



Renfrewshire
Council

Renfrewshire Council Joint Negotiating Committee for Teaching Staff

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Dear Colleague

JNC/18(a)

THE APPOINTMENT OF SENIOR PROMOTED STAFF IN PRIMARY, SECONDARY AND SPECIAL SCHOOLS

Renfrewshire Council Joint Negotiating Committee for Teachers has agreed the attached appendix for the appointment of senior promoted staff (headteacher and deputy head) to take account of the Scottish Schools (Parental Involvement) Act 2006.

The terms of JNC 18(a) and revised standard circular 16(a) are the same.

Yours faithfully

David Marshall (Corporate Services)
Ian McCrone (Teachers' Panel)
Joint Secretaries

Renfrewshire Council

To: Education Policy Board

On: 20 September 2007

Report by
Director of Education and Leisure

Parental Involvement in the Appointment Processes for Head Teacher and Depute Head Teacher Posts

1. Summary

- 1.1 The Scottish Schools (Parental Involvement) Act 2006, "the Act", created a new framework for education authorities in relation to parental involvement which reflects the value added by the greater participation of parents at all stages of their children's education, including the recruitment of head teachers and deputy head teachers.
- 1.2 It is known that children learn best when their parents are involved in their education and that education is carried out by highly skilled, well motivated and well led teams of professionals. It is, therefore, vital that there is the opportunity for parental involvement throughout the process of their children's learning.
- 1.3 Scottish Ministers have issued secondary legislation under the Act, the Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007, "the Regulations", which came into force on 1 August 2007 for implementation by local authorities in the appointment process for senior promoted staff in schools.
- 1.4 The Scottish Executive has also issued guidance to accompany the Regulations to assist the development of appointment procedures at local level, in recognition of the importance of flexibility to meet local needs.
- 1.5 The Regulations and the guidance have informed a review of Standard Circular 16(a) on the appointment of senior promoted staff in primary, secondary and special schools. The revised Standard Circular is attached as an annex to this report.

2. Recommendations

- 2.1 It is recommended that the education policy board approves revised Standard Circular 16(a), subject to further discussion on certain details with the teachers' side of the joint negotiating committee for teachers and with parents, in order to ensure that the council is in a position to comply with its duties under legislation.

3. Background

- 3.1 As a statutory requirement of section 14 of the Act, each education authority should have an appointment process for filling permanent head teacher and depute head teacher posts.
- 3.2 Under the Act, each education authority must:
- inform Scottish Ministers and any parent council established for a school in their area of their appointment process;
 - involve the parent council established for the school to which an appointment is to be made; and
 - ensure that there is made available appropriate training for parent council members, or their representatives, who are to be involved in the appointment process.
- 3.3 Section 14 of the Act came into force on 1 August 2007 and the Scottish Executive intends to write to education authorities to seek assurance that procedures have been revised to take account of the Act.
- 3.4 As well as the duties set out in the Act itself, section 14 (5) allows Scottish Ministers to set out, in regulations, requirements which an appointment process must satisfy. The Act also enables Scottish Ministers, by notice, to require education authorities to make changes to their appointment process to meet the requirements set out in the notice.
- 3.5 The Regulations offer specific advice in relation to:
- the appointment process for head teacher and depute head teacher posts;
 - consultation with the parent council;
 - the short leet procedure;
 - the appointment panel;
 - the chairing of the appointment panel; and
 - conflict of interest.
- 3.6 The guidance issued by the Scottish Executive in terms of Section 19 of the Act relates to procedures for the appointment of a head teacher or depute head teacher, participation of a parent council and related activities under the Act. It is intended to complement, and should be considered in conjunction with, the duties and requirements which local authorities already have in respect of appointment procedures. It is expected that local authorities will incorporate this guidance into their internal policies.
- 3.7 The regulations and the guidance have informed the review of Standard Circular 16(a) which provides specific advice to schools in relation to the recruitment and selection process:
- involvement of the parent council;
 - advertising the post;
 - preparation of a recruitment package;
 - short-leeting;
 - the appointment process; and
 - post interview stage.

- 3.8 Under the terms of the teacher's agreement, A Teaching Profession for the 21st Century, appointment procedures are matters for agreement by Local Negotiating Committees for Teachers (LNCTs). Within this framework, LNCTs are required to take into account the requirements set out in the Act and subsequent regulations. In Renfrewshire this function is carried out by the Joint Negotiating Committee for Teachers (JNC).
- 3.9 Discussion has been undertaken with a sub-committee of the JNC on the Revised Standard Circular 16(a) which incorporates both the Regulations and Scottish Executive guidance.

Implications of this Report

1. **Financial Implications** - None

2. **Personnel Implications** - None

3. **Community Plan Implications**

Social inclusion - The aim of the act is for stronger, more inclusive and effective parental involvement in all aspects of education.

Modernising government - The aim of the act is for a new partnership between parents and schools.

Sustainable development - The aim of the act is to involve parents in shaping the school in their local community and the education it provides to their children.

4. **Legal Implications**

The reports sets out how the authority is complying with the new legislation.

5. **Property Implications** - None

6. **Information Technology Implications** - None

7. **Equal Opportunities Implications**

The aim of the act is to involve all parents in the children's learning. This includes parents from minority groups and those who have to overcome barriers to involvement.

Renfrewshire Council

Education and Leisure Services
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To: Heads of all Educational Establishments

Dear Colleague

**THE APPOINTMENT OF SENIOR PROMOTED STAFF IN PRIMARY,
SECONDARY AND SPECIAL SCHOOLS**

1. Introduction

- 1.1 The quality of senior promoted staff (head teacher and depute head teacher) is vital to the effective implementation of the policies of the council and the provision of the best possible education in schools.
- 1.2 Appointments to senior posts are made by appointment panels set up by the authority in accordance with section 14 of the Scottish Schools (Parental Involvement) Act 2006, "the Act", and secondary legislation made under the Act, the Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007, "the Regulations".
- 1.3 This circular describes in detail, the authority's strategy and related procedures for the filling of senior posts which satisfy current legislation. They are designed to be seen to be equitable and credible and to conform to the authority's equal opportunities policies. Their main aim is to ensure that the best possible candidate is selected.
- 1.4 Consultation on the strategy and key stages within the strategy will be undertaken with Parent Councils to ensure that due regard is taken of their views in accordance with regulation 4 of the Regulations. The authority will give the Parent Council a reasonable time to respond but will set a deadline for responses to be provided within a specific timescale.
- 1.5 Where no Parent Council exists, the authority will invite representation from the Parent Forum to contribute to these consultation procedures.
- 1.6 The education authority will make appropriate arrangements to ensure that training will be provided to support members of the Parent Council or any person assisting the Parent Council to discharge their function in connection with the appointment process.
- 1.7 This circular should be read in conjunction with Standard Circular 16.

2. The Appointment Strategy

2.1 The main stages of the recruitment and selection process are:

- (i) the establishment of a person specification and selection criteria, based on the job description;
- (ii) the provision of information about the post through an advertisement;
- (iii) the preparation of a recruitment package which will consist of a school profile, job description and person specification;
- (iv) short listing;
- (v) the appointment process; and
- (vi) post-interview stage.

2.2 Stages within the strategy are considered in some detail in the following sections. For head teacher posts all of the selection arrangements will be overseen by the director or appropriate head of service. For deputy head teacher posts the arrangements will be made by the head teacher and advice will be available from the school's link manager.

2.3 No person who has a material interest in or relating to any matter to which the Regulations relate may participate in the short list procedure or sit on an appointment panel, in accordance with regulation 8(1) of the Regulations. A person will not be deemed to have a material interest by virtue of chairing an appointment panel under the provision made in that regard in regulation 7(1) and 7(2) of the Regulations.

3. Information about the Post

3.1 Senior posts will normally be advertised in the national press and on the council website. The advertisement will contain basic information about the post and the school. It will indicate where applicants can obtain further information and application forms and will state the closing date for applications and to whom they should be sent.

3.2 A more flexible approach may be taken in cases of school mergers. The Joint Negotiating Committee (JNC) Circular 8 gives more detailed advice in this context. Where the authority decides that an internal advertisement is more appropriate, similar selection procedures apply.

3.3 School profiles will include information about the aims of the school, its roll and capacity, a brief description of the building and its catchment area and any other relevant details. Sample profiles are attached as appendix 1.

- 3.4 A job description and person specification will be prepared for each post. Consultation will be undertaken with the Parent Council to ensure that due regard is taken of its views in accordance with regulation 4 of the Regulations.

4. Job Description and Person Specification

- 4.1 The job description will correspond to national and Renfrewshire JNC agreements and will indicate clearly the general duties of the post, reporting arrangements, areas of responsibility and any other relevant factors. Sample job descriptions are attached as appendix 2.
- 4.2 The person specification will conform to a pattern agreed through Renfrewshire JNC and will be based on selection criteria which may vary in detail according to the post. The criteria will include:
- registration with the General Teaching Council for Scotland;
 - appropriate qualifications;
 - previous experience;
 - record of professional development; and
 - evidence of very good leadership skills in the delivery of education and the leadership of improvement and change.

Additional criteria may be added to suit the individual needs of each post.

- 4.3 The person specification will describe the kind of person being sought for the post. It will list essential and desirable requirements in terms of qualification, experience and personal qualities. Sample person specifications are attached as appendix 3. Entries in the essential and desirable columns should be tailored to meet the needs of each post.
- 4.4 The criteria should reflect the authority's commitment to equal opportunities.

5. Recruitment Package

- 5.1 In view of the importance of all applicants having information about the post, the school and the kind of person required before submitting their application, applicants will be invited to request from the school, or from the education and leisure services personnel section in the case of head teacher posts, a recruitment package consisting of an application form, school profile, job description and person specification for the post.

6. Short List Procedure

- 6.1 The Parent Council will be invited to participate in the preparation of a short list of candidates, in accordance with regulation 5(1) of the Regulations. Participation in the process is not mandatory, however.

- 6.2 If a Parent Council decides that it wishes to participate in the short leet procedure, it will nominate a member of the council or another representative to assist it, in accordance with regulation 5(2) of the Regulations. It is envisaged that at least one of the parent representatives will be a parent with a child in the school in question.
- 6.3 Regulations 5(1) and 5(2) do not apply where the education authority decides that the post of head teacher will be filled by redeploying an existing head teacher currently employed elsewhere or by redeploying an existing depute head teacher currently employed elsewhere, in accordance with regulation 5(3) of the Regulations.
- 6.4 In most cases it will be possible to consider applications and decide on a short leet which will be interviewed by the appointment panel. Any candidate who is deemed to be unsuitable or who does not meet the criteria can be omitted. The post will be re-advertised if the leet is reduced to fewer than two, other than in exceptional circumstances.
- 6.5 The leeting process for any head teacher or depute head teacher post must provide for robust professional screening. A sample record leeting sheet is attached as appendix 4.
- 6.6 The director, head of service or head teacher, depending on the post to be interviewed, will arrange an informal and confidential briefing meeting involving members of the Parent Council.
- 6.7 All short leeted candidates should be given the opportunity to visit the school to allow them to be briefed on major issues affecting the school, to meet the appropriate staff and to seek any information about the school which they feel might be helpful to them. Parent Council members to be involved in the interview process will also be invited to attend.
- 6.8 The visits described above are for the benefit of candidates and should not be regarded by Parent Council members or any staff involved in the visit as forming part of the selection process. Travel and subsistence expenses will not normally be paid in connection with such visits.

7. Appointment Panels

- 7.1 Interviews for posts of head teacher and depute head teacher will be conducted by an appointment panel constituted in accordance with regulation 6(1) of the Regulations.
- 7.2 An appointment panel must consist of the agreed numbers of persons nominated by the education authority and the Parent Council. In addition the head teacher of the school is present as chairperson when the appointment of a depute head teacher is being considered.

8. Appointment to Head Teacher Posts

- 8.1 An appointment panel for the post of head teacher will normally consist of 2 nominees of the Parent Council and 4 nominees of the education authority, in accordance with regulation 6(2) of the Regulations.
- 8.2 The Parent Council can nominate a combination of a parent member or members of the Parent Council or a person who is not a member of the Parent Council, who at its request is assisting it in discharging its functions in connection with the appointment process, in accordance with regulation 6(3) of the Regulations .
- 8.3 The education authority will normally nominate:
- the convener of the Education Policy Board or his/her representative;
 - a head teacher from another school in the appropriate sector;
 - the director of education and leisure or his/her representative, normally a head of service; and
 - a senior education officer, normally the school's link manager.
- 8.4 The appointment panel will normally be chaired by the elected member, in accordance with regulation 7(1) of the Regulations.
- 8.5 The chair will have both a deliberative and a casting vote, in accordance with regulation 7(3) of the Regulations.
- 8.6 Where, for any reason, a Parent Council has not been established the appointment panel will include representatives of the Parent Forum.

9. Appointment to Depute Head Teacher Posts

- 9.1 An appointment panel for the post of depute head teacher will consist of 2 nominees of the Parent Council and 2 nominees of the education authority together with the head teacher of the school, in accordance with regulation 6(2) of the Regulations.
- 9.2 The Parent Council can nominate a combination of a parent member or members of the Parent Council or a person who is not a member of the Parent Council, who at its request is assisting it in discharging its functions in connection with the appointment process, in accordance with regulation 6(3) of the Regulations.
- 9.3 The education authority will normally nominate:
- a teacher of equivalent rank who will have experience of carrying out the duties of a similar post; and
 - a representative of the director, normally a senior member of staff who will monitor on behalf of the director those parts of the selection process in which he/she is involved.

No two members of the appointment panel nominated by the authority should be members of staff of the same school.

- 9.4 The appointment committee for the post of depute head teacher will be chaired by the head teacher of the school or, unless deemed inappropriate by the education authority, by the acting head teacher of the school, in accordance with regulation 7(2) of the Regulations. Where it is deemed inappropriate by the Education Authority for the acting head teacher to chair the appointment panel, a head teacher from the same sector will chair.
- 9.5 The chair will have both a deliberative and a casting vote, in accordance with regulation 7(3) of the Regulations.
- 9.6 Where, for any reason, a Parent Council has not been established, the appointment panel will consist of nominees of the authority together with the head teacher of the school in the chair and will include representatives of the Parent Forum.

10. The Format of the Interview for Head Teacher and Depute Head Teacher Posts

- 10.1 The format of the interview for head teacher posts will be agreed between the director or head of service and the Parent Council at the same meeting at which the short list is considered.
- 10.2 The format of the interview for depute head teacher post should be determined in advance by the head teacher and the representative of the director of education and leisure involved in drawing up the list. Account should be taken of any views expressed by the Parent Council.
- 10.3 The format can vary provided that it is seen to be credible and fair.
- 10.4 A formal interview will continue to play a key role in determining which of the listed candidates should be recommended for appointment.
- 10.5 The minimum time allowed for each candidate should normally be 45 minutes.
- 10.6 The format may be supplemented in one or more of the following ways:
- i the first part of the interview may consist of a presentation by the candidates on an educational topic of which they will have been informed in advance. Initial questioning may relate to the presentation.
 - ii candidates may be invited to prepare a brief paper on an educational issue. Such papers would require to be written under supervision within a prescribed timescale.
 - iii a group discussion may be held involving candidates and the appointment committee.

Candidates should be informed in advance of the format to be employed.

- 10.7 The interview arrangements should allow the same time for each candidate. The same broad questions should be asked of each candidate and there should be an opportunity for candidates to clarify essential matters by putting questions to the head teacher. Sample assessment sheets for the evaluation of interview performance are attached as appendix 5.
- 10.8 The interview process will be monitored by the representative of the director on the appointment committee. Any concerns expressed by the director's representative, which cannot be resolved at the time of the interview, will be reported to the appropriate head of service. No recommendation for appointment can be made until the matter has been resolved.

11. Post-Interview Stage

- 11.1 At the end of the selection process the appointment panel will make its recommendation and the post will be offered to the recommended candidate (except in the unlikely circumstances where the candidate is ineligible or where the selection process has been conducted improperly).
- 11.2 All invited candidates will be given the opportunity to discuss their performance at interview with one of the authority's representatives on the appointment committee. The interview assessment sheet which gives the overall assessment of the candidate will form the basis of this discussion.

Yours sincerely

John Rooney
Director of Education and Leisure

JR/MM/CK/DM
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