



RECRUITMENT AND RETENTION POLICY

Approved: May 2020
Review Date: May 2023

1. Introduction

This policy has been adopted by the Governing Body of The John Wallis Church of England Academy to provide a policy framework for the recruitment and retention of staff to all posts within the approved staffing structure of the Academy. The John Wallis Church of England Academy is committed to safeguarding and promoting the welfare of children and young people and requires all staff and volunteers to share and demonstrate this commitment.

The Governors of The John Wallis Church of England Academy fully understand their responsibilities in ensuring that recruitment procedures are free from unlawful discrimination in line with the Equality Act 2010. The Governors also fully appreciate the importance of fair, open and effective procedures to enable the Academy to recruit people with the right skills, aptitudes and attitudes.

The Governors of The John Wallis Church of England Academy will ensure compliance with all relevant legislation, recommendations and guidance including the statutory guidance published by the Department for Education (DfE), Keeping Children Safe in Education (KCSIE) 2019, Disqualification under the Childcare Act (DUCA) 2006 and related updates, the Prevent Duty Guidance for England and Wales 2015 (the Prevent Duty Guidance) and any guidance or code of practice published by the Disclosure and Barring Service (DBS).

The Governors of The John Wallis Church of England Academy fully understand their responsibilities in managing the personal data of job applicants in line with the General Data Protection Regulations (GDPR).

All staff, governors and volunteers are expected to share a commitment to safeguard children and vulnerable groups and, as part of that commitment, follow 'Safer Recruitment' guidance in line with the Keeping Children Safe in Education – statutory guidance for schools and colleges (2019).

As part of our commitment to safeguarding children and vulnerable groups, Enhanced DBS checks and/or Barred List checks on all posts must be carried out where they are required.

All staff and governors involved in recruitment and selection decisions are required to work in ways that are entirely consistent with this policy at all times.

2. Aims and Objectives

The aims and objectives of this policy are to:

- Recruit and retain high quality staff with the right skills, aptitudes and attitudes so that our children feel safe, supported and are able to achieve their full potential
- Ensure all staff are recruited on the most appropriate contract terms to meet the needs of the Academy whilst ensuring a satisfactory work life balance
- Ensure that equality of opportunity is a key consideration at each stage of the recruitment and retention process, thereby encouraging diversity
- Ensure our recruitment and retention practice reflects positively on the Academy as an employer
- Ensure that recruitment and retention procedures are efficient and cost-effective
- Ensure that all staff recruited are supportive of our Church of England Ethos
- Monitor, review and improve our recruitment and retention practices continuously

3. Recruitment & Selection Principles and Process

- 3.1 The Principal will ensure this policy is communicated to all staff and that it is included in the information given to new staff on appointment as part of their induction programme

- 3.2 The Academy will ensure that training is provided for all staff and Governors involved in the recruitment and selection of staff and that it is appropriate to their role and that all recruitment panels include at least one person who has successfully undertaken approved training in Safer Recruitment (The Academy's current provider is Hays).
- 3.3 All decisions on the appointment of staff will be made by the Principal. The appointment of a member of the Senior Leadership Team or above will normally include Governor involvement.
- 3.4 The Academy will structure and implement their recruitment and selection procedures to ensure that all legal requirements are met when seeking staff to work with children. At the same time, care will be taken not to unlawfully discriminate against candidates on grounds of race, sex, disability, religion or belief, sexual orientation or age, and to comply with data protection law.
- 3.5 Prior to any recruitment advertisement the manager responsible for the appointment will review the needs of the post before seeking approval of the Principal to commence recruitment.
- 3.6 Careful consideration will be given to the working hours and arrangements for each vacancy so that posts will be open to applicants wishing to work on a part-time, job-share or flexible basis where possible and practical.
- 3.7 Prior to any recruitment advertisement appearing the manager responsible for the appointment will ensure that there is an up to date job description, person specification, a clear recruitment timetable and a relevant package of information for each post being advertised.
- 3.8 All vacant posts will be advertised by means of a formal notice to staff at a Staff Briefing or by email as a minimum. Unless there are good reasons to the contrary then any vacant post will be advertised externally through Kent County Council's Opportunities publication and the www.kent-teach.com website and on the Academy website. Use of other media, such as external notice boards, Academy newsletter, local or national newspaper will be carefully considered for cost effectiveness.
- 3.9 Recruitment advertisements will comply with all national and local guidance regarding commitment to safeguarding children.
- 3.10 All enquires for further details, further information or informal visits to the Academy will be dealt with promptly and professionally to reflect positively on the Academy as a potential employer.
- 3.11 Deadlines for all advertisements will allow reasonable time for completing and submission of applications.
- 3.12 All applicants must complete the required application form in full and in particular ensure that the declaration is clearly signed and dated. The Academy may reasonably decide to reject an application where incomplete and/or ambiguous information is provided. Applications by CV alone will not be considered.
- 3.13 All shortlisting decisions will be made with clear reference to the skills and qualities set out in the person specification.
- 3.14 All selection decisions should be informed by relevant selection test(s), where possible in addition to formal interviews. All selection tests will be clearly focussed on the priority needs from the person specification and will avoid any unlawful discrimination. Where possible and practicable applicants for teaching and learning positions will be observed practising on the day of interview

at The John Wallis Church of England Academy. Candidates will be informed of the selection tests to be used prior to being invited for interview

- 3.15 The panel will ensure that they prepare properly for the interviews, having read the applications beforehand and considered any specific questions that need to be asked of each candidate. The panel will ensure that all candidates are received and treated in a way that reflects positively on the Academy and that generally the programme keeps to schedule.

The interview panel will include at least one member who has undertaken safer recruitment training in accordance with the School Staffing (England) Regulations 2009.

- 3.16 All questions used in selection interviews will also be focussed on the priority needs of the post and will avoid any questions or language that could be held to be unlawful discrimination.
- 3.17 At the end of the selection programme the respective merits of each and every candidate will be carefully considered and the position will be offered to the person best meeting the skills and qualities set out in the person specification.
- 3.18 In the event the person offered the position declines the appointment then the panel will consider carefully whether to offer the position to the next best candidate, whether to re-advertise the vacancy or whether to cover the duties in another way.
- 3.19 If it is felt that none of the available candidates fully meet the requirements of the person specification, then the panel must not rush into an appointment but must take time to carefully weigh up the various alternative actions.
- 3.20 All appointments must be made subject to satisfactory recruitment checks. The Academy will ensure all persons appointed have satisfactory and up to date DBS, s128 check and any other recruitment and/or security checks required by national or KCC policy prior to the contract position being confirmed. This includes work permits or other evidence of the ability to work in the UK.
- 3.21 Documentary proof (not photocopy) will be required and checked for any qualification specified in the person specification for the post or otherwise required by national or local policy.
- 3.22 The Academy will ensure that two satisfactory references are obtained prior to any contract position being confirmed, with the consent of the applicant. At least one reference will be from the applicant's current employer, or immediate previous employer if not currently employed. Where a candidate is not currently working in a school or childcare setting but has done so in the past, one reference should be from their most recent children's workforce employer in line with Safer Recruitment guidelines.

The Academy reserves the right to request that the applicant provides alternative referees where the initial referees are deemed inappropriate for The Academy's purpose, e.g. where the current or most recent employee is not provided.

- 3.23 This reference must be signed by or on behalf of the most senior person appropriate to the position and must be on the organisation's headed notepaper. References will also be obtained for internal candidates.
- 3.24 As far as possible references will be obtained prior to the selection interview so that any relevant questions arising can be raised with the candidate before a selection decision is made.

3.25 The offer of employment may be made verbally by the interview panel if appropriate. As a verbal offer is legally binding, the panel must make a note of any discussion which has taken place with the successful applicant. All offers of employment will be confirmed in writing by the Academy HR department.

3.26 The offer of employment is conditional upon receipt of:

- Two satisfactory references
- Satisfactory medical clearance by Occupational Health
- Satisfactory DBS check
- Evidence of identification eg Passport/ Birth Certificate
- Confirmation of right to work in the UK or hold documents required for a work permit to be obtained (if applicable)
- Verification of necessary qualifications
- Confirmation of GTC registration (for all teaching staff)
- A section 128 Prohibition from Management check (Independent/free schools/academies only). Whilst they are not employees, from September 2019, Keeping Children Safe in Education also recommends that maintained school governors have section 128 checks because a section 128 direction prohibits someone from serving as a maintained school governor.
- Overseas checks as appropriate including EEA Restriction checks for teachers who have worked in EEA countries.

No appointment can be confirmed until the above information is obtained. Where an individual has commenced work, employment may be terminated.

3.27 The Academy will ensure that all new appointments are subject to satisfactory health report and will ensure that the employer's duty to fully consider any reasonable adjustments is fulfilled prior to an offer of employment being confirmed.

3.28 It is essential that all persons working in the Academy are trustworthy and reliable. Failure by an employee to provide accurate and truthful information at the time of applying for their position will be considered a disciplinary matter. Where it is found that an employee intentionally provided inaccurate information or withheld information that is relevant to their appointment, they may be dismissed.

3.29 Data will be held on the HR system to facilitate the monitoring of the Academy's Equality Plan. The Academy HR department will maintain statistics at all stages of the recruitment process. Information processed will be in accordance with the requirements of the Data Protection Act 2018.

3.30 Information provided by the candidates, referees or through the clearance procedures must not be discussed with or disclosed to any other party except as determined by the Data Protection Act. All photocopies of applications must be destroyed following interviews.

3.31 If, within three months of the closing date, the position becomes vacant or if an additional identical post is advertised, Managers may re-examine the applications received from the previous vacancy. Advice may be sought from the Academy HR department in such instances.

3.32 The importance of adequate records cannot be over-emphasised. It is the responsibility of the Academy HR department to ensure that notes are kept at each stage of the recruitment process. The recruitment file and all documentation shall be kept for six months after the closing date and then shredded.

- 3.33 Any applicant may request feedback on the reasons why they were not shortlisted or appointed and this will be provided either in writing or verbally within a reasonable period of the request.
- 3.34 As far as is reasonably practical the Academy will make any reasonable adjustments to accommodate the needs of a disabled person. This will apply to the recruitment process and to the workplace or working arrangements on appointment. The Academy will seek appropriate advice from relevant agencies to achieve this where necessary.
- 3.35 Induction is a process whereby new employees are familiarised with their new job, their colleagues and their new working environment. This is to help support them to feel part of the organisation as quickly as possible.
- 3.36 The Academy will ensure that an appropriate induction programme is available to all new staff and this will be developed by the Principal and the Director of Finance and Operations following a discussion between the individual and their line manager. A 'buddy' system will be in place for each new employee to ensure they have a person to contact if issues should arise.

4. Roles and Responsibilities

- 4.1 The Governing Body has overall responsibility for the adoption and review of this policy, including approval of any amendments.
- 4.2 The Principal has responsibility for the implementation of the policy and ensuring that all recruitment and selection actions are consistent with the aims and principles set out above.
- 4.3 Responsibility for the day to day operation of this policy, including management of the administration process rests with the senior member of staff in charge of HR.

5. Legal Framework

- 5.1 This policy has been drafted to ensure compliance with current employment legislation and contractual requirements as set down by national and KCC conditions of service.
- 5.2 In particular the Academy will ensure it fulfils its obligations as an employer under the following legislation:
- Equality Act 2010, Regulations 2011 (equal pay is incorporated in this act as well as any other type of discrimination. Also a 'public sector equality duty' that came into place in April 2011.)
 - Rehabilitation of Offenders Act 1974
 - Sex Discrimination Acts 1975 and 1986 (as amended)
 - Race Relations Act 1976
 - Disability Discrimination Act 1995
 - Data Protection Act 2018
 - Protection of Children Act 1999
 - Criminal Services and Court Services Act 2000

6.0 Staff Retention

6.1 Introduction

A number of initiatives have been put in place nationally to ensure schools as a whole are seen as a model employer and an employer of choice. These initiatives seek to attract more teachers and support staff into the school environment and retain existing staff by improving their working lives and creating a work/life balance.

The Academy endeavours to retain the services of its staff. Various strategies have been put in place to encourage staff to continue to work in the Academy. These are split into incentives for Teachers and Support staff and are described below.

6.2 Retention Incentives Support Staff

- Pay progression
- Potential to progress/promotion
- The operation of the Academy's 'Performance Management' system
- Cash Recognition Awards
- Flexible working
- CPD opportunities through both work based training or formal courses
- Staff benefits through www.KentRewards.com
- Wellbeing Initiatives

6.3 Retention Incentives Teachers

The Academy may make such payments or provide other financial assistance, support or benefits to a teacher as it considers to be necessary as an incentive for the recruitment of new teachers and the retention in their service of existing teachers.

6.4 Recruitment and Retention allowance

An incentive for both the recruitment of a new teacher or the retention of an existing teacher that consists of periodic payments or the provision of other benefits over a period of time may only be awarded for a fixed period not exceeding three years and must not be renewed.

6.5 Exit Interviews

Exit interviews can provide a valuable source of information regarding working practices. The data obtained from these can be used to develop a costed retention strategy that focuses on particular causes of turnover in our Academy.

Exit interviews are treated in the strictest confidence. Where there are particular concerns/issues/improvements highlighted, the Principal or representative of the Academy Governors will be notified directly. Any information received will be evaluated on a monthly basis and will be made available to the Academy Governors in an anonymised format on a termly basis.

In addition, if a member of staff wishes to arrange a meeting with the Academy HR department, this will be arranged with the agreement of the Principal.

7. Complaints

- 7.1 Anyone who feels that their treatment has been in breach of this policy may bring a formal complaint. Existing staff of the Academy should use the established grievance procedure. External applicants should raise their complaint by writing to the Chair of Governors setting out the relevant details, who will ensure that a full investigation of the complaint is undertaken and that a written response is provided within 21 days of receiving the complaint.

8. Review

- 8.1 This policy will be reviewed every three years and at any other time if changes are required to comply with changes in legislation, regulation or national or KCC advice. Any amendments will require the approval of the full Governing Body.