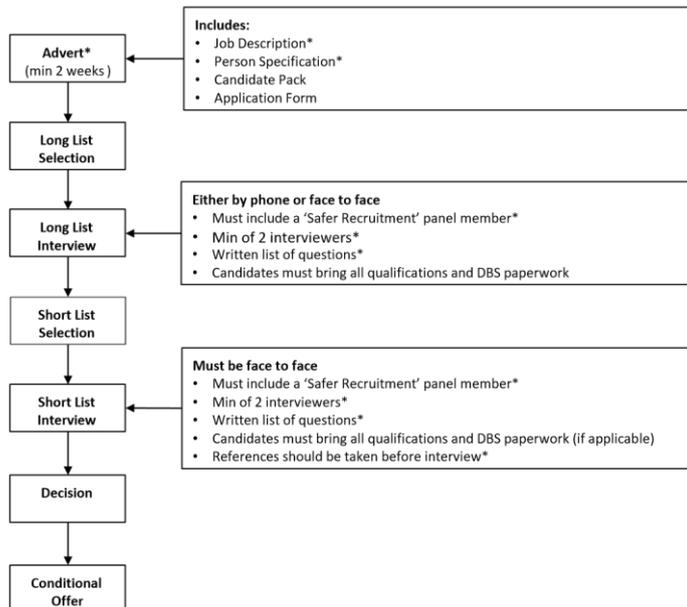
12. **Policy on the Recruitment of Ex-Offenders.** The School will not unfairly discriminate against any candidate for employment on the basis of conviction or other details revealed. The School makes appointment decisions on the basis of merit and ability. If an individual has a criminal record this will not automatically bar him/her from employment within the School. Instead, each case will be decided on its merits in accordance with the objective assessment criteria set out below.

- a. All candidates should be aware that provision of false information is an offence and could result in the application being rejected or summary dismissal if they have been appointed, and a possible referral to the police and/or DBS.
- b. Under the relevant legislation, it is unlawful for the School to employ anyone who is included on the lists maintained by the DBS of individuals who are considered unsuitable to work with children. In addition, it will also be unlawful for the School to employ anyone who is the subject of a disqualifying order made on being convicted or charged with the following offences against children: murder, manslaughter, rape, other serious sexual offences, grievous bodily harm or other serious acts of violence.
- c. It is a criminal offence for any person who is disqualified from working with children to attempt to apply for a position within the School. The School will report the matter to the Police and/or the DBS if:
 - the School receives an application from a disqualified person;
 - is provided with false information in, or in support of an applicant's application; or
 - the School has serious concerns about an applicant's suitability to work with children.
- d. In the event that relevant information (whether in relation to previous convictions or otherwise) is volunteered by an applicant during the recruitment process or obtained through a disclosure check, the School will consider the following factors before reaching a recruitment decision:
 - whether the conviction or other matter revealed is relevant to the position in question;
 - the seriousness of any offence or other matter revealed;
 - the length of time since the offence or other matter occurred;
 - whether the applicant has a pattern of offending behaviour or other relevant matters;
 - whether the applicant's circumstances have changed since the offending behaviour or other relevant matters; and
 - the circumstances surrounding the offence and the explanation(s) offered by the convicted person.
- e. If the post involves regular contact with children, it is the School's normal policy to consider it a high risk to employ anyone who has been convicted at any time of any the following offences: murder, manslaughter, rape, other serious sexual offences, grievous bodily harm or other serious acts of violence, serious class A drug related offences, robbery, burglary, theft, deception or fraud.
- f. If the post involves access to money or budget responsibility, it is the School's normal policy to consider it a high risk to employ anyone who has been convicted at any time of robbery, burglary, theft, deception or fraud.
- g. If the post involves some driving responsibilities, it is the School's normal policy to consider it a high risk to employ anyone who has been convicted of drink driving or driving recklessly. The School reserves the right not to employ someone with six or more points on his or her licence.

Annex A – The Safer Recruitment Process



B - The Recruitment Process



* Required for internal candidates

Annex B - Explanatory Note to Accompany Every Application Form

The explanatory form below must be sent out in response to all requests for an application pack.

APPLICATION AND RECRUITMENT EXPLANATORY NOTE

1. Holland House School recruits all staff in line with the latest statutory guidance from the Department for Education Keeping Children Safe in Education,.
2. **Child Protection Policy.** The child protection policy applies to all staff and pupils at Holland House School. This may inevitably also mean the involvement of parents, siblings etc of pupils and other parties whose actions may affect the pupils and staff at the School.
3. The School aims to:
 - Prevent unsuitable people working with, or coming into contact with, children and young people;
 - Promote safe practice and challenge poor or unsafe practice;
 - Identify instances in which there are grounds for concern about a child / young person's welfare and take appropriate action to keep children / young people safe;
 - Contribute to effective partnership working between all those involved with providing services for children.
4. **Application Form**
 - Applications will only be accepted from candidates completing the Application Form in full. CVs will not be accepted in substitution for completed Application Forms.
 - Candidates should be aware that all posts at the School involve some degree of responsibility for safeguarding children, although the extent of that responsibility will vary according to the nature of the post.
 - Accordingly, this post is exempt from the Rehabilitation of Offenders Act 1974 and therefore all convictions, cautions and bind-overs, including those regarded as 'spent' must be declared.
 - The successful applicant will be required to undergo an enhanced level check from the Disclosure and Barring Service (DBS).
 - We will seek references on shortlisted candidates and may approach previous employers for information to verify particular experience or qualifications before interview.
 - If you are currently working with children, on either a paid or voluntary basis, your current employer will be asked about disciplinary offences, including disciplinary offences relating to children or young persons (whether the disciplinary sanction is current or time expired), and whether you have been the subject of any child protection allegations or concerns and if so the outcome of any enquiry or disciplinary procedure. If you are not currently working with children but have done so in the past, that previous employer will be asked about those issues. Where neither your current nor previous employment has involved working with children, your current employer will still be asked about your suitability to work with children, although it may where appropriate answer not applicable if your duties have not brought you into contact with children or young persons.

- You should be aware that the provision of false information is an offence and could result in the application being rejected or summary dismissal if the applicant has been selected and possible referral to the police.

5. **Invitation to Interview**

- If you are invited to interview, this will be conducted in person and the areas explored will include suitability to work with children.
- All candidates invited to attend interview must bring the following information (original documents or certified copies only) to allow the school to carry out the necessary checks:
 - Proof of relevant professional qualifications
 - Proof of identity (e.g. passport, photocard driving licence)
 - Proof of right to work in UK (e.g. passport, birth certificate)
 - Proof of current address in UK (utility bill or financial statement within last three months)
 - List of previous addresses in previous five years
 - Where appropriate any documentation evidencing a change of name
 - Evidence of any previous surnames.
- Where originals or certified copies of certificates are not available for the successful candidate, written confirmation of the relevant qualifications must be obtained from the awarding body.

6. **Conditional Offer of Appointment: Pre-Appointment Checks.** Any offer to a successful candidate will be conditional upon all pre-appointment checks (outlined in Annex A) being carried out to the School's satisfaction.

WARNING

The facts will be reported to the Police where a candidate is:

- Found to be on the DBS barring list or if the DBS disclosure shows she/he has been disqualified from working with children by a Court; or
- Found to have provided false information in, or in support of, his/her application; or
- The subject of serious expressions of concern as to his/her suitability to work with children

Annex C – Interview Guidance

1. Panel Chair.

The Chair of each panel will control each interview. In addition, the Chair will make the introductions, ensure members of the Panel do not interrupt each other, indicate progress to the candidate, re-focus the interview if it has wandered off the point and, if necessary, conclude a question and lead into the next. At the start of the interview, the candidate can be helped by:

- Introducing the panel
- Putting the candidate at ease
- Explaining the structure and length of the interview
- Informing the candidate that notes will be taken to ensure a fair assessment to be made
- Asking the candidate whether they have any queries after the introduction
- Using an opening non-discriminatory 'warm-up' question
- Giving the candidate a sense of progress through the interview

2. Interview notes.

Candidates are able to request, post an interview, why they were not offered the role or for feedback on their performance. Therefore, good notes of the interview need to be taken so that a record exists. The Panel is responsible for:

- Ensuring the interview remains on time
- Taking notes of all the candidates answers
- Noting any additional questions asked by the panel

3. Panel. Interviewing can be 'nerve-racking' and panel members may feel uncomfortable if this is the first time they have undertaken this role.

- Allow yourself enough time to prepare; read and re-read the application form and Profile – particularly the Role and Key Responsibilities – and make notes for each candidate
 - Ensure you ask questions that cover the key competencies required of the post
 - Follow the agreed format for the interview so that it runs smoothly
 - The first interview of the day should **not** be used as 'a dress rehearsal' - otherwise the appointment panel could be accused of acting unfairly
- Ensure consistency between candidates; stick to the questions

4. Interview Structure. The interview is structured as follows:

- **The Opening** - this includes introductions, advising candidates of the structure which will be followed, and that note-taking will occur. A few moments of small talk will help to relax the candidate and establish rapport.

- **The Body** - this is the main part of the interview where the required evidence about the candidate's suitability for the post against the key criteria is obtained.
- **The Close** - Candidates should always be given the opportunity and sufficient time to ask any questions they may have. They should be informed of the timescales and methods of notifying them of the outcome and should be thanked for attending the interview.

The Equality Act 2010 does not prevent you asking questions about a candidate's disability, but this information must not be used to discriminate. When asking a candidate how their disability may affect their ability to do the job it is important to focus on competencies required by the post and indicate where possible a willingness to make those reasonable adjustments which would enable the job to be performed.

5. Questioning Techniques.

You should aim to have the candidate talk about 70-80% of the time, as the key aim of the interview is to obtain evidence from the candidate. Effective interviews depend on well-thought out and well-structured questions. There are various types of questions:

- **Competency Based Questions** – these are questions that require candidates to provide real-life examples as the basis of their answers. Candidates should explain why they made certain decisions, how they implemented these decisions and why certain outcomes took place. For example:
 - *"Tell about a time when you had to adapt to change. What was the situation?" Supplementary questions: How did you react? What was the outcome? What have you learnt?*
- **Open** - these questions enable candidates to provide facts and information, describe things, express feelings or opinions etc. They encourage candidates to start talking. They typically start with the words 'what, why, how?'
- **Closed** - the number of possible answers is limited and are usually either 'yes' or 'no'. They can be **used as secondary or follow-up questions** to check facts, or your understanding of answers or to close the interview.
- **Multiple** - these occur when two or more questions are asked at one time. Candidates will normally only answer one of them - the one they find easiest or heard last. **These types of questions should not be used in interviews.**
- **Leading** - the answer which is expected is suggested in the question, and thus are **not appropriate for selection interviewing.**

Hypothetical - is where the interviewer describes a situation to the candidate and asks him/her how he/she would respond. **Too many of this type should be avoided** as the reply might be completely different from what the candidate would actually do, and you have no way of evaluating the answer consistently.

- **Behavioural** - are useful questions, as you gain evidence of how the candidate has handled similar situations in the past, and these can concentrate on the specific skill areas of this post.
- **Probing** - these are used to **follow up after receiving answers** to open questions, in order to explore an area in more depth. The questions should be designed to 'funnel' the information obtained from general to specific information.
- **Reflective** - these are powerful and seldom used with skill or consistency. Each question is based on the previous answer and reflects its content.

6. Listening Techniques.

As the interviewee will be talking for the majority of the time it is vital that interviewers actively listen. The candidate is providing a lot of information and the interviewer has to be able to recall it, use it, relate it to the key skill areas and check it for inconsistencies. Reflective questions can be used to pick up on a point the candidate has made and enable you to probe further. You should concentrate on what the candidate is saying, look at the candidate and ensure that your physical position reflects your interest. It is vital that all the panel members listen carefully to every answer, even though they may not have asked the question. In short - listen to:

- what is being said
- how it is being said
- what is not being said

7. Body Language of Candidates.

Candidates send messages non-verbally which can reveal their emotional state and are well worthwhile being noted by the panel. Analysis of typical face-to face communications has shown that non-verbal communication has an enormous impact on the understanding of the messages sent by the interviewee in any interview, results were:

- Words alone - 7%
- Voice tones - 38%
- Body language - 55%

Non-verbal messages are much less likely to be under conscious control and are therefore harder to disguise. They are often difficult to interpret, and care needs to be taken in analysing such messages e.g. a candidate may fold arms as he/she is cold, not necessarily because he/she is being defensive.

Annex D Process for the recruiting of staff not registered with the DBS Update service

