

PERTH AND KINROSS COUNCIL
JOINT NEGOTIATING COMMITTEE FOR TEACHING STAFF
LOCAL AGREEMENT

Revised Headteacher Appointment Process

In terms of the Local Recognition and Procedure Agreement, it is accepted by all signatories acting on behalf of the Council and the recognised unions that this agreement is a binding local agreement effective from 22 August 2007. This supersedes relevant provisions within the National Agreement and constitutes a formal amendment to the terms and conditions of employment for teaching employees within Perth and Kinross Council.

John Fyffe, Executive Director (Education & Children's Services), on behalf of
Perth and Kinross Council:

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Douglas Stewart (EIS), on behalf of Teachers' Trade Unions:

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PERTH AND KINROSS COUNCIL

Lifelong Learning Committee – 22 August 2007

REVISED HEADTEACHER APPOINTMENT PROCESS

Report by the Interim Executive Director (Education and Children's Services)

ABSTRACT

This report seeks agreement for changes required to the process for appointment of Headteachers and Depute Headteachers to comply with the Scottish Schools (Parental Involvement) Act, 2006. The report also identifies further changes recommended to strengthen the appointment process for Headteachers and Depute Headteachers.

1 RECOMMENDATIONS

It is recommended that Committee agrees:

- the process changes required to comply with the Scottish Schools (Parental Involvement) Act, 2006, and
- the process changes which are recommended to strengthen the appointment procedures in general.

2 BACKGROUND

- 2.1 The current Headteacher (HT) and Depute Headteacher (DHT) appointment process has to change to comply with the 'Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007' which comes into force on 1 August 2007. These Regulations come under the overall banner of the Scottish Schools (Parental Involvement) Act 2006' (referred to in this document as the PIA).
- 2.2 In conjunction with changes required as a result of this, further changes are being recommended to improve the process, contributing towards improving the overall quality of candidates and appointments made.

3 PROPOSALS

- 3.1 The main changes to comply with the PIA include:
- Chair of panel is Executive Director representation
 - There is more involvement from Parent Council throughout the process rather than just at interview stage
 - The Parent Council, if they choose to be represented, will make up one third of the interview panel.

- 3.2 To improve the robustness of the interview process, proposed changes include:
- Two stage process in place for all interviews:
 1. Stage 1 (similar to Long Leet) – Strengthening this stage by moving from short informal interview to longer more formal interview.
 2. Stage 2 (similar to Short Leet) – panel confident that candidates moving into this stage are all capable of undertaking job. Purpose of this stage is to assess who is best to carry out job. A formal presentation would no longer be carried out here but short notice exercises would be done, question areas not advised to candidates in advance and testing used if panel feel it is appropriate.
 - Wider use of internet advertising now sites are becoming more established.
 - Support of succession planning process which will link into interview process.
- 3.3 Fair Selection Training would continue to be provided to any members of an interview panel who had not undertaken that training before. This training would be tailored for Parent Council members to include specific reference to HT and DHT appointments.
- 3.4 A summary of the proposed new process is shown in Appendix 1. Appendix 2 compares the current process against the proposed new process, identifying the key changes between the two.

4 CONSULTATION

The revised procedures were prepared with representation from School Improvement, HR – Corporate Services and JNCT.

Consultation has been carried out with:

- Father Ken McCaffrey, the Lifelong Learning Committee Catholic Church Representative.
- Parent Involvement Strategy Group

5 RESOURCE IMPLICATIONS

There are no budgetary requirements as a result of these changes. The changes in process will be managed using existing resources.

6 COUNCIL CORPORATE PLAN OBJECTIVES 2006-2010

- 6.1 The recommendations within this report support the delivery of the following objectives within the Corporate Plan:
- Educated, Responsible and Informed Citizens
 - Confident, Active and Inclusive Communities

7. CONCLUSION

The changes to HT and DHT procedures as outlined in the attached appendices not only ensure PKC complies with Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007, but strengthen the process and ensure the Council has a robust recruitment process to recruit the leaders of our schools.

NAME

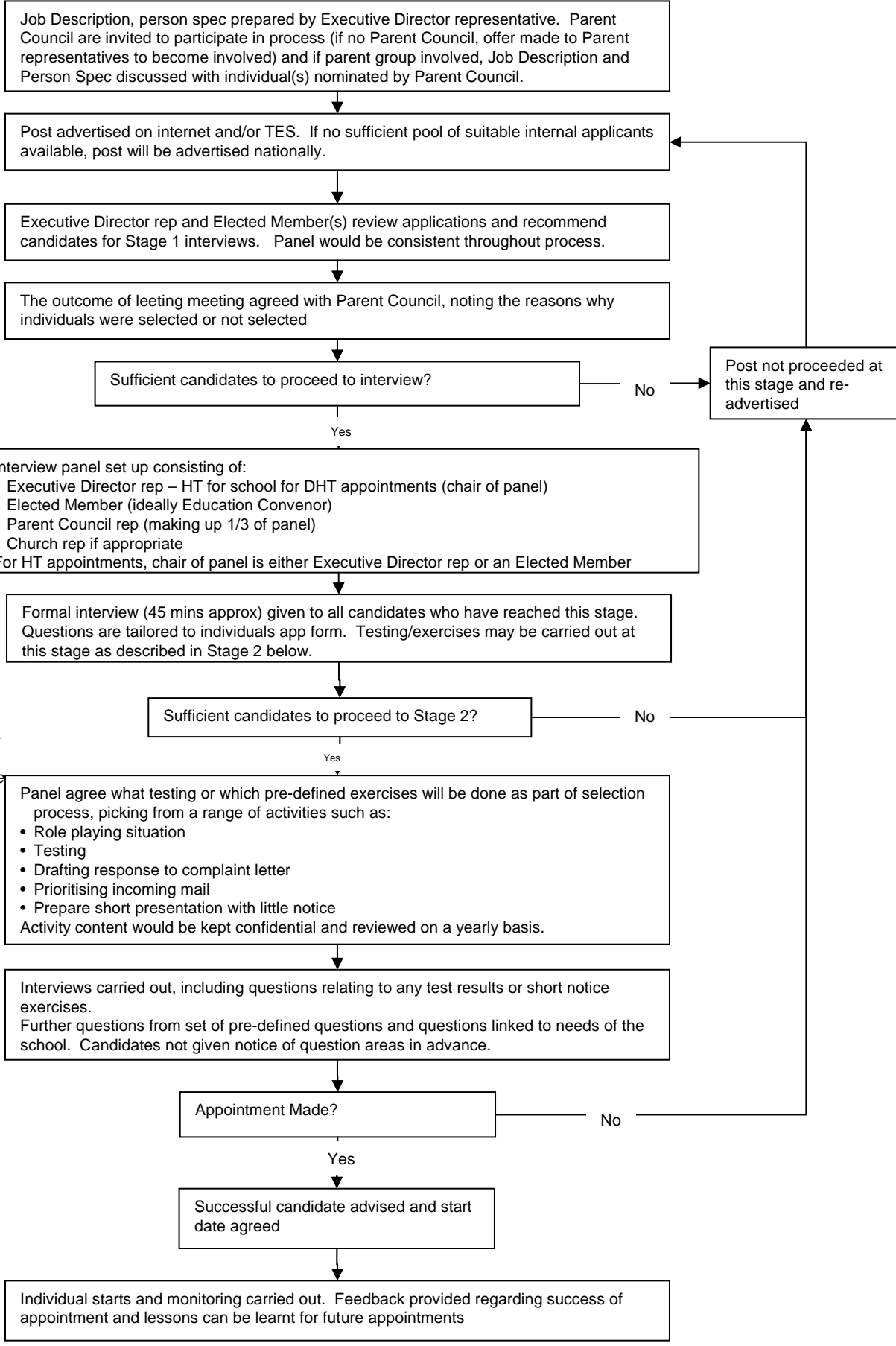
David Montgomery, Interim Executive Director, Education and Children's Services

Note: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

Contact Officer: Andy McKay, ext 76352 amckay@pkc.gov.uk
Address of Service: Pullar House, 35 Kinnoull Street, Perth, PH1 5GD
Date of Report 1 June 2007

Appendices:

Appendix No 1 - Headteacher/Depute Headteacher Appointments – Summary Process
Appendix No 2 - HT/DHT Appointment process



All posts go through 2 stage interview process:

Stage 1

Number of candidates does not need to reduce between Stage 1 and Stage 2.

Stage 2

HT/DHT Appointment process

Interview Panel

The PIA states that:

- One third of the panel must comprise a parent member of the Parent Council or a person nominated by the Parent Council (if the Parent Council choose to be represented).
- The person nominated by the education authority must chair the panel, noting that for DHT appointments, the nomination from the education authority would be the school headteacher.
- For HT appointments, the panel would agree whether an elected member or Executive Director representative chairs the panel.

Options for interview panels would therefore be:

Option 1	Option 2a	Option 2b	Option 3
1 x Education authority rep (HT for DHT appointments) – chair of panel	2 x Education Authority Reps – 1 is chair of panel	1 x Education Authority rep – chair of panel	2 x Education Authority Reps – 1 is chair of panel
1 x Elected member	1 x Elected member	2 x Elected members	2 x Elected members
1 x Parent Council representative	2 x Parent Council representatives	2 x Parent Council reps	2 x Parent Council reps
Panel size - 3	Panel size – 5	Panel size – 5	Panel size - 6

It is recommended that panel sizes are no greater than 6.

Church Representation on Interview Panel

The Catholic Church, through separate legislation, has to approve appointments to Catholic schools. For denominational schools, currently the Catholic Church representative from the Lifelong Learning Committee is invited to be part of interview panel.

For the revised procedures, the proposal is that the current arrangements continue, where for denominational schools, the Church representative on Lifelong Learning Committee is part of appointment panels. To ensure the Parent Council still have one third membership, there would be 2 parent council reps, 1 Authority Rep and 1 Elected Member as a minimum for all denominational school appointments.

The following table summarises current documented process for appointments for Headteachers and Depute Headteachers and the recommended areas for improvement.

Process Step	Current Documented Process	Recommended Changes
Justification, Job Description and Person Spec, School Description	HTs – Service Manager submits paperwork to Staffing Support Team DHTs – HT submits paperwork to Staffing Support Team Guide Job Description available to assist process	<ol style="list-style-type: none"> 1. To comply with PIA, Service Manager or HT must consult with any Parent Council at this stage. 2. Recommend that standard Job Description used which has core responsibilities plus selection of others which can be discussed with the appropriate Parent Council. This standard Job Description will have been agreed with Parent Council chairs in advance. 3. Step documented in process to confirm no redeployments exist as permitted in PIA, following consultation with Parent Council.
Advertise post	<ol style="list-style-type: none"> 1. Posts advertised in Times Education Supplement (TES) and Standard Vacancy List as standard. TES adverts are standard sign post adverts. 2. To comply with TES advert space booking arrangements, extra week delay before posts are advertised. 3. Posts have to be advertised nationally 	<ol style="list-style-type: none"> 1. Post advertised on internet and/or TES. 2. PIA does not state that posts require to be advertised nationally however expectation would be that posts are advertised nationally. If a post was not to be advertised nationally, for example if there was a sufficient pool of internal candidates available through a succession planning framework, the post does not have to be advertised nationally.
Succession Planning	<ol style="list-style-type: none"> 1. No formal process exists 	<ol style="list-style-type: none"> 1. Linking to ERD process, encourage people to identify themselves as seeking promotion 2. Link with Corporate approach for succession planning (still to be put in place)
Application forms	<ol style="list-style-type: none"> 1. Applications can be made by post or on-line through Councils Internet site 2. Synopsis of applicants prepared by Staffing Support Team following closing date. 3. In practice, forms accepted up until leeting takes place. 	<ol style="list-style-type: none"> 1. To ensure fairness, application forms will not be accepted after the closing date.
Process Step	Current Documented Process	Recommended Changes

<p>Arranging leeting panel</p>	<ol style="list-style-type: none"> 1. Proposed date is sought once posts close 2. If school board exists, DHT panel consists of one elected member and HT of school (chair of panel) and school board rep. Denominational schools would have Church rep rather than elected member. Exec Director’s representative present as advisor. 3. If school board does not exist for DHT posts, there would be two elected members, one of which would be replaced by Church rep for denominational schools. 4. If school board exists, HT panel consists of two elected members (one of which would chair panel) and two school board representatives. Exec Director representative attends as advisor to panel. Church rep per DHT process above. 5. If no school board, HT panel consists of two elected members (one of which would chair panel) Church rep per DHT process above. Exec Director rep attends as advisor to panel. 6. Leeting meeting decides whether to go for Long or Short leet. 	<ol style="list-style-type: none"> 1. Parent Council require to agree long leet. Parent Council would therefore be invited to nominate parent representative(s) or Parent Council can nominate an alternative person(s) who is not member of Parent Council to attend on their behalf. PKC would recommend that this is another parent from the school. Number of parent council representatives would be agreed in advance between Education Authority rep and Parent Council. 2. PIA requires that: <ol style="list-style-type: none"> a. For HT posts, appointment panel chair is nominated by Education Authority b. For DHT posts, HT chairs panel <p>Recommend therefore that above chairing arrangement apply to leeting panels to ensure consistency throughout process.</p> 3. Elected Member involvement should be more specific: <ol style="list-style-type: none"> a. Specify that Convener should attend all interviews (or Vice Convener if diary does not allow Convener) b. Reduce Elected Member involvement down to minimum of 1 elected member (maximum of 2). This would help facilitate requirement to have 1/3 panel of parent council.
<p>Long Leet</p>	<ol style="list-style-type: none"> 1. If applicants have been long leeted, short leet selection is delegated to 2 members of panel for DHT posts. This would be HT and Exec Director representative. 2. For HT posts, leeting meeting agrees composition of short leet panel. 	<ol style="list-style-type: none"> 1. PIA states that any Parent Council must be invited to participate in short leeting process. Recommendation therefore that 2 members of panel leet as per current process then summary of leet is presented to nominated member(s) of Parent Council for ratification, noting the reasons why individuals were selected or not selected.
<p>Long Leet interviews</p>	<ol style="list-style-type: none"> 1. Interviews are informal and do not involve presentations. Approach should be consistent though for each candidate. 	<p>Recommend strengthening this stage, including ensuring that long leeting is normal practice:</p> <ol style="list-style-type: none"> 1. Classify this stage as ‘Stage 1’ in interview process. 2. Move from 20 minute ‘informal discussion’ to be 45 minute interview, possibly including presentation, formalise questions tailored to individuals application form.
<p>Process Step</p>	<p>Current Documented Process</p>	<p>Recommended Changes</p>
<p>Pre-interview</p>	<p>Candidates are advised of:</p>	<p>Recommendations to strengthen this stage:</p>

arrangements (short leet)	<ul style="list-style-type: none"> • Presentation topic and format • Notice of what the question areas will be • Who interview panel will be (posts rather than names) • Option for them to visit the school before interview 	<ol style="list-style-type: none"> 1. Classify this stage as ‘Stage 2’ in interview process. 2. No prior notice should be given to candidate of question areas 3. Testing used for certain posts – personality profiling, managerial skills and verbal and numerical comprehension are commonly used tests for other promoted posts.
References	<p>Onus on applicant to get reference in on time for shortleet meeting. Only 1 reference for teaching posts. Onus currently on applicant for references.</p>	<ol style="list-style-type: none"> 1. Reference form amended to tie in with headings in Person Spec. 2. Reference must be from line manager of current job as a minimum but another reference can be provided if candidate wishes. 3. Council will follow up missing references. 4. Amend person spec to state that references support information obtained through interview stage.
Interview day	<p>Interview panel includes school board if there is one. An additional elected member is invited if there is no school board. Also, if there is no school board, a peer DHT or peer HT would be on panel. Executive Director representative attends interviews as advisor.</p>	<ol style="list-style-type: none"> 1. To comply with PIA, Executive Director representative would chair the panel for HT appointments. Panel would consist of: <ul style="list-style-type: none"> • Convener of Lifelong Learning Committee or representative • Parent Council rep • Representative of Executive Director • Church representative if appropriate 2. Candidates given short notice tests/exercises just prior to interview, e.g. <ul style="list-style-type: none"> • Draft response to complaint letter • Prioritise incoming mail • Prepare short presentation • Role play situation <p>Topics and method used should vary across different posts.</p>
Process Step	Current Documented Process	Recommended Changes
Short leet	Interviews usually last 35 – 40 minutes including answering	Recommendations to strengthen this stage:

interviews	pre-advised question areas and presentation.	<ul style="list-style-type: none"> • If testing has been carried out, use findings from test results to question candidates and expand on key areas • Further questions from set of pre-defined questions and questions linked to needs of the school. Candidates not given notice of question areas in advance. • No formal presentation given at interview
Post Interview	Unsuccessful candidates are offered feedback on performance. Feedback would likely be from Executive Director representative.	