

ANGUS JOINT NEGOTIATING COMMITTEE FOR TEACHERS

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SCH/SF/CB

Dear Colleague

AJNCT/26 (AMENDED) APPOINTMENT OF HEAD TEACHERS AND DEPUTE HEAD TEACHERS

In 2008, local agreement was reached on the arrangements for the appointment of Head Teachers and Depute Head Teachers.

These arrangements have now been amended to allow for the provision of alternative substitutes on the selection panel which would provide greater flexibility during the recruitment process. The **Appendix** (amended at Section 5) is attached to this Circular.

This amendment to the local agreement was approved by the Angus Joint Negotiating Committee for Teachers at its meeting on 14 September, and subsequently ratified by the Staffing Sub-Committee on 19 October 2011.

Yours sincerely

**SHEONA C HUNTER
PHILIP JACKSON**

Joint Secretaries

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cc: Chief Executive
Director of Education
Head of Finance
Assistant Chief Executive

ANGUS COUNCIL – JOINT NEGOTIATING COMMITTEE FOR TEACHERS

APPOINTMENT OF HEAD TEACHERS AND DEPUTE HEAD TEACHERS

1 REGULATIONS AND GUIDANCE FROM THE SCOTTISH EXECUTIVE

- 1.1 This paper sets out procedures to be followed which comply with *The Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007, laid before the Scottish Parliament on 1 March 2007.*
- 1.2 Guidance was also issued by the Scottish Executive on 21 June 2007. The procedures set out in this paper comply with that guidance.

2 PRINCIPLES

The principles on which these procedures are based are listed below.

2.1 Fairness

It is vital that our procedures are fair and are seen as fair. In every case we seek to identify the best person for the job.

2.2 Transparency

There should be a consistency of approach in all appointments procedures, and candidates should know precisely what to expect in the selection process.

2.3 Minimisation of Stress

Procedures should be designed so that any stress felt by candidates is kept to an absolute minimum. In particular, interviews should be conducted by relatively small panels and should be conducted in a friendly and supportive manner for all candidates.

2.4 Objectivity

It should be the declared intention of every member of every Selection Panel to approach the selection procedure in as objective a fashion as possible.

2.5 Consistency with Other Council Guidelines

A systematic, comprehensive and regularly updated Recruitment and Selection Manual has been developed by Angus Council to guide all its recruitment activities. The advice contained in this manual should apply equally to the recruitment of Head Teachers and Depute Head Teachers.

3 ADVERTISING POSTS

- 3.1 The procedures set out in this paper apply to those situations which entail the filling of a Head Teacher post, or Depute Head Teacher post, through open advertisement.
- 3.2 Where it has been decided to advertise a post, this post will be advertised in the weekly departmental newsletter VIEW and in the Times Educational Supplement (Scotland).

- 3.3 Advertisements will be placed just as soon as it is clear that a post (of HT or DHT) is about to become vacant, or has become vacant, and that recruitment to fill this post will be by open advertisement. Unless there are unusual circumstances, every effort will be made to ensure that the press advertisements appear outwith school holiday periods. The closing date for receipt of applications will normally be precisely two weeks after the date on which the advertisement appears in the press.
- 3.4 If any Parent Council wishes to propose an amendment to the advertising strategy, any such proposal must be made within 5 working days of the Parent Council being alerted to the likelihood of an advertisement appearing. If representations from a Parent Council about the advertising strategy are received within this timeframe then the Director of Education will give these consideration before finalising the advertising strategy for any given post.

4 JOB OUTLINE AND PERSON SPECIFICATION

- 4.1 For any post which is about to be advertised, a Job Outline and Person Specification will be compiled. In the case of Head Teacher posts, that compilation will be undertaken by the Director of Education based on any generic Job Outline agreed by the Angus Joint Negotiating Committee for Teachers (JNCT). In the case of Depute Head Teacher posts, the Head Teacher of the school, in liaison with the Senior Education Manager responsible for that school, will compile the Job Outline and Person Specification, also based on any generic Job Outline agreed by the JNCT. The views of the Parent Council for the affected school will be sought on the Job Outline and Person Specification in each case, although there will be an expectation that these views – if there are any – will be submitted to the Director of Education normally within 10 working days of receipt. (NB: It is essential to have a finalised Job Outline and Person Specification available by the time any vacant post is advertised). The Director of Education will give consideration to any views expressed by the Parent Council before finalising the Job Outline and Person Specification.

5 FORMATION OF SELECTION PANEL

- 5.1 The Selection Panel set up to make an appointment to a vacant post of Head Teacher or Depute Head Teacher will be expected first of all to draw up the short list of candidates to be interviewed and secondly to undertake the interviewing of all short-listed candidates.

- 5.2 In the case of appointments to Head Teacher posts, the Selection Panel¹ will comprise:

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| | <u>(SUBSTITUTE²)</u> |
| • Director of Education (Chairperson ³) | (Senior Education Manager) |
| • Convener of the Education Committee | (Vice Convener of the Education Committee) |
| • Parent Member of Parent Council ⁵ | (Alternative Parent Council nominee) |
| (or representative of the Angus Parental Consultative Group if the Parent Council does not wish to nominate anyone to serve on the Panel, or if no Parent Council is established) | [Also in attendance in an advisory capacity – Senior Education Manager or Quality Improvement Officer] |

- 5.3 In the case of appointments to Depute Head Teacher posts, the Selection Panel will comprise:

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| | <u>(SUBSTITUTE)</u> |
| • Head Teacher (Chairperson ³) | (Director of Education ⁴ or Senior Education Manager) |
| • Vice Convener of the Education Committee | (Convener of the Education Committee) |
| • Parent Member of Parent Council ⁵ | (Alternative Parent Council nominee) |
| (or representative of the Angus Parental Consultative Group if the Parent Council does not wish to nominate anyone to serve on the Panel, or if no Parent Council is established) | [Also in attendance in an advisory capacity - Quality Improvement Officer] |

Notes

- 1 All members of each Selection Panel should have undergone appropriate training.
- 2 Substitutes should not normally be required. However, unforeseen circumstances can occur and – in such rare circumstances – it may be necessary to find a substitute for an individual Panel member.
- 3 In all cases, the chairperson will have a casting vote, should that be necessary.
- 4 The selection of a DHT will normally require the active involvement of the Head Teacher as the chairperson of the Selection Panel. If there are unusual circumstances which mean that the selection procedures need to go ahead in the absence of both the Head Teacher and the Acting Head Teacher, then the Director of Education will act as a substitute.
- 5 In all cases, two members of the Selection Panel will comprise a quorum. In addition, if the Parent Council for the school has chosen to be represented, then the Panel will not be quorate unless a Parent Council representative is on the panel.

- 5.4 In each case, the Parent Council will be invited to nominate one of its parent members to serve on the Selection Panel, or to nominate any other person whom is not a member of the Parent Council and who the Parent Council wishes to be its nominee. If the Parent Council does not wish to participate in the selection process, the Selection panel will still comprise 3 people – as set out above.

6 DRAWING UP THE SHORT LIST

- 6.1 After preliminary consultation with members of the Selection Panel, a date on which the short list is to be drawn up will be intimated to all members of the Selection Panel. Normally there will be at least one week's notice given of this date.
- 6.2 In advance of the meeting to draw up the short list, all members of the Selection Panel will receive a copy of the synopsis listing all the candidates, and a copy of each candidate's completed Application Form. In addition, a copy of the Job Outline and Person Specification will be provided.
- 6.3 At the short-listing meeting, members of the Selection Panel will be expected – firstly individually and then collectively, and using the appropriate pro forma from the Recruitment and Selection Manual - to match each candidate against the Person Specification. Those candidates who do not meet one or more of the "essential" criteria within the Person Specification will be rejected and thereafter those candidates who most closely match the "desirable" criteria within the Person Specification will be placed on the short list. (NB: Any candidate applying under the Guaranteed Job Interview Scheme set up to comply with the 1995 Disability Discrimination Act must be placed on the short list if she/he meets all the "essential" criteria in the Person Specification.)
- 6.4 The Director of Education will arrange for unsuccessful candidates to be contacted by letter, with an offer of feedback by telephone or in person. This feedback will be provided by the Director of Education, in the case of Head Teacher appointments, and by the Head Teacher in the case of DHT appointments.
- 6.5 At the short-listing meeting, the Selection Panel will agree a date and time on which the final interviews are to be conducted (normally at least 8 working days after the short-listing meeting). The precise format of the final selection process will also be agreed at this meeting.
- 6.6 There is no specific number of candidates who must be on the short list, but it is important that the Selection Panel believes that all short-listed candidates are equally capable of doing the job. This could mean that, for example, there is only one person on the short list.

- 6.7 The Selection Panel has the authority to decide to re-advertise the post rather than to draw up a short list, if it believes that to be the most appropriate course of action.

7 PROVIDING OPPORTUNITIES FOR CANDIDATES TO VIEW THE SCHOOL AND TO MAKE INFORMAL ENQUIRIES ABOUT THE POST

- 7.1 As soon as the short list is drawn up, the Director of Education will arrange to write to all candidates to make them aware of the detailed arrangements for the final interviews. In that letter, very strong encouragement will be given to all short-listed candidates to visit the school prior to the final interview.
- 7.2 The purpose of the school visit is to give candidates the opportunity to view the school and to ask any questions they may have about the school and its current priorities.
- 7.3 The Head Teacher or Depute Head Teacher, as appropriate, should be the principal liaison person for these school visits and should ensure that all visiting candidates are treated fairly and even-handedly.

8 SELECTING THE SUCCESSFUL CANDIDATE

8.1 Selection Procedures

- 8.1.1 Selection procedures should be undertaken in accordance with the advice contained in the Angus Council Recruitment & Selection Manual.
- 8.1.2 The Selection Panel which interviews all the short-listed candidates should comprise precisely the same people who drew up the short list, if at all possible. In the unlikely event that one of these people is unavailable, a substitute should be appointed.
- 8.1.3 At the short-listing meeting the Selection Panel should agree the format of the final selection process. Normally this will comprise an interview where each member of the Selection Panel selects at least one question from a list of questions prepared in advance by the Panel's chairperson, and/or relies on one or more questions that panel member has prepared herself/himself. The Panel must be sure that no questions conflict in any way with existing legislation. All candidates must be asked the same initial questions, but it is reasonable to probe in more detail the answers provided by candidates – on the understanding that no candidate receives unduly favourable, or unduly unfavourable, treatment in comparison to the treatment received by other candidates.

The Selection Panel may wish to incorporate within the interview process a request for candidates to prepare a paper or a presentation (notified to them at the time they are called for interview) and to ensure this presentation/paper is the first part of the formal interview.

- 8.1.4 In the case of a very large number of candidates being placed on the short list the Selection Panel may agree to arrange interviews in 2 stages with only some of the candidates being taken forward to the second and final stage.

8.2 Evaluation of Candidates

- 8.2.1 Evaluation of candidates should be undertaken using the advice contained in the Angus Council Recruitment & Selection Manual.
- 8.2.2 Once all the candidates have been interviewed, each member of the Selection Panel will share her/his assessment of the suitability of each candidate for the post – including reference to the criteria set out in the Person Specification. These assessments must be based on information made available on the candidates' Application Forms and on the short-listing pro forma, performance at interview, references on the candidates and any tests carried out as part of the selection process. The Panel will then seek to reach a consensus view about who is the best person for the post. Only in the event that no consensus emerges

should votes be cast. In the very unlikely event that votes do have to be cast, and there is a tie, then the chairperson of the Panel will have the casting vote.

- 8.2.3 The decision of the Selection Panel is final (subject only to the need to undertake appropriate checks on the successful candidate). That decision will be conveyed directly to all interviewees immediately it has been made. (Normally this will be effected by inviting all the candidates to return to the interview location at an agreed time; if this is impossible for any reason, an arrangement will be made to phone individual candidates at an agreed time.)

8.3 Feedback

- 8.3.1 Unsuccessful candidates will be given some very brief general feedback immediately after the Selection Panel's final decision has been taken. At that time these candidates will be encouraged to seek further, more detailed, feedback by telephoning the chairperson of the Selection Panel within approximately one week of the final interviews.

8.4 Decisions to Re-Advertise Post

In the event that the Selection Panel does not believe that any of the candidates interviewed is suitable for appointment, it has the authority to decide to re-advertise the post rather than make an appointment.

9 TRAINING FOR MEMBERS OF SELECTION PANELS

- 9.1 It is proposed that an annual programme of training is made available to anyone likely to be involved as a member of a Selection Panel. There is an expectation that all members of Selection Panels will have undergone appropriate training prior to their participation in the selection process.
- 9.2 Once trained, an individual would be expected to attend a refresher training session at least once every four years.
- 9.3 All Parent Councils will be invited to send at least one representative to this training, on an annual basis.
- 9.4 Volunteers from the Angus Parental Consultative Group should be sought who will attend this training on an annual basis. Over a period of time, it is hoped that some parents from the Angus Parental Consultative Group would gain sufficient experience and expertise to contribute to the delivery of the annual training programme.