



**Shetland Islands Council
Updated Recruitment and Selection
Procedures
Head Teachers and Depute Head Teacher
Posts**

June 2020

Statement of Policy

Shetland Islands Council is committed to achieving equality of opportunity in the recruitment and selection of Head Teachers and Depute Head Teachers.

The procedures for the recruitment and selection of Head Teachers and Depute Head Teachers align with the 2020 Shetland Islands Council's Recruitment and Selection Policy and should be read in conjunction with these procedures.

The recruitment and selection procedures for Head Teacher posts have been revised and are documented in this appendix. The recruitment and selection procedure for Depute Head Teacher posts remains unchanged from the procedures agreed at LNCT on Friday 31 October 2014, but are also included in this document for ease of reference.

Legislation

The Scottish Schools (Parent Involvement) Act 2006 includes requirements and duties, regarding the appointment of Head Teacher and Depute Head Teacher posts, as set out in paragraph 53 of the accompanying Scottish Schools (Parental Involvement) Act 2006, Guidance.

<https://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2006/09/guidance-scottish-schools-parental-involvement-act-2006/documents/0039411-pdf/0039411-pdf/govscot%3Adocument/0039411.pdf>

More specifically, the aforementioned guidance states:

“The appointment of a Head Teacher or Depute Head Teacher is of crucial importance to a school and its community. Parents have a particular role to play in the process. The education authority must involve the Parent Council, if any, of the school to which a permanent appointment is to be made. This involvement should extend throughout the appointment process. It could involve the initial drawing up of the job specification, the sifting arrangements and sitting on the interview panel. The education authority should offer training to members of the Parent Council, or anyone assisting the council, with their functions in relation to the appointments process.”

As outlined in its Parental Involvement Strategy, 2017, Shetland Islands Council is committed to supporting each school's Parent Council, including through inviting members to take part in recruitment panels for Head Teachers and Depute Head Teacher posts, and providing training for them to do as required.

Vacancies and Advertising

As per Shetland Islands Council's Recruitment and Selection Policy, when a Head Teacher or Depute Head Teacher, post becomes vacant, the Request to Fill a Vacancy, recruitment form, will be completed by the appropriate manager and then considered by the Director or their nominee.

There may be occasional circumstances where a temporary appointment is considered. This may be through a short-term acting up arrangement, or a temporary secondment. In these instances, managers should refer to Shetland Islands Council's 'Secondment Agreement for Teaching Staff' and provisions 1.61 and 1.62 of the SNCT Handbook. The school's link Quality Improvement Officer will discuss with the school's Parent Council Chair prior to any internal secondment advertising, or acting up arrangements, being confirmed.

Moreover, as per the 2019 local agreement, secondments should be discussed with Human Resources, and the Joint Secretaries of the LNCT notified.

However, more typically, vacant Head Teacher or Depute Head Teacher posts will be advertised, internally and externally, with the council's relocation package included, subject to authorisation from the Executive Manager, Human Resources or nominee.

Training for Parent Council Representatives or Nominated Representatives

From the outset of the recruitment process, the school's link Quality Improvement Officer will discuss arrangements with the Parent Council Chair to ensure that Parent Council representatives or their designated representative(s), receive training on recruitment and selection procedures to enable them to be involved in the entire recruitment process outlined below.

It is advisable that Parent Council members have attended the Council's Recruitment and Selection training course. Recruitment and Selection can also be provided by the HR team to meet an immediate training need by a panel member, but this must be followed up by attendance at the next available Recruitment and Selection training course.

Panel Membership for Head Teacher and Depute Head Teacher Posts

Children's Services must set up an appointment panel for the selection process.

As stated above, the Parent Council has a right to be represented on the appointment panel and where they wish to be represented, at least one third of the membership of the appointment panel must comprise of:

- (i) A parent member (or members) of that Parent Council; or
- (ii) A person who is not a member of the Parent Council may at the request of the Parent Council, assist it in discharging its functions in connection with the appointment process.
- (iii) A combination of (i) and (ii).

(a) Head Teacher Posts

Where a relevant appointment is for a Head Teacher, the appointment panel must be chaired by the Director of Children's Service, and in their absence by the Executive Manager of Quality Improvement.

For a Head Teacher post, normal panel membership will comprise:

- The Director of Children's Services (chair of the panel)
- The Executive Manager of Quality Improvement
- Two Parent Council members or their representatives
- A peer Head Teacher, employed by Shetland Islands Council, but not from any school from which there are applicants for the post

The school's link Quality Improvement Officer or nominee will act as an advisor to the panel, and co-ordinate the engagement of candidates with stakeholder groups within the school community as part of the assessment process with support from Human Resources. The link Quality Improvement Officer will not have any input into the selection decisions made by the panel.

Any deviation from the normal panel membership must be discussed with Human Resources and the LNCT joint secretaries informed.

(b) Depute Head Teacher Posts

For a Depute Head Teacher Post, normal panel membership will comprise:

- The Head Teacher, or Acting Head Teacher (chair of the panel)
- The Quality Improvement Officer linked to the school
- Two Parent Council members or their representatives

The chairperson of an appointment panel has a casting vote in relation to any decisions around appointment.

Any deviation from the normal panel membership must be discussed with Human Resources and the LNCT joint secretaries informed.

Selection Methods

Permanent Head Teacher Posts

A four stage interview process is to be established for all recruitments to permanent Head Teacher posts in Shetland Islands Council from the 26 October 2020, involving:

- In-tray exercise.
- A pre-set interview presentation lasting approximately five minutes to the interview panel.
- Interview questions with the interview panel.
- Short question and answer sessions with three separate stakeholder groups from the

school. There will be a stakeholder group of children and young people, a group of school staff, and a group of parents and carers.

The composition of each of the three stakeholder groups will be organised and coordinated by the school's link Quality Improvement Officer with support from Human Resources. The stakeholder groups will decide the questions to be asked of the candidates and the questions will be shared with them ahead of the stakeholder sessions. There will also be the opportunity for the candidates to introduce themselves to each stakeholder group at the start of each stakeholder session and ask stakeholders questions at the end of each session.

The link Quality Improvement Officer will also discuss the process with all the stakeholders involved in the groups in advance of meeting with candidates, stressing the importance of confidentiality.

The engagement of candidates with stakeholder group, as part of the interview process, will take place in an alternative location to the school, although all short listed candidates are encouraged to visit the school ahead of the interview process.

The Quality Improvement Officer or nominee will feedback to the reconvened interview panel at the end of the stakeholder sessions and provide feedback, referring to a standard template.

Equal weighting will be given to all four aspects of the Head Teacher selection process when the appointment panel comes to make selection decisions. With the ultimate decision making resting with the panel chair.

Temporary Head Teacher Posts and Depute Head Teacher Posts

The interview process may include an in-tray exercise, a presentation, as well as a set of interview questions. There will be no additional stakeholder group involvement for temporary Head Teacher posts or Depute Head Teacher posts.

Conflict of Interest

No person who has a material interest in or relating to any matter to be considered under this procedure may participate in the short list procedure, sit on an appointment panel or take part in the stakeholder group.

A person will not be deemed to have a material interest in terms of the paragraph above by virtue of chairing an appointment panel under the provision made in that regard.

If any panel member has a concern about Conflict of Interest, they should refer to the Council's Code of Conduct and discuss with Human Resources.

Review

The Head Teacher and Depute Head Teacher recruitment and selection procedures will be reviewed on a regular basis to ensure they meet the needs of Shetland Islands Council.

PERSON SPECIFICATION

POST TITLE:

HEAD TEACHER

POST NO:

An applicant must demonstrate their ability to meet the Standard for Leadership and Management, December 2012. Reference must be made to the full document. The essential criteria and assessment of them are in line with that document.

Strategic Vision, Values and Aims

- The ability to establish, sustain and enhance the culture of self-evaluation for school improvement
- The ability to develop staff capability, capacity and leadership to support the culture and practice of learning
- The ability to ensure consistent, high quality teaching and learning for all learners
- The ability to sustain partnerships with learners, families and relevant partners to meet the identified needs of all learners
- The ability to allocate resources effectively in line with identified strategic and operational priorities

Relevant Experience:

Successful experience of teaching in a variety of contexts

Successful experience of managing resources, including people

Successful experience of curriculum design and planning to meet the needs of all learners

Successful experience of self evaluation and implementation of school improvement strategies

Experience of self-evaluation for self and others using the GTCS Professional Standards

Education and Knowledge

Essential	Desirable
Relevant degree and recognised teaching qualifications	Trained in coaching and mentoring skills
Current registration or the ability to be registered with the General Teaching Council for Scotland (GTCS)	Possession of other recognised leadership qualification
The Standard for Headship for teachers taking up their first permanent Head Teacher post from the 1 August 2020 under Section 28 of the Education Scotland Act 2016*	Knowledge of current employment legislation, GIRFEC and child protection policies.

Personal Qualities and Interpersonal Skills

- The ability to establish positive relationships at every level within the school community and with other professions and agencies
- The ability to establish and use processes and systems for different purposes, including those that enhance pedagogic practice and inform resourcing decisions
- The ability to progress developments that are not overly bureaucratic
- Is able to establish and promote collaborative practice and to foster and lead collegiality, in line with the SNCT Code of Practice on Collegiality (Part 1: Appendix 1.4 of the handbook)
- Is able to lead discussions on Working Time Arrangements that enable proper completion of school activities
- Is able to demonstrably improve teaching and learning
- Is able to create, with the whole community, an aspirational vision, values, ethos and aims with regard to teaching and learning
- Is able to respect confidentiality and data sharing agreements

*There will be two exceptions in respect of the new Standard for Headship requirement:

The first applies to any permanent Head Teacher who has been appointed to a position in a school on, or prior, to 1 August 2020.

The second exemption enables education authorities to appoint a Head Teacher, who has not attained the Standard for Headship, on a temporary basis for a period **not exceeding 30 months** after the 1 August 2020.