



**Education Services**

*'Building Inverclyde through,  
excellence, ambition and regeneration'*

# **LNCT 21**

## **Appointment of Teachers to Senior Promoted Post in 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 Recommendations for appointment to senior posts are made to the Corporate Director of Education and Social Care by appointment committees set up by the authority in accordance with The Parental Involvement in Head Teacher and Deputy Head Teacher Appointments (Scotland) Regulations 2007.
- 1.3 This circular describes, in detail, procedures for the filling of senior posts. The procedures satisfy current legislation and are designed to be seen to be equitable and credible and to conform to the authority's equal opportunity policies. Their main aim is to ensure that the best possible candidate is selected.
- 1.4 This circular should be read in conjunction with Standard Circular 16 (Appointment of Teachers to Permanent Posts).

## 2 APPOINTMENT COMMITTEES

### 2.1 Head Teacher Posts:

- (a) An appointment committee for the post of head teacher will normally consist of 2 nominees of the parent council (equivalent to one third of the panel) and 4 nominees of the education authority.
- (b) The education authority will normally nominate:
- The convener for education or his/her depute
  - A head teacher from the appropriate sector from another school
  - 2 members of the Directorate or 1 member of the Directorate and a Quality Improvement Manager
- (c) The parent council may nominate any two representatives it wishes except that pupils of the school and members of staff of the school other than the head teacher may not be members of appointment committee.
- (d) The appointment committee will normally be chaired by the elected member. The chair will have both a deliberative and a casting vote.
- (e) Where for any reason a parent council has not been established the Corporate Director of Education of Social Care will invite an appropriate parental or community representative to serve on the appointment committee.

### 2.2 Depute Head Teacher Posts:

- (a) An appointment committee for the post of depute head teacher will consist of 2 nominees of the parent council (meeting the legislative requirement) and 2 nominees of the education authority together with the head teacher of the school.

- (b) The education authority will normally nominate:
- A teacher of equivalent rank who will have experience of carrying out the duties of a similar post
  - A member of the directorate or Quality Improvement Manager/Officer or head teacher. No two members of the appointment committee nominated by the authority should be members of staff of the same school.
- (c) The parent council can nominate any two representatives it wishes except that pupils of the school and members of staff of the school other than the head teacher may not be members of an appointment committee.
- (d) An appointment committee for the post of depute head teacher will be chaired by the head teacher of the school who will hold a deliberative and a casting vote.
- (e) Where for any reason a parent council has not been established the head teacher will invite an appropriate parental or community representative to serve on the appointment committee.

### **3 THE APPOINTMENT PROCESS**

#### **3.1 The main stages in the appointment process are:-**

- (a) The provision of information about the post (advertisement, school profile, person specification and job description)
- (b) Establishment of selection criteria
- (c) Leeting
- (d) Pre-interview stage
- (e) The interview
- (f) Post interview stage

3.2 These stages are considered in some detail in the following sections. For head teacher posts, all of the selection arrangements will be undertaken by a member of the directorate. For other posts the arrangements will be made by the head teacher. Advice will be available from the appropriate head of education services.

### **4 INFORMATION ABOUT THE POST**

4.1 Senior posts will normally\* be advertised in the national press. 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 any applications and to whom they should be sent.

\*(The only exception would be where the education authority decides, following consultation with the relevant parent council and teacher trade unions, that a post of head teacher be filled by redeploying to that post an existing head teacher currently employed elsewhere in the authority, or that the post of depute head teacher be filled by redeploying to that post an existing depute head teacher currently employed elsewhere in the authority.)

- 4.2 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.
- 4.3 A job description will be prepared for each post. It will have regard to local and national agreements and will indicate clearly the main duties of the post, reporting arrangements, areas of responsibility and any other relevant factors.
- 4.4 A person specification will be drawn up for each post. This 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.
- 4.5 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, they can request a recruitment package consisting of an application form, school job description, school profile and person specification relating to the specific post. Applicants will also be informed of the date of interview in accordance with the council's Recruitment Policy.
- 4.6 The Regulations stipulate that when preparing job or person specifications for head teacher and depute head teacher posts, the authority must consult with, and must have regard to the views of the parent council of the school to which an appointment is to be made.

## 5 SELECTION CRITERIA

- 5.1 To assist in the initial consideration of applications, a list of selection criteria reflecting the job description and the person specification will be drawn up for each post. The criteria will conform to a general pattern established by the authority but may vary in detail according to the post. They will include:
  - Appropriate qualifications
  - Previous experience
  - Record of professional development
  - Evidence of ability to work with and lead other people
  - Evidence of management skills
  - Evidence of good communication skills
  - Evidence of ability to implement change
  - Evidence of good interpersonal skills

In addition, selection criteria will refer to registration with the GTCS and, where appropriate, to the need for evidence of approval by the Roman Catholic Church.

## **6 LEETING FOR HEAD TEACHER POSTS**

6.1 The parent council will be invited to participate in the short leet procedure. The authority will prepare the short leet in consultation with, and taking account of the views of, the parent council. The sequence of events for the leeting of a head teacher post is as follows:

- A job description, school profile, person specification and selection criteria for the post are drawn up by a member of the education directorate in consultation with teachers' unions and the parent council.
- The member of the directorate draws up a short list of candidates based on the selection criteria.
- The member of the directorate attends a meeting of eligible members of the parent council and proposes the list to them. Prior to this meeting, copies of the application forms and candidates' reports will have been made available to the parent council.

The leeting process is monitored by the Corporate Director of Education and Social Care or Head of Schools.

6.2 All short leeted candidates should be given the opportunity to visit the school.

6.3 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.

## **7 THE FORMAT OF THE INTERVIEW FOR HEAD TEACHER POSTS**

7.1 The format of the interview will be agreed between the appropriate member of the directorate and the parent council at the same meeting at which the short leet is decided.

7.2 The format can vary provided that it is seen to be credible and fair. The options described in section 9.2 may be used as well as any others which the members of the appointment committee feel confident in using. The minimum time allocated to each candidate should be not less than 30 minutes.

7.3 Whatever the nature of the interview a written record must be kept.

## **8 LEETING FOR DEPUTE HEAD TEACHER POSTS**

8.1 The parent council must be invited, but is not required, to participate in the preparation of a short leet for the post of depute head teacher.

8.2 The short leet will be drawn up by the head teacher of the school and a member of the directorate, and, where the parent council has elected to participate, in consultation with the person nominated by the parent council. Full account will be taken of the job description, person specification and selection criteria for the post. A written record of the leeting process will be kept by the head teacher.

8.3 In most cases it will be possible to consider applications and decide on a short leet which will be interviewed by the appointment committee.

- 8.4 The process should include the opportunity for all leeted candidates 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. These visits should not be organised in such a way as to form part of the selection process.

## **9 THE FORMAT OF THE INTERVIEW FOR DEPUTE HEAD TEACHER POSTS**

- 9.1 A formal interview will continue to play a key role in determining which of the leeted candidates should be recommended for appointment. The minimum time allowed for each candidate should normally be 30 minutes.

- 9.2 Variations to the traditional question and answer interview may be considered provided that the appointment committee feels confident in using the techniques involved. The traditional question and answer format could be supplemented in one of the following ways, for example:

- Devoting the first part of the interview to a presentation by the candidate on an educational topic of which they will have been informed in advance. The initial questioning would relate to the presentation.
- Inviting candidates to prepare a brief paper on an educational issue. Such papers would require to be written under supervision within a prescribed timescale.
- Holding a group discussion involving candidates and the appointment committee. Candidates should be informed in advance of the format to be employed.

- 9.3 The format of the interview should be determined in advance by the head teacher and member of the directorate involved in drawing up the leet. Account should be taken of any views expressed by the parent council. The interview should allow the same time for each candidate and questions should be common to all candidates. Variation in questioning may be introduced in follow-up questions. All candidates should have an opportunity to put questions about the post to members of the appointment committee. A written record must be kept by the head teacher and retained for at least 6 months.

## **10 POST-INTERVIEW STAGE (ALL POSTS)**

- 10.1 At the end of the selection process the appointment committee will make its recommendation to the Corporate Director of Education and Social Care or Head of Schools who will offer the post to the recommended candidate (except in the unlikely circumstances where the candidate is ineligible or where the selection process has been conducted improperly).

- 10.2 All leeted candidates will be given the opportunity to discuss their performance at interview with one of the authority's representatives on the appointment committee.