

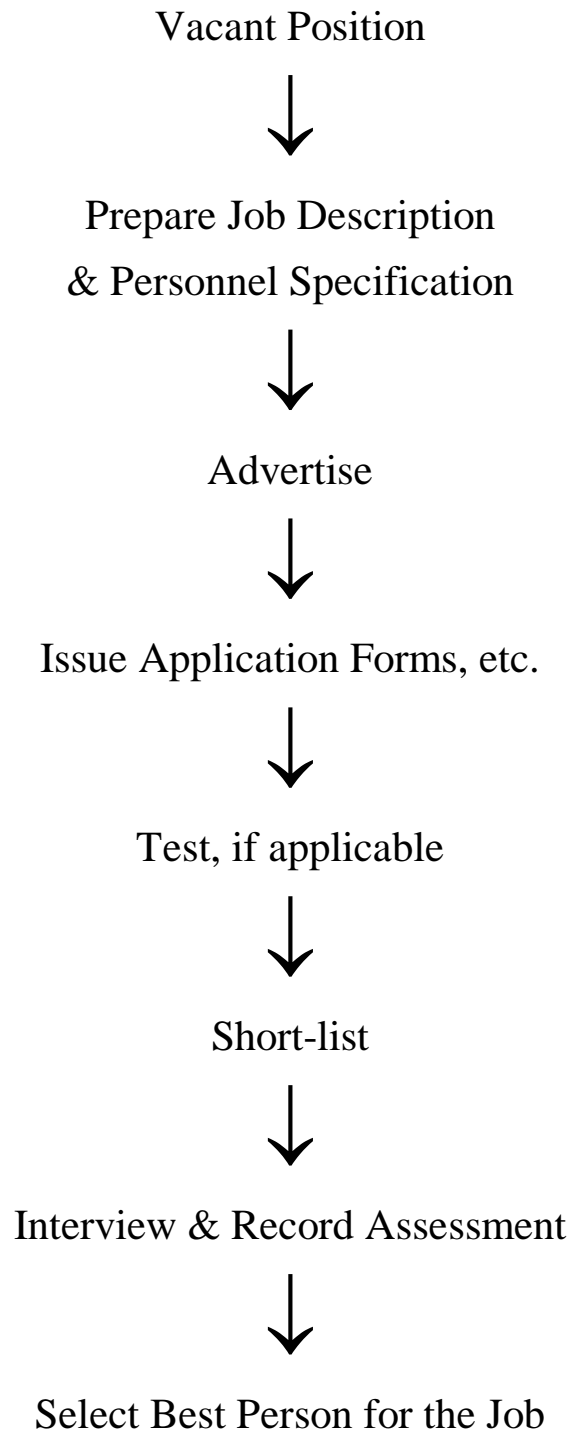
# *Hazelwood Integrated College*



## *Procedures for the Recruitment and Selection of School Staff*

January 2004

# RECRUITMENT FLOW CHART



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# 1 THE RECRUITMENT PROCESS

The procedures adopted by the Board of Governors of Hazelwood College are a practical application of the legislation and are adopted to ensure:-

- That recruitment and selection is based on the ability of the individual to do the job - this makes good business sense and effective human resourcing.
- Objective and systematic adherence to procedures.
- All documents and records are retained which will provide evidence that you have objective justification for any appointment. (Application forms and notes should be kept for at least one year and monitoring forms should be kept for at least three years. In practice information relating to the successful candidate is kept for the duration of their employment. Any paperwork should be destroyed confidentially e.g. shredded.)

Each panel member is reminded that the entire recruitment process is confidential to the panel and should not be disclosed or discussed outside the short-listing or interviews.

***The short listing panel should be the interviewing panel, but in exceptional circumstances other members may be drafted on to the interviewing panel.***

All panel members are required to be punctual.

Panel members should dress in a professional manner for the interviews.

Procedures cannot be altered.

The independent observer, if in attendance, is entitled to make his/her views known to the Chairperson of the panel at any point during the proceedings.

***All panel members should be aware of the College's Equal Opportunities Policy.***

***All panel members should have received training in the Recruitment and Selection Process.***

## 2 FORMATION OF INTERVIEW PANELS

In drawing up the panel, the Board should bear in mind the need, *where possible*, for a panel with both a gender and religious balance.

Practice in Hazelwood for panels is:

Vice Principal: Four governors (be specific), Principal, independent observer.

Teaching Staff: **One** governor, Principal, Curriculum Vice Principal, Head of Faculty.

Support Staff: Bursar *and/or* Principal and/or Governors as appropriate.

Matters to be considered in deciding on members who will be on the selection panel as members or required as a reserve:

- There is balance, *if possible*, in terms of religion and gender.
- Persons on panels should attend a training seminar on Recruitment Procedures and have familiarised themselves with *Equality Commission* documentation.
- Persons on panels must be available on the dates of short-listing and of interviews.
- It is not recommended that 2 members of the same family or partners are on the panel in any capacity.
- It is not desirable to have immediate family members of applicants for the post on the panel e.g. brother, sister, husband, wife, partner.
- ***Panel members should disclose any conflict of interest in relation to applicants.***

### 3 PLACING THE ADVERTISEMENT

The Appointments Panel will determine where the advertisement should be placed. Our practice in Hazelwood is:

Vice Principal and Senior Posts: Belfast Telegraph and TES.

Teaching Posts: Belfast Telegraph.

Other Posts: Either Belfast Telegraph or local press depending on the level of the post.

#### The Advertisement

The advertisement should contain the following information.

- a School / College name and address;
- b Position being advertised;
- c Commencement date;
- d Remuneration;
- e Application forms and job descriptions may be obtained from the above address;
- f Closing date for return of completed application forms ----- i.e. time and date;
- g The school is an Equal Opportunities Employer.

#### Information to Candidates

The school *administration* should have a pack made up ready for issue to each individual requesting an application form and details for the post. This pack should contain:-

- Covering letter
- Application form;
- Job Description (what duties the job covers);
- Personnel Specification (Essential and Desirable criteria)\*;
- FEC Monitoring Questionnaire;
- Prospectus (additional).

Candidates also receive an information booklet containing background on the College.

*\* Criteria should be objective, job-related, unambiguous and not indirectly discriminatory.*

## **Record Keeping**

When completed forms are returned the *Monitoring Officer should cross-reference the reference number to the applicant to whom it was sent*. Confidentiality is essential and applicants requesting and returning application forms should only be disclosed to the panel responsible for the recruitment of the post. **DO NOT** discuss this with anyone outside the panel. The following paperwork should be kept in a master file:

- Original application forms;
- Original monitoring forms (separately in a sealed envelope);
- Shortlisting grids and any notes taken at shortlisting;
- Letters issued to unsuccessful candidates at shortlisting;
- Letters issued to candidates inviting them to interview;
- Notes taken by panel members at interview with their name and the name of the candidate on each sheet *and scoring sheets*;
- Letters to unsuccessful candidates at interview;
- Offer letters to successful candidates;
- Any other correspondence e.g. letter requesting reasons for not being shortlisted, unsuccessful interview;
- Reference letters;
- Medical reports;
- Criminal Disclosure report.

With the exception of the monitoring forms (keep for 3 years) the remaining paperwork must be kept for one year.

## 4 OVERVIEW OF THE SHORTLISTING AND INTERVIEW PROCEDURE

OBJECTIVE: TO APPOINT THE BEST POSSIBLE CANDIDATE

**SHORTLISTING** – Based on Application. To be conducted based on information that can be extracted from the applications.

**ESSENTIALLY** - Candidates experience and qualifications and the other essential and desirable criteria enclosed with the application forms issued.

**INTERVIEWS** - Based on Personnel Specification and the questions designed to ascertain the best candidate. To seek to determine motivation, commitment and relevance of experience along with communication skills required for the post using tasks/presentations to determine specific skills.

**ESSENTIALLY** - Hearing at first hand from the candidate to compare against the pre-set questions and the Personnel Specification in order to appoint the best candidate.

**OBSERVATION** - *Based on classroom performance designed to test subject knowledge, relationships with students, classroom management skills and communication skills.*

**ESSENTIALLY** - *Essentially – observation of the candidate teaching a class on a previously agreed topic against an agreed checklist. Observation to be carried out, where possible, by Head of Faculty and Curriculum Vice Principal.*

*Applied to candidates for teaching posts only.*

## 5 SHORT LISTING PROCEDURE

**a** *The Chairperson should be nominated.*

**b** The Chairperson will ask each member to introduce themselves.

**c** The Panel shall then nominate a secretary/minute taker who shall record the proceedings and any decision on withdrawal that may have been made. In addition the panel shall nominate a voting member to notify and de-brief any unsuccessful candidates at short-listing or post-interview stage. This person (may be the secretary) will have access to notes taken by the secretary.

**d** Disclosure

All panel members should hear the names of applicants and disclose whether or not they are related to any of the applicants e.g. immediate family up to and including first cousin. Panel members should also disclose if they know any of the applicants. If either of the above arises, the Panel should discuss whether the member should be required to withdraw from the Panel at this point.

e Short-listing Criteria

The panel shall define the short-listing criteria *for testing at application* as outlined in the material issued to applicants.

(a) Essential criteria

(b) Desirable criteria

*At this point the panel should decide to use only essential criteria if there is a small field or essential and desirable if there is a large field.*

f Referees

The Panel shall be required to decide on the use of referees. It is our practice to seek references prior to interviews.

g Travel Expenses

The Panel shall determine whether travel expenses shall be paid to short-listed candidates. A statement should be included on the covering letter e.g. It is not our practice to pay travelling expenses.

### **Examining the application forms**

Each Panel member will have a grid outlining candidates and criteria (Annex 6). If you are unsure whether a candidate meets criteria discuss with the panel. If the panel cannot decide then assume the candidate has the criteria.

### **Stage 1 - Essential Criteria**

Each Panel member will view every Application Form for the criteria and mark with either a 'tick' for yes, an 'x' for no, or a '?' for a query on their grid.

When every Panel member has viewed the Application Forms, the Chair shall go through the candidates against the grid. If all essential criteria are satisfied i.e. all 'ticks' then the Panel will move to Stage 2 and consider desirable criteria. If there are candidates who do not satisfy all the criteria or there are questions, the Panel shall discuss and decide whether or not to exclude the application from any further consideration. The panel may enhance the criteria to assist shortlisting if necessary, if this has been noted in the information to candidates. *A note of the discussions should be kept.*

### **Stage 2 - Desirable Criteria**

The procedure at Stage 1 shall be repeated with every Panel member marking on his or her grid against desirable criteria. Applicants who do not satisfy criteria at this stage can be excluded.

All paperwork relating to the short-listing (grids and notes) should be returned to the Secretary of the Panel. A minute of the proceedings (why each person was eliminated and the names of those to be interviewed) should be read back to the Panel for agreement. DO NOT discuss this outside the panel. The secretary should arrange for short-listed candidates to be notified.

The Panel should then move to discuss the arrangements, procedures and questions for the interviews.

### **Arrangements for interview**

The wording of questions will be decided in advance of interview, the order of questions and who will ask each one. The questions will be drawn up to reflect the requirements of the post with the aim of eliciting more information relating to the suitability of the candidates to carry out the duties of the post.

The total marks available should be 100 and marks should be allocated or weighted to the areas considered the most important in terms of the ability to carry out the job effectively.

The format and content of pre-interview tasks/presentation is agreed in advance. An objective scoring system for any pre-interview tasks and areas the presentation should address is agreed before the interviews.

Key points that might be covered in responses are prepared for the panel. This is not restrictive as candidates may give relevant answers not thought of by the panel.

## **6 THE INTERVIEW PROCEDURE**

All Panel members should disclose whether or not they are related to or have any association with any of the applicants to enable a decision on withdrawal to be made. The short-listing panel and interviewing panel should remain the same, *where possible*.

The Panel shall have the following general responsibilities:

- To ensure that they are familiar with Equal Opportunities Policy;
- To ensure that their procedures are in line with legislation (Fair Employment legislation as far as may be possible for teaching appointments also);
- To observe strict confidentiality;
- To approve a written record of all meetings. The Chairperson and secretary's signature on short-listing and interview minutes shall be considered evidence of such approval;
- The Chairperson must ensure that the Panel is aware of its responsibilities.

### **Pre-Meeting of the Interview Panel**

- To agree the Minutes of the Short-listing Panel.
- To receive and familiarise with the interview documentation.
- to confirm questions for the candidates and responses that might be expected from candidates.
- to agree marking procedure, weighting.
- to designate questions.

### **The Interview Procedure as Previously Determined**

The documentation shall comprise of:

- List of candidates and interview timetable
- A copy of each candidate's application form
- An assessment grid for each candidate
- Candidates pre-interview information

There will be available a copy of the job description and personnel specification and references on candidates.

### **Note-taking and Marking:**

- Each member shall mark independently out of ten using the key provided:

**Poor 1-3; Good 4-6; Very Good 7-9; Excellent 10.**

Brief notes can be made on the assessment grid. The pre-determined weightings shall be factored at the end to determine scores – score out of ten and then multiply by the factor/weight e.g. question weighted 20 – mark out of 10 and multiply by 2.

At the end of each interview, the panel members shall allocate their marks.

Scoring will be used as a guide not as a final arbiter.

### **Post Interviews:**

- No discussion of candidates takes place until interviews are complete and scores have been tallied. Each panel member calculates the scores for each candidate and marks and signs it.
- The panel member shall rank the candidates in their order of preference : 1, 2, 3 etc.
- The Chairperson shall invite each panel member to indicate rankings in order to identify trends.
- The Chairperson initiates a discussion on the merits of each candidate.
- When the panel has identified a preferred candidate, references may be considered and read out by the Chairperson.
- If there is more than one preferred candidate, references for both should be considered.
- A final decision should record an agreed candidate with ranked reserves. Minutes taken at interviews should record the areas each candidate was weak and questions answered well. Any reserve candidates should be marked e.g. 1<sup>st</sup> reserve, 2<sup>nd</sup> reserve. If there are no reserves then minutes should note that if the successful candidate withdraws the post will be re-advertised. ***The Reserve List should be kept for six months.***
- If the panel are undecided they may wish to consider a second interview.
- If a decision cannot be reached, the reasons should be recorded and the position re-advertised.

### **Marking Procedure**

- a There is a maximum of 10 marks per question.
- b Panel members will mark each candidate's answer in accordance with the key in the assessment sheet.
- c Panel members may, at any time during the session, review the marks given to the previous candidates and amend the marks if necessary.
- d Following completion of the interviews, the interviewer will make a final review of all candidates' marks and total the scores for each candidate.  
  
NB: Both the Assessment Sheets and the Post Interview Table may be used for guidance only, i.e. the highest scorer may not be the best candidate.
- e Each panel member will rank the candidates and give the ranking to the Chairperson for completion of the Post Interview Table.
- f The panel members discuss overall rankings and identify trends. If there are candidates who the panel agree do not have a high ranking, the panel should record briefly the reasons why.
- g The panel should seek to identify the three highest ranking candidates, recording briefly why and then consider a clear ranking with preferred reserves.

## **Additional Procedures**

Where candidates are being asked to do a presentation, a weighting for the presentation should be agreed on at the shortlisting meeting.

### ***Observation***

All candidates are now expected to be observed teaching as well as being interviewed.

- There should be equal weighting for interviews and observations.
- Observations should take place on a separate day from interviews.
- There should be no discussion of observations until interviews are completed.
- The two people who have observed candidates should present, if possible, an agreed note on the observation at interview. They should have rank ordered candidates in terms of preference prior to interviews.
- On the completion of interviews panel members will rank order candidates as guided by recruitment procedures.
- Panel members will then listen to the observation notes on each candidate.
- After discussion panel members will agree on an overall rank order.

The Panel should then seek to identify the highest-ranking candidates, recording briefly why, and then consider a clear ranking with preferred reserves. If there are no reserves, the option to re-advertise should the successful candidate not accept needs to be considered.

***Candidates will not be considered for appointment unless they have demonstrated a satisfactory level of competence at observation.***

### **Notification of Candidates**

Strict confidentiality should be observed at all times as it can be distressing, particularly for an unsuccessful candidate, to be informed 'via the grapevine' rather than appropriate channels.

The successful candidate should be informed as soon as possible, offer conditional on Police check and confirmation of their declarations on the application form being satisfied. A final date for acceptance of the job offer in writing should be agreed.

Unsuccessful candidates should be informed in writing and be given an opportunity to ask why they were unsuccessful.

All relevant documentation shall be collected from the Panel and stored by arrangement with the secretary of the panel.

## 7 PRE-INTERVIEW AND INTERVIEW CHECKLIST

Candidates should be shown to the Vice-Principal's Office <i>or Principal's Office</i> in Graymount House to await interview. A cup of coffee should be offered. Copies of the school Prospectus should be available with recent Newsletters.
A glass of water should be available at interviews for the candidate along with pen and paper and a copy of the questions to be asked.
Welcome each candidate and introduce panel members (name and position within the school).
Clarify the approximate duration of the interview and provide additional information on the interview plan, if necessary. <i>Each candidate should be allowed the same amount of time for interview.</i>
<i>Prompts may be used to assist candidate. Supplementary questions should be avoided other than to elicit clarification.</i>
Commence the questioning in areas that are immediately familiar to the candidate.
Avoid allowing personal prejudices to get in the way of sound judgement.
Take notes.
<i>Give each candidate the same opportunity to perform.</i>
Allow time towards the end for the candidate to add any additional comments to specific questions and ask any general questions of the panel.
Candidates are given the opportunity to ask questions at the end of the interview
Candidates are informed as to when the successful candidate will be appointed.
At the end of the interview confirm what happens next.
After each interview complete note taking/scoring sheet.
After all the interviews agree the best person for the job. (Agree a reserve candidate)
Make and record the decision(s).
Retain all information for at least 12 months (application forms, letters, etc).
Retain monitoring information for 3 years.

## **GUIDELINES FOR CONDUCT OF OBSERVATION**

- *The candidate should be informed in advance of the topic of the lesson to be taught, the duration of the lesson and the year group involved, including the approximate number of students in the class.*
- *Each candidate should have a class of the same year group and of a similar ability. Where possible, a different class should be used for each observation.*
- *The candidate should be invited in twenty minutes in advance of observation and taken to the classroom where the lesson will take place. If possible he or she should be introduced to the Head of Faculty.*
- *Any resources requested in advance should be available for the candidate. He or she should be given time to prepare the classroom.*
- *Two people, the Curriculum VP and the Head of Faculty, observe the class. In the case of the appointment of a Head of Faculty the second VP or an external advisor may be asked to sit in as second observer. A standard checklist will be used for observation. This will be marked out of 100.*
- *The VP brings the class into the classroom, introduces the candidate as a guest teacher and then hands over to the teacher.*
- *Where the candidate is internal, his or her observation lesson will be with a class that he or she does not teach.*
- *The VP will indicate when the allotted time is up and assist, if necessary, the candidate in ending the class.*
- *A few minutes should be spent with the candidate at the end of the lesson before drawing the procedure to an end.*
- *On the completion of all observations, the observers will agree a note to the panel, having compared observation notes and scoring and agreeing a rank order.*

### **General Points**

*The candidates should wait in the Principal's Secretary's office prior to interview.*

*It is not our practice to offer a tour of the school or introduce to faculty members at this stage.*