



TRUST IN LEARNING (ACADEMIES)

RECRUITMENT POLICY AND PROCEDURES



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Date	Page	Change	Purpose of Change

Introduction

The recruitment and selection process is of paramount importance in order to recruit staff with the necessary skills and attributes to enable the Academy/School to fulfil its aims and objectives. The Recruitment and Selection Policy and Local school Procedures aim to provide clear guidance to leaders in relation to both the selection and appointment of staff. This policy promotes and supports good practice for those with responsibility for recruitment.

The Academy is committed to safeguarding children and young people.

Aims

This policy and procedures aim to achieve the following:

- Recruit staff with the appropriate skills, both technical and personal, in order to meet the Academy and schools current and future needs and identify and reject applicants who are unsuitable for work with children and young people.
- To ensure that staff appointed to posts involving teaching responsibilities are qualified to carry out such duties or are working towards an appropriate qualification.
- Work to a fair and effective recruitment procedure, which is consistent with employment legislation and the Academy's Equality policies and practices.
- Develop and enhance the public image of the Academy and schools, both as an employer and as a quality provider of education

Scope

Internal candidates or others personally known to the interview panel must be treated in exactly the same way as all other candidates.

This policy and associated procedures applies to all members of staff

Additional guidance on the procedures to be followed in the recruitment of atypical and casual staff is provided separately.

Definitions

The Human Resources Department (HRD): The Human Resources Department may act in an advisory capacity to any party and/or as an independent facilitator. Given their independent role, they are not in a position to make decisions, but may offer recommendations for resolution.

Timescales: For the purposes of this policy, one week is deemed to be seven days, inclusive of weekends, but exclusive of statutory holidays and concessionary days.

'At risk': Where posts have been identified for redundancy the postholder(s) will be deemed to be 'at risk'.

Values, principles and standards (KEY CONSIDERATIONS)

1. Justification for Recruitment

Before recruitment begins, the following will be given consideration:

- is it necessary to fill the vacancy?
- does the role require changes in duties and responsibilities?
- is it appropriate to evaluate the grade of the post?
- could the work be accommodated in other ways?
- what terms and conditions are being offered for the post? Are they appropriate and consistent with the rest of the Academy/School?
- are there any staff 'at risk'? Staff at risk within the organisation must be given first consideration for any vacancy prior to an external / internal advertisement being placed.
- Leaders should consider widening the diversity of the team which could include consideration of part time working / job share / positive action initiatives.

2. Filling the Vacancy

In order for the recruitment process to commence, the Headteacher must authorise the post, using appropriate documentation. The following documentation must be completed for recruitment to all posts:

- Job Description
- Person Specification
- Recruitment Authorisation form
- Occupational Health Evaluation form

3. Advertising

It is normal practice that all vacancies are advertised, both internally within the Academy, as well as externally. However, where it is considered that existing staff have the prerequisite skills consideration may be given to advertising posts internally only. Staff who have been identified to be 'at risk' may be considered for vacant posts prior to internal / external advert if they meet all the essential criteria of the vacancy.

There may be exceptional occasions when the schools deem it appropriate to use "search" techniques.

Advertisements for posts – whether in newspapers, journals or on-line – will include the statement:

"The school is committed to safeguarding children and young people. All postholders are subject to a satisfactory enhanced Criminal Records Bureau disclosure."

4. Enquiries

All enquirers will receive a recruitment information pack detailing the requirements of the post. Wherever possible, this will be provided in electronic format and in alternative formats where requested.

5. Selection

Shortlisting

Candidates will only be shortlisted for interview if they meet all the essential criteria defined in the person specification. If the number of candidates meeting the essential criteria is excessive, further selection must be undertaken utilising the desirable criteria to achieve a workable shortlist.

Candidates' equality and diversity monitoring forms are separated from the application forms prior to the shortlisting process. The shortlisting panel will not have access to this information.

Shortlisting must be undertaken by at least two individuals who are experienced in the recruitment process and who will go on to be involved in the interviewing process. At least one member of the panel should have attended recruitment and selection training which will include accredited safer recruitment practice.

Interviewing

The interview must be conducted by a panel, the *suggested* composition of which is detailed in the procedures. All interviews for one post must be conducted by the same panel.

All candidates will be asked a standard format of questions, which will have been decided by the interview panel prior to the interviews. All questions must be related to the job requirements and the candidate's suitability to undertake the role. Individual questions particular to the candidate are appropriate.

Other forms of assessment

As part of the selection process, Schools/Departments may wish candidates to partake in a series of skills tests or other forms of assessment, for example teaching a class. These contributory tests/assessments must be directly related to the role in question and must be measurable against objective criteria. Candidates must be informed of the details in the letter inviting them for interview. Those administering or overseeing the tests will need to establish objective criteria to be measured and feed these into the subsequent process. These additional tests/assessments should be held in accessible rooms where required and requested by a disabled candidate.

6. Appointment

The choice of candidate will be determined by the majority view from the formal interview panel. The panel will take account of any other information that will have been generated as part of the selection process. In the case of a tied vote, the Chairs decision will carry.

A formal offer of appointment is to be made / confirmed in writing and will be conditional upon receipt of references which satisfy academy/school requirements, medical assessment, satisfactory evidence of eligibility to work in the UK and other appropriate checks, such as Criminal Records Bureau (CRB), if applicable to the post.

Consideration should be given to reasonable adjustments for a successful disabled candidate. Contact should be made with 'Access to Work' over any financial assistance for a new employee with reasonable adjustments costs that may be incurred over £300

7. Confidentiality

All application details are treated with the utmost confidentiality. It is the responsibility of the Headteacher/ Chief Executive (or her/his nominee) to ensure that suitable arrangements are made for confidentiality to be maintained.

8. Documentation

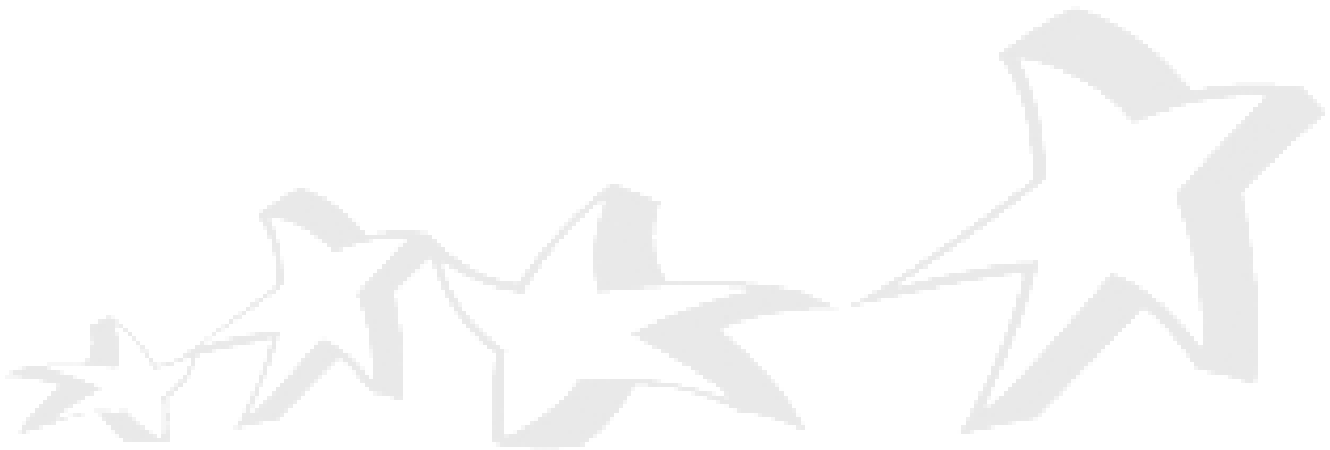
At all stages of the recruitment process, it is the responsibility of the Chair of the panel to ensure that notes are kept detailing the reasons for selection or rejection of candidates. These notes could be called upon as evidence of the fairness of the process, either through an internal assessment or to support an external investigation. The notes should therefore be relevant to, and necessary for the process itself. It should be noted that applicants would normally be entitled to have access to interview notes about them (please note that applications are retained for 6 months only) as part of the record of the interview. All records must be handed to HR by the Chair of the panel.

9. Feedback

All applicants may receive formal written communication informing them of the status of their application upon request. Feedback will be provided by either the Chair of the panel or HR at the request of any applicant at any stage of the recruitment process.

10. Monitoring

For equality and diversity purposes, recruitment statistics are monitored on a biannual basis by gender, ethnicity, disability, age and by school and job type. This information is disseminated to Heads and the Board of Directors.



Recruitment Procedures

1. Introduction

This document details the procedures required to undertake the recruitment and selection process to completion. It splits the process into a number of stages. It is necessary to ensure that the procedures are followed as described since they are derived from legislation, Academy policy and good practice. The Human Resources Advisor (HRA) is available to advise any School or Department requiring help at any stage within the recruitment process.

The stages detailed in the document are:

Pre-advertisement Preparation prior to a position being advertised

Pre-interview From promotion of vacancies through to short-listing of applications

Interviewing Procedures relating to setting up interviews and selecting the most appropriate candidate

Post-selection The administration required once a selection has been made

Administration A detailed summary is provided in the following pages

2. Pre-advertisement

In order to begin the recruitment process, the following documents are required:-

- Recruitment Authorisation Form
- Job Description
- Person Specification
- Recruitment Programme (to be produced after authorisation has been obtained)

The main points to note about these documents are as follows:

2.1 Recruitment Authorisation Form

Completion of this document is intended to ensure that all staff recruitment is either covered by the existing approved budget / latest outturn numbers, or for any additional staff, that it is approved. It enables the HR Admin team to action the request immediately without having to seek additional information which could delay the process. Incomplete forms will have to be returned to the originating for completion, possibly resulting in a delay.

For all appointments the Job Authorisation Form must be signed by School / Department Head.

Upon receipt of a fully completed and authorised Job form, the HR team will take appropriate action to advertise the relevant position.

The form also evidences that consideration has been given to the proposed grade of the post. To ensure the continuation of consistency and to protect the Academy against possible Equal Pay claims,

2.2 Job Description

A Job Description defines the purpose, the scope and the principal duties and responsibilities of a particular role. It provides a framework which outlines the expectations, both for the employee and the employer, and forms part of the working agreement, but is not *in itself* contractually binding.

It is the responsibility of the Headteacher/Chief Executive to produce an electronic copy.

The key elements normally included are:

- Identifying factors** Job title, School/Department to whom the postholder is responsible etc.
- Purpose/objectives** One or two short sentences to summarise the overall purpose/ objectives of the job.
- Principal accountabilities** A description of the job, ideally no more than eight to twelve short sentences. The intention is to provide an outline of the job only. Tasks should be listed in order of importance.

2.3 Person Specification

The purpose of a Person Specification is to provide criteria against which the recruitment of candidates will be carried out objectively in line with Equality and Diversity guidance. It defines both essential and desirable criteria and is usually prepared as a grid.

The Person Specification should be based upon the Job Description.

- Essential criteria** Requirements without which a candidate will not be offered an interview.
- Desirable criteria** Requirements which enhance the candidate's application or basis for consideration and may facilitate more detailed shortlisting for interview.

The criteria required of the ideal candidate and the format of the Person Specification may vary, but typically could include:

- Qualifications** Only where considered appropriate and specific to a profession or trade.
- Experience** Either in the type of role outlined in the Job Description, or in a preparatory role.
- Skills** Relevant to the post.
- Special requirements** Will be specific to the job, e.g. ability to lift heavy weights, ability to work with specific client groups.

When deciding the difference between essential and desirable criteria, the author of the Person Specification should be very clear that any criteria listed as essential will be binding on the School/Department and as such would rule out the appointment of any candidate not meeting all such criteria.

3. Pre-interview

This section considers the stages from the initial contact with applicants through to the shortlisting process.

3.1 Initial Contact with Potential Applicants

Advertisements are designed to attract the attention of applicants, who are then encouraged to view the web site for further details / information and to download a recruitment information pack. A hard copy format will be sent if requested.

3.2 Application Form and Curriculum Vitae

It is Academy policy that applications are made by completion of a School application form for all posts. This may be accompanied by a curriculum vitae and supporting letter of application if appropriate.

3.3 Receipt of Replies

This requires that all applications are logged by HRA and referenced appropriately. HRA will endeavour to release applications to Schools/Departments no later than two working days after the closing date. Please note that applications must be collected by the Chair of the interview panel or her/his nominee. If the chair is sending a nominee, s/he must advise HR of the name of the nominee who will be collecting them. Equality and Diversity monitoring forms will be separated from the application forms with the information recorded and monitored anonymously.

3.4 Confidentiality/Security

The Academy's policy is that the confidentiality of an applicant's details is of paramount importance. It is the School Headteacher/Chief Executive's individual responsibility to ensure that suitable arrangements are made within her/his area for this confidentiality to be maintained. It is important under the Employment Practices Data Protection Code to ensure that personal data (such as application forms, CV's) is shared only with those that need to know involved in the recruitment process.

Where it is necessary for applications to be taken off site for consideration, the utmost care should be taken regarding their security. For example, applications should not be left unattended in a vehicle or in any public place.

3.5 Shortlisting

It is the responsibility of the Chair of the panel to make appropriate arrangements for shortlisting, which will be undertaken by at least two members of the panel.

The shortlisting should be undertaken against the information compiled on the Job Description and the Person Specification. It is important to ensure that there is a consistent approach to the way in which personal data is used and assessed in the shortlisting process. It is important that the selection criteria used is applied in a fair and consistent way. It is Academy policy that notes be kept on candidates to justify any decisions made regarding selection for interview. These must be written on the shortlisting form provided by HR, in order to maintain the appropriate records. The notes should, therefore, be relevant to and necessary for the process itself. It should be noted that applicants would normally be entitled to have access to notes about them which are retained as part of the record of the shortlisting exercise. All records must be handed to HR by the Chair of the panel.

It is the responsibility of the Chair of any panel to collect any copies of application forms and/or CVs once decisions have been agreed. All surplus copies must be shredded to ensure confidentiality. Out of consideration for applicants, shortlisting should be undertaken within the agreed timescales.

4. Interviewing

Following shortlisting, selected applicants will be invited for interview by HR. The purpose of an interview is to facilitate the selection of the most suitable candidate for the post, although it should be recognised that this is only one part of the selection process.

4.1 Invitations to Interview

Candidates should be given at least one week's clear notice of an interview date. The invitation should include the details of any skills assessments and related preparatory work that they will be required to undertake prior to or as

part of the recruitment process. Candidates should also be asked to bring with them satisfactory evidence of their eligibility to work in the UK and the originals of any qualifications required for the role. The candidates should also be asked whether any reasonable adjustments are to be made for the interview.

4.2 Composition of Interview Panels

Academy practice regarding the composition of the formal interview panel relates to the seniority of the vacancy/nature of the post. The following is a guideline only. It is recommended that a HR Advisor forms part of the panel for senior posts.

Vacancy Interview panel

Technical support staff	Co-ordinating Technical or Line Manager One member of academic staff
Other Support Staff	Line Manager
Teaching staff	Headteacher or nominee Head of Department
Leadership roles	Chief Executive Headteacher Chair of Governors or nominee HRA (recommended)

Interviews will be carried out by at least two members of the employing School/Department. In determining the number (and 'mix') of panel members, consideration should be given to the candidates circumstances for example, race, gender, age.

4.3 Conduct of the Interview

When conducting interviews every member of the panel must make notes of questions asked and answers given. This will provide feedback and evidence of why the candidates have been selected or rejected. These notes must be signed and given to the Chair, who will hand them to HR. Just as with shortlisting, these notes should be relevant to, and necessary for the process itself. It should be noted that applicants will normally be entitled to have access to interview notes about them which are retained as part of the record of the interview. These notes will periodically be monitored and checked.

The panel must determine, prior to the interview, the questions and areas of discussion which will be put to each candidate. Care must be taken to avoid questions which are discriminatory.

Candidates will always be required:

- to explain satisfactorily any gaps in employment;
- to explain satisfactorily any anomalies or discrepancies in the information available to recruiters;
- to declare any information that is likely to appear on a CRB disclosure;
- to demonstrate their capacity to safeguard and protect the welfare of children and young people

As well as leading the process, the following are the administrative responsibilities of the Chair

- advise candidates what happens next
- advise candidates that all employment is offered subject to satisfactory references which meet Academy's requirements and appropriate medical and other checks including CRB checks if appropriate to the role
- check whether candidates require a work permit and seek evidence of eligibility to work in the UK. This should be asked of every candidate

To avoid potential discrimination, all applicants should be asked to provide evidence of eligibility to work in the UK; not just applicants who may look or sound 'foreign' or who appear to have a 'foreign' name.

To provide defence for the Academy against individuals who may state that a work permit is not required, but who are in fact not eligible to work in the UK, satisfactory evidence must be obtained from **all** candidates. This evidence must be photocopied and forwarded to HR. The Chair must also satisfy him / herself that the evidence provided appears to be original and relates to the person providing it.

Candidates will be asked to bring suitable evidence with them when invited to interview. This will usually be in the form of a passport or a 'documented National Insurance Number together with a full birth certificate.

A list of acceptable documents will be provided by HR to the Chair of the panel. In case of doubt, or should other evidence be provided, reference should be made to HR before any offer of employment is given.

- obtain signature to the application form if on line application
- where qualifications are required as essential criteria, copies of certificates are to be made and forwarded to HR
- collect completed notes and the signed Interview Assessment Forms from the panel members and hand them to HR

Misrepresentation of the nature of the job in question must be avoided. It is good practice only to give an accurate representation of the successful candidate's career prospects with the Academy, in order not to give rise to expectations, which may never be fulfilled.

It is important that interviews are conducted in a courteous and professional manner, since a badly managed and conducted interview could lead to legal action against the potential employer or the individual(s) involved in the interview. It is important that candidates leave with a positive impression of the School/ Academy.

4.4 Other Selection Activities

Some schools / departments will give candidates an opportunity for a 'tour' usually accompanied by an individual who is not on the selection panel. Whilst this may be good practice to enable the candidate to gain a better insight to the role, feedback to the panel must not be given unless the candidate has been made aware in advance that the 'tour' is part of the selection process. Consideration must be given to physical access issues for disabled candidates.

In such cases, feedback must be objective against pre - agreed criteria and a written note made. The note should be handed to the Chair of the selection panel to be retained as part of the selection process.

Similarly, presentations, skill tests or other activity that forms part of the selection process must be measurable against objective criteria and a written note made; again to be handed to the Chair of the selection panel to be retained as part of the selection process.

Under the Data Protection Act, applicants will normally be entitled to have access to these notes if a specific request is made.

4.4 The Choice of Candidate

After discussion the choice of candidate to be appointed will be made on a majority vote from the formal interview panel (when panel consists of an odd number). The panel will take account of any other information that will have been generated as part of the selection process. Where a majority agreement cannot be reached, the Chair will have the final decision.

If the candidate selected does not take up the appointment, any decision to offer the appointment to the second choice applicant must be taken by the whole panel. Before the panel disbands it should agree, if possible, on the reserve name(s).

5. Post-selection Administration

It is important for securing the foundation of a good relationship with the successful candidate and to ensure that a good impression is left with the rejected candidates, that this final stage is completed properly.

5.1 Offer of Employment

An offer of employment on behalf of the Academy can be made by the employing School. It must be made clear, however, that the offer is conditional upon the satisfactory completion of references, medical assessment, satisfactory evidence of eligibility to work in the UK and other appropriate checks. A verbal offer of employment must be followed up in writing by H.

Only when all of the above have been obtained and cleared will the Academy regard the offer of employment as legally binding.

Unsuccessful candidates must be notified as early as possible of the outcome of their interview by the Chair of the panel. Ideally this should be no more than three working days after the successful candidate has confirmed their acceptance of the post.

5.2 Medical assessment

Medical questionnaires will be forwarded to the successful candidate by HR along with the conditional offer of employment.

Under normal circumstances new members of staff must not commence employment prior to medical clearance being obtained. Failure to adhere to this guideline may result in employees being dismissed due to their medical unsuitability to carry out the functions of the job.

The Academy promotes equality of opportunity, including those with disability and undertakes to make all reasonable adjustment to accommodate needs. In the few instances where an applicant fails to meet the medical requirement, this will be as a result of their medical unsuitability to that role and not as a result of their disability.

5.3 References

The taking up of references is the responsibility of the employing School. Employment references should be obtained from at least the last or current employer, either in writing or by initial contact via the telephone, to be confirmed in writing. The questions and information gleaned from the reference must be relevant to the aspects of the post in question e.g. where cash handling is involved in a post, then the honesty of the prospective employee

must be discussed. Some School / Departmental may wish to obtain references prior to interview and, whilst this is acceptable, the wishes of candidates must be respected in this matter.

Safer Recruitment.

Where possible, references will be taken up before the selection stage, so that any discrepancies can be probed during the selection stage.

- References will be sought directly from the referee. References or testimonials provided by the candidate will never be accepted.
- Where necessary, referees will be contacted by telephone or e mail in order to clarify any anomalies or discrepancies. A detailed written note will be kept of such exchanges.
- Where necessary, previous employers who have not been named as referees will be contacted in order to clarify any anomalies or discrepancies. A detailed written note will be kept of such exchanges.
- Referees will always be asked specific questions about:
 - the candidate's suitability for working with children and young people;
 - any disciplinary warnings, including time-expired warnings that relate to the safeguarding of children;
 - the candidate's suitability for this post

In some circumstances, where the individual is 'known' to the Academy/ School (as may be the case with internal candidates), the taking of references may be 'waived' by the employing School / Departmental. The reason for waiving must be stated on the Appointment request form.

5.4 Criminal Records Bureau Checks

All staff identified as working in regulated activity will be required to have a CRB check.

This will be undertaken consistent with current legislation.

6. Final Administration

In order to finalise the recruitment process there are certain tasks which should be completed:

- All unsuccessful interviewed candidates to be advised by the School / Department.
- All recruitment documentation is taken to HR for archiving.
- All Equality and Diversity monitoring forms are destroyed by HR after completion of the recruitment process and the appropriate recording of the information.
- All original copies of the details relating to the successful candidate are sent to HR for inclusion on the individuals' personal file, together with their application.
- All additional copies of candidate details used for interview purposes are collected and destroyed.

7. Candidate Feedback

Candidates often wish to gain feedback, in relation to either initial selection and/or interview, for their own development.

It is Academy policy that feedback from shortlisting or interview will be provided by the Chair of the panel or HR.

This feedback should be judged against the selection criteria. It should be honest, but constructive. It is important to realise that a prospective employer can be held liable for unfair selection by a candidate and this feedback can be used as evidence. This, however, is a rarity if the feedback is honest and appropriate to the candidate. It is essential that both shortlisting forms and interview notes are completed in order that a professional approach may be taken.

8. Monitoring

The Academy will from time to time undertake audit exercises in order to monitor the effectiveness of this policy and procedures.

1. Unsolicited Applications

It is acknowledged that the Academy/ schools may receive from time to time unsolicited applications, typically by way of receipt of a speculative letter or email.

In such circumstances, the communication should be acknowledged and the author referred to the current vacancies. The speculative communication should then be destroyed unless the author is specifically advised to the contrary.

Please note:

Templates and details concerning the practical application of this policy have been drafted and are available.



Occupational Health Evaluation

To be completed by the recruiting Department and returned with Recruitment Authorisation form

Post Details

School / Department

Job Title

Location / Site

Risk Factors

Please indicate the level of exposure to the following:

	Regularly	Occasionally	Never
* Requirement to work:			
- days	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- evenings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- nights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Manual handling operations:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
eg: lifting, lowering, carrying, pushing, pulling, twisting, stooping, repetitive movements.			
* Confined / awkward spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Heights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Chemicals /dust / fumes / gases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Biological / microbiological agents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Radiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Noise or vibration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Excessive heat or cold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Food handling / preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Driving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* A need to work in isolation or where sudden illness may not be detected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* A need for particular standards of:			
- eye sight eg colour vision, use of display screen equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- hearing ability or communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- dexterity or hand / eye co-ordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- mobility, e.g. walking for significant periods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please list overleaf any other factors that may affect the health of an employee in this role.

Signed
Dated
Name

GUIDELINES ON COMPLETION OF A PERSON SPECIFICATION

General detail

The Person Specification provides criteria against which the recruitment of candidates will be carried out objectively in line with Equality and Diversity guidance.

It is essential that any existing Person Specifications are reviewed when a vacancy occurs even if it is a direct replacement with no specific changes to the role.

When formalising the selection criteria, great care should be taken as any criteria listed as essential will be binding on the recruiting School / Department and as such would rule out the appointment of any candidate not meeting all such criteria.

Person Specification Contents

The Person Specification is produced by the employing department and consists of the following sections:

Essential Criteria

This section states the requirements without which a candidate will not be offered an interview.

Desirable Criteria

This section states the requirements which enhance the candidate's application or basis for consideration and may facilitate more detailed shortlisting for interview.

The criteria required of the ideal candidate may vary but would typically include the headings noted overleaf on the form. Listed below are examples of criteria which could be used in a Person Specification:

	Essential	Desirable
Qualification	RSA I & II in word processing Masters Degree in Psychology Basic Food Hygiene Certificate	RSA III PhD First Aid

Qualifications should only be considered if appropriate and specific to the profession or trade in question.

***Experience** Experience of managing a team of staff, previous work in education

Knowledge Must be able to demonstrate experience (or equivalent) of teaching, large scale catering experience supervising staff

Skills	minute taking presentation pastry making	shorthand statistical analysis cake decoration
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*** Please note that due to the Legislation regarding age which came into force in October 2006, managers recruiting will need to justify reference to a specific number of years' experience. In order to avoid claims of age discrimination, please state the actual details of the experience required as above (*) rather than a number of years' experience.**

GUIDELINES ON COMPLETION OF A JOB DESCRIPTION

General Detail

The Job Description outlines the duties and responsibilities that an employee is expected to undertake and provides the framework against which their performance may be reviewed.

From time-to-time the responsibilities or duties of the post may require review and amendment as a result of departmental or organisational changes. Any proposed changes should be discussed and agreed with the jobholder. However, it is expected that any alterations should remain within the general scope of the original Job Description. Where substantial changes are proposed, the post grade must be re – evaluated.

Job Description Contents

The Job Description is produced by the employing department and consists of the following sections:

Purpose / Objectives

This section should briefly summarise the basic objectives of the job.

Principal Accountabilities

The principal responsibilities, accountabilities and duties *should* be listed in order of importance.

Listed below are examples of statements which could be found on a Job Description:

- Maintain diaries of appointments and co-ordinate conference arrangements.
- Ensure all machinery is serviced according to agreed schedules.
- Manage projects within agreed deadlines using available resources.
- Teach courses within the agreed curriculum.
- Manage the departmental budget in accordance with the schools regulations.
- Adhere to the Academy Policies