



# MacIntyre Academies

## Recruitment and Selection Policy

Version	Purpose/ Change	Responsibility	Date
4	<p>Front page person responsible changed from COO to CEO.</p> <p>Job titles changed from HR Manager to Head of Support Services throughout the document.</p> <p>KCSIE, Sep 2016 updated to Sep 2019</p> <p>Section 8 (pg 5)– process components; additional wording around secondments and fixed-term contracts added and additional wording on succession plans for recognised career development routes.</p> <p>Section 9.1. has been updated to account for a move to SCR Plus system.</p> <p>Appendix 1 – Contractors section, wording has been added to include self-employed contractors and agency worker additional checks for Endeavour House added. Alternative Provision section added.</p>	CEO	11.12.19

Person Responsible: Chief Executive Officer  
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## Recruitment and Selection Policy

### 1. Purpose

This policy sets out processes and procedures to ensure both safe and fair recruitment and selection is conducted at all times; in accordance with relevant employment legislation and best practice.

### 2. Scope

This policy applies to all MacIntyre Academies' employees as well as governors and directors of the Trust responsible for and involved in recruitment and selection of all academy based staff.

For recruitment and vetting checks for volunteers please see the MAT Volunteer Policy; for an overview of recruitment and vetting checks for all other categories of visitors, please see appendix 1 of this policy. MacIntyre Academies Trust is committed to treating all applicants fairly and has separate policies for 'Recruitment of Ex-Offenders' and 'Equal Opportunities' which should be read alongside this policy.

This policy does not form part of any contract of employment and may be amended from time to time.

### 3. Schedule of Responsibilities

The ultimate responsibility for recruitment and selection lies with MacIntyre Academies Trust board although day to day implementation is delegated to individual academy governing bodies. These bodies have delegated the responsibility to the Principal for appointments other than those to the senior leadership group. Where a Principal is being appointed, the Trust Board will consult with its Education Advisor about the recruitment process.

The CEO of MacIntyre Academies Trust takes overall responsibility for the implementation of policies and procedures and to provide reports as appropriate to Trustees in relation to this policy.

Principals of MacIntyre Academies and their Senior Leadership Teams will take active steps to promote good practice under this policy and review and monitor the management and implementation of this policy and practice in their Academy. They will identify training needs, ensuring competence in those staff who are responsible for and involved in the operation of this policy and associated guidance.

Teachers and other supervisory roles will, where required, carry out recruitment and selection procedures, undertake relevant training in relation to this policy and ensure effective and competent operation of this policy.

MacIntyre Academies Human Resources are responsible for providing advice and training under this policy and reviewing and updating the policy as required; ensuring continuing relevance and effectiveness in line with any developments in employment legislation, good employment practice and other MacIntyre Academies policies. The Head of Support Services is responsible for collating data for regular Trust Board HR reports and where appropriate, providing confidential reports as required by the CEO and MacIntyre Academies Trust Board on individual cases.

#### 4. Introduction

MacIntyre Academies Trust is committed to safeguarding and promoting the welfare of children and young people and requires all staff and volunteers to demonstrate this commitment in every aspect of their work. Therefore, the following other MacIntyre Academies' policies and procedures should also be read alongside this policy as part of our holistic approach to ensuring a 'safer culture' as outlined within the NSPCC Safer Culture Diagram (Appendix 4):

- Equality and Diversity Policy;
- Code of professional conduct for staff;
- Safeguarding Policy;
- Disciplinary Policy;
- Capability Policy;
- Whistleblowing Policy;
- Acceptable use of ICT Policy;
- Supervision of newly appointed staff;
- Programme for Induction and training for staff.

The Trust regards its staff as its most important asset. Each school within the Trust is required to ensure an adequate supply of suitably qualified and experienced staff to meet the school's human resource requirements and to deliver the school improvement plan.

This policy should be read in conjunction with DfE guidance 'Keeping Children safe in Education: Statutory guidance for Schools and Colleges' (September 2019), as amended from time to time.

MacIntyre Academies is also committed to ensure that recruitment and selection is undertaken in a fair and transparent way and that appointments are based on the candidate judged to be most suitable, securing the position.

#### 5. Policy Statement

MacIntyre Academies is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share in this commitment.

MacIntyre Academies is committed to attracting, selecting and retaining employees who will successfully and positively contribute to providing the very best education for our children and young people. A motivated and committed workforce with appropriate knowledge, skills, experience and ability to do the job is critical to the school's performance and fundamental to the delivery of high quality education.

MacIntyre Academies will use a clear set of procedures to support a fair, consistent and legal recruitment and selection process. Employees responsible for recruitment and selection are expected to maintain the highest standards of good practice at all times.

MacIntyre Academies is committed to recruiting staff who work in a facilitative way with our children and young people. As such, we have adopted the use of the 'MacIntyre Profile' psychometric assessment and competency framework. The aim of this approach is to help identify those potential employees that have the appropriate

attitudes and motivations for the job role. It is essential that these processes are followed for all staff.

MacIntyre Academies will aim to include the participation of the children and young people in all appropriate aspects of the recruitment process for all frontline staff. The recruitment and selection process is also a key way in which the professionalism of MacIntyre Academies, its staff and processes, is showcased to external stakeholders. It must, therefore, be carried out in line with process and procedure, be within agreed timescales and organised in a decisive way with positive communication to applicants throughout.

MacIntyre Academies is committed to encourage and develop the capability and skills of the existing workforce. Internal opportunities for development or promotion within the MacIntyre Academies workforce may be considered before advertising externally.

## 6. Principles

The essential principles of this policy are:

- The recruitment and selection process will ensure the safeguarding and welfare of children and young people is the first consideration at each stage of the process and is designed to deter prospective candidates who are unsuitable from applying for vacancies
- The recruitment and selection process will ensure a consistent and equitable approach to the appointment of all academy based staff.
- All Appointing Officers will have completed recruitment and selection training that covers their legal responsibilities and the “Recruiting to the MacIntyre Profile” training. At least one panel member will have carried out and passed appropriate safer recruitment training on the selection process through an online training package (such as NSPCC) or by attending a LA training on Safer Recruitment within the last 5 years. Other senior leaders and Governors, where applicable, will also have completed Safer Recruitment Training (and repeat this at least every 5 years).
- MacIntyre Academies Trust is committed to providing equality of opportunity for all and ensuring that all stages of recruitment and selection are fair. The Recruitment and selection process will ensure all relevant equalities legislation is adhered to and that applicants are not discriminated against on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation; in accordance with the Equality Act, 2010 and any associated Codes of Practice.

## 7. Aims and Objectives

The main aim of the recruitment and selection process is to recruit those staff who will be committed to uphold the MacIntyre Academies’ values, which are based on those of our sponsor, MacIntyre – that is to recruit staff who will be capable of progression and who will continually learn and develop themselves and work to improve their practice.

The objectives for the selection and recruitment process are that it will:

- Identify successfully those who will work in a facilitative way
- Recruit staff who through their capacity for reflective practice will provide the very best of “Great Interactions” to the people we support

- Retain those staff who will be regarded externally as a positive role model

This policy should also be read together with the MacIntyre Great Interactions Policy (see appendix 2), and A Guide to Recruiting to the MacIntyre Profile (see appendix 3).

## **8. Process components**

All recruitment and selection processes and procedures, wherever possible, will incorporate the following:

- Recruitment advertising will contain a safer recruitment statement and will direct applicants to the MacIntyre Academies' Safeguarding Policy available on our website; which they will be questioned on as part of the recruitment process.
- All vacancies (including secondments) will usually be advertised internally for a minimum of two weeks; and for all vacancies (except internal secondments) externally as required. Internal opportunities for development or promotion within the MacIntyre Academies workforce may be considered before advertising externally and in specific circumstances.
- For secondments and fixed-term contracts the appointed individual must have taken part in a competitive selection process prior to commencing the role in order to be permanently appointed to the role at the end of the secondment/fixed-term contract period.
- A direct appointment may be made internally for a role, only where the role is a recognised career development path within a department and a clearly defined succession plan is in place which is agreed with the employee and their line manager through the appraisal process; the individual in question is seeking redeployment on the grounds of disability, is at risk of redundancy, or to address a unique staffing circumstance.
- Direct appointment of an external candidate may be adopted where there is no reasonable prospect that a stronger candidate could be found through open competition. Where such appointments are made an independent expert who and has a strong reputation in the field will be engaged to assess the candidate, and provide an endorsement justifying the appointment and to ensure that the appointment is fair and equitable.
- In all cases where a direct appointment is considered, this must be discussed with the Head of Support Services for the Trust and must receive authorisation from the CEO and the individual must meet MacIntyre Academies' minimum recruitment checks as outlined in this policy.
- All applicants for all vacant posts advertised internally or externally will be provided with an online or paper application pack that introduces MacIntyre Academies Trust and the individual academy and includes standard information:
  - A Job Description outlining the duties of the post and an indication of where the post fits into the organisational structure of the Academy.

- A Person Specification indicating the qualifications, skills and types of experience or expertise with the governing body regard as essential or desirable in relation to the job.
- An Application form

Additional information about the Academy and other general information provided will include:

- a description of the Academy relevant to the vacant post
  - a statement about access to the Academy for applicants who may wish to see it or who may wish to consult the head before making an application
  - reference to MacIntyre Academies policy on Equal Opportunities
  - reference to the legislation concerning the Protection of Children
  - the name of any person who will be available to provide additional information about the post
  - the closing date for the receipt of applications
  - the salary level of the post
- The job description and person specification are essential tools. They will be used throughout the process and will encompass safeguarding and child protection responsibilities
  - Two references will be taken up (wherever possible, prior to interview), one of which must be the current, or most recent employer and this will be verified by telephone.
  - Where an applicant has worked with children, young people or vulnerable adults in the past, at least one reference **must** be from the most recent employer by whom they were employed to work with these vulnerable groups; even if this is not their current or most recent employer. References obtained must be completed by the Head Teacher / Principal for the organisation, or, where they are completed by a Head of Department must also be signed by the Head Teacher / Principal.
  - Where an applicant is applying for a role within the Children's Home, if they have previously worked in a position involving work with children or vulnerable adults, verification so far as reasonably practicable of the reason why the employment or position ended will be undertaken.
  - When requesting references the referee will be asked about the candidate's suitability for working with children, young people and/or vulnerable adults, information about any past disciplinary issues and whether the candidate have been subject to any child/vulnerable adult protection concerns and the outcome of any enquiry or disciplinary procedure.

- References are the “property” of the selection panel and strict confidentiality will be observed.
- References will be sought set against the requirement of the job description and person specification and information regarding issues relating to child protection.
- A panel will carry out the selection with at least two members but preferably with three.
- Selection will be based on a minimum of a completed application form, a short listing process and an interview. Candidates submitting an application form completed on line will be asked to sign the application form at interview if shortlisted for interview. A curriculum vitae will not be accepted in place of a completed application form.
- The criteria for selection will be consistently applied to all applicants.
- If the field of applicants is felt to be weak the selection panel may recommend to the Principal that the post is re-advertised.

The candidate’s suitability to work with children, young people and vulnerable adults will be explored at interview asking open-ended questions, as well as questions which explore the candidate’s attitude towards child protection and awareness of MacIntyre Academies’ Safeguarding Policy.

- Candidates will also be asked during the selection interview to explain any gaps in employment, explain satisfactorily any anomalies or discrepancies in the information available to the panel and to declare any convictions, cautions, reprimands or final warnings that are not ‘protected’ as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013).
- The notes taken and documentation used in this evaluation process will form part of the formal record of why candidates were or were not selected and will be retained for six months; after that time they will be destroyed.
- Employees will be recruited on the knowledge, experience and skills needed for the job.
- Gathering information and carrying out relevant background and vetting checks on a candidate for appointment will be followed.
- Monitoring and Evaluation are essential for assessing the effectiveness of the recruitment and selection process.

#### **9. Validation of Recruitment Checks**

MacIntyre Academies Trust’s minimum standards of recruitment must be met before any appointment is confirmed and all offers of employment made are conditional on these being met.

- All checks will be confirmed in writing and recorded on the Single Central Record (see 9.1 below).

- One reference must be from the last employer, where previous employment exists, who must be sent a Disclosure of Information form with our reference request.
- References received must be originals and must be signed by the referee and accompanied by headed paper or a compliments slip. Photocopies and faxes are not acceptable. References must be addressed for the attention of MacIntyre Academies. 'To Whom it may concern' references will not be accepted.
- The Appointing Officer must contact at least one referee by telephone (*wherever possible, this should be the last employer*) to confirm that the information supplied is correct and keep a record of that telephone conversation. The Appointing Officer must sign and date the original reference with a statement that they have verbally confirmed it and attach notes of the call to the reference to keep on the personnel file.
- These checks will be retained in a personal file and will include as a minimum:
  - candidate's application form and supporting statement;
  - proof of identity;
  - two references;
  - confirmation that a an enhanced DBS check (with relevant barred list checks) has been undertaken;
  - confirmation of registration with the DBS update service and signed consent for MacIntyre Academies to undertake an update service check;
  - overseas police check for any individual who within the last five years has lived or worked outside the UK for a period of 6 months or more;
  - medical clearance;
  - proof of right to work in the UK;
  - proof of professional status and copies of certificates of qualifications;
  - where applicable, proof relevant prohibition checks have been undertaken including prohibition from teaching, EEA checks where the Teacher has trained or worked in an EEA country and prohibition from management (Section 128 checks).

### 9.1 Single Central Record

A Single Central Record (SCR) is kept of all academy staff, Governors, Trust Board Directors, contractors, volunteers and regular visitors who work at the Academy or have access to children and young people at the Academy.

The electronic single central record is stored securely on our web-based SCR Plus system and protected with two-factor authentication. Access is limited only to those persons with responsibility for updating and auditing the record and for system administration purposes only, our third party supplier, VVV.

The SCR is checked on a regular basis by;

- The Principal who will carry out ad-hoc checks regularly;
- The HR Adviser for the Trust; who will carry out an audit on a termly basis including the preparation of a report for scrutiny by senior leaders within the Trust and the Local Advisory Board;
- The Chief Executive Officer' who will carry out ad-hoc checks regularly;
- The Local Advisory Board member with safeguarding responsibility; who will check the record and procedures twice a year;

- Designated Officer (formerly LADO) from the Local Authority who will check the record for accuracy and procedures in place during the annual health check.

#### **10. Monitoring, reviewing and assessing impact**

This operational effectiveness of this policy will be regularly monitored and reviewed by staff and governors at each academy and reported on an annual basis to the Trust board, The Trust board will review the policy annually in line with the safeguarding policy to ensure that it is effective in helping schools recruit excellent, well-motivated staff who share the ethos of safeguarding and promoting the welfare of children and young people.

#### **11. Procedure for the appointment of Principals/Head Teachers and other senior posts**

The procedure for the appointment of the Principal or Deputy Principal or Head of Care differs from that of other staff in that it is overseen by the MacIntyre Academies Board and led by the Chief Executive. All other aspects of the process above will be followed.

### **Appendices**

Appendix 1: Recruitment and Vetting Checks: Other Categories

Appendix 2: Great Interactions Policy

Appendix 3: A Guide to Recruiting to the MacIntyre Profile

Appendix 4: NSPCC Safer Culture Diagram

## **Appendix 1: Recruitment and Vetting Checks: Other Categories**

Any visitor arriving on site for a one-off visit or as an infrequent visitor will be required to sign in on the visitors record, be issued with a visitor lanyard and will be accompanied by staff at all times. For all other categories who may visit on a regular basis including professionals delivering services directly to young people or staff members, or contractors carrying out services within the Academy environment the following vetting checks apply:

### **Contractors**

Contracts for services will be issued to all external organisations supplying services, such as cleaning or landscaping services. The terms of the contract will reflect the requirement for the contractor to adopt and implement safer recruitment procedures.

Contractors arriving on site will have their identity checked on arrival at the Academy together with written confirmation from their employer confirming that safer recruitment checks have been undertaken including an enhanced DBS. Copies will be taken by reception staff and retained on file. Regular contractors will be included on the Single Central Record.

Self-employed contractors who have regular contact with children and young people within MacIntyre Academies will have their safer recruitment checks undertaken by MacIntyre Academies.

Contractors, for whom checks have not been obtained will not be allowed to work unsupervised or engage in regulated activity. Academies are responsible for determining the level of supervision required.

### **Agency Workers**

Temporary staff provided by external staff agencies will be pre-booked by the Academy and details provided to reception. For Agencies supplying staff, a written statement will be obtained and retained on file specifying that they operate safer recruitment procedures and that any staff supplied have been subject to those safeguards.

For Agencies supplying staff to Endeavour House Children's Home; MacIntyre Academies will carry out an audit of staff-files for randomly selected agency members supplied every six-months to satisfy ourselves that full safer recruitment checks have been attained by the Agency. For new Agency workers who commence work with MacIntyre Academies after the last date of audit; a check of references attained will be undertaken by viewing Agency references attained.

An agency profile, which will include wherever possible, a photograph of the Agency Worker, will be provided to the booking manager prior to the Agency Worker arriving on site. The profile will provide confirmation of checks undertaken and date of checks.

Agency staff arriving on site, will have their identity checked by reception staff, or where arriving outside of school hours, will have their identity checked by the senior member of staff on duty and a photocopy taken for file. They will be asked for visibility of their enhanced DBS check (with barred list checks where applicable) and

any overseas checks where relevant. The enhanced DBS must not have been obtained by the employment business more than 3 months prior to the person starting work, unless they have worked in another school in England during this period.

Details of checks will be included on the Single Central Record. The individual will be required to sign in on the visitor register and be issued with a visitor's lanyard.

Temporary/agency staff are presented with induction information about the Academy, their role and responsibilities and key safeguarding information including details of the designated safeguarding contacts; they will be asked to read and sign this paperwork before working with children and young people.

A person offered for supply by an Agency will only be able to start work at the Academy if all the relevant checks have been completed in accordance with the above and it is considered that the person is suitable for the work for which the person is supplied.

### **Regular Visitors**

This includes professionals working for the relevant County Council such as Social Workers, or Health Services such as Speech and Language Therapists and CAMHS Nurses. Those visitors working for the Local Authority will be covered by a letter confirming that safer recruitment checks have been undertaken; a copy of which will be held on file. Identity will also be checked on arrival at the Academy, copies taken and retained on file. These visitors will sign in on the visitors register and be issued with a visitor's lanyard. Visitors who regularly work with children and young people will be included on the Single Central Record.

### **Local Advisory Board (LAB) Members**

For LAB Members identity checks will be undertaken and an enhanced DBS check will be obtained as well as an overseas check where applicable. Copies of photographic ID and other identity checks will be copied and retained on file, along with character references for community LAB members. LAB members will be included on the Single Central Record.

### **Trust Board Directors**

Trust Board Directors will have identity checks undertaken and an enhanced DBS check will be obtained as well as overseas checks where applicable. In addition, checks to ensure that the individual is not in contravention of a prohibition order or any direction made under section 128 will be undertaken along with checks confirming their right to work in the UK. Character references will also be obtained as best practice and Trust Board Directors will be included on the Single Central Record.

### **Volunteers**

Please see the MacIntyre Academies' Volunteer Policy for details on recruitment and vetting checks for Volunteers.

### **Alternative Provision**

In accordance with Keeping Children Safe in Education (KCSIE) written confirmation will be attained from any alternative provision provider that appropriate safer recruitment checks have been carried out on individuals working at the establishment before the provision is

used. The MAT Contractor letter/checklist will be used to confirm they have undertaken the relevant checks and for them to provide evidence i.e. dates of checks undertaken. Please see the individual Academy local Alternative Provision policy for further information.

### **Data**

Copies of safeguarding checks and proof of identity will be retained on file and will be kept securely in locked filing cabinets. The electronic single central record is stored securely on our web-based SCR Plus system and protected with two-factor authentication. Access is limited only to those persons with responsibility for updating and auditing the record and for system administration purposes only, our third party supplier, VWV.

## Great Interactions Policy: An Introduction

### MacIntyre's DNA

MacIntyre has a particular style and way of working with people, and because this is so important to all our activities, we call it our DNA. It is a combination of our values and the way that we put those values into actions that is unique to MacIntyre.

We believe that everyone is born equal and that everyone should have the same expectations for a fulfilling and purposeful life. We also believe that everyone is an individual and should be respected as such. MacIntyre sees the person first and the disability second. We do not believe that the same solutions will suit everyone - we support each person individually using a person centred approach.

### It ain't what you do it's the way that you do it!

The famous song: "*It ain't what you do it's the way that you do it*" is the key message to how we put our values into action. MacIntyre's Great Interactions policy says that we must make sure that all our interactions with the adults, children and young people supported by us are of the best quality. This is central to MacIntyre's core building blocks of recruitment, induction, supervision, team work, professional development, communication and person centred planning.

*The one thing that means more than anything else to the adults, children and young people using our services is the way that we interact with them, all day, every day and in all situations.*

We all feel more in control if we feel we are respected and listened to and have the opportunity to have our say. For many people with a learning disability this is a particularly difficult and, often, a frustrating aspect of their lives.

### A facilitative way of interacting

In MacIntyre we use the word facilitation to describe the range of subtle skills that make up great interactions; we believe it is the best way of providing support that enables a person with a learning disability to take increasing control over their own life. This is the most important goal of all our services.

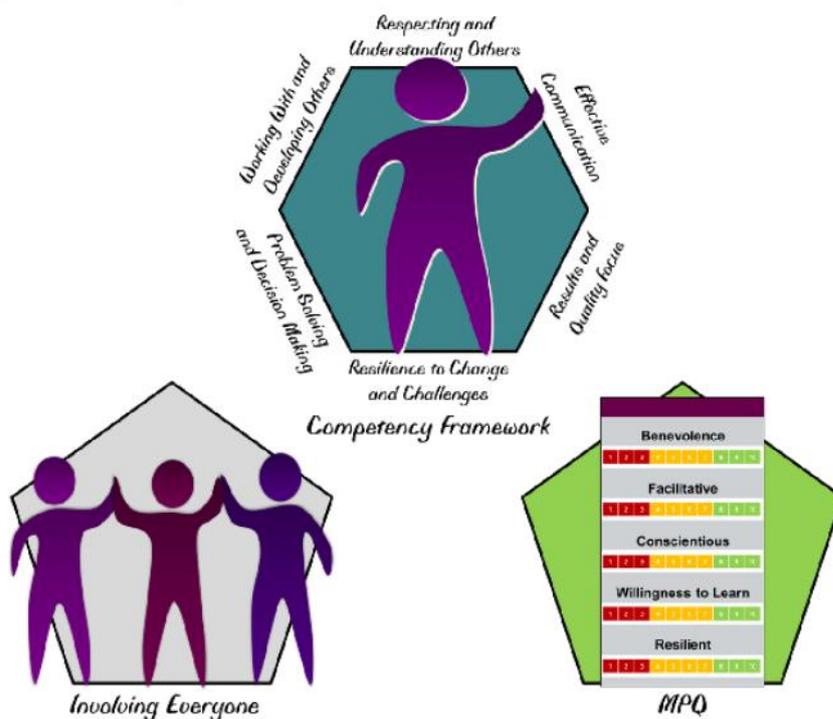


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## Appendix 3: A Guide to Recruiting to the MacIntyre Profile

### Recruiting to the MacIntyre Profile



#### Appendix 4 – NSPCC Safer Culture Diagram



NSPCC, Online Safer Recruitment Training [Accessed 2016].