

# Headteacher & Deputy Headteacher Appointments





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## Introduction

### **“Good Staff selection is one of the hallmarks of a good School”**

The purpose of this document is to:

- provide guidance to governing bodies and schools on making senior appointments;
- provide a framework that will enable governing bodies, schools and the Council to work in partnership to make effective appointments;
- ensure that the process followed is objective and rigorous and complies with legal requirements.

Effective senior managers and leadership teams with the headteacher operating as a pivot, achieve the right balance between pressure and support and between high expectations and realism. High quality leaders at all levels also help pupils achieve the highest standards. Successful leaders continually look for ways of doing things better. The best leaders create the right atmosphere for success, they recognise and reward achievement and act incisively where performance is not good enough.

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Leadership is the important element that harnesses the energies and commitment of staff, pupils and parents. It is therefore essential that serious and strategic consideration is given to each stage of the selection process.

The skills of the headteacher are particularly important in securing the success and improvement of the school. The best headteachers are the driving force in taking a school forward and ensure a strong commitment to high standards in all aspects of the work of the school.

The best leaders put pupils' learning at the centre of their leadership and management activities.

### Important information

#### How long does it take to make a senior appointment?

From the date a resignation is received it can take several months before the actual appointment is made. The full process is detailed on page 10 but as well as this schedule, time must also be allowed for the following :-

- Adequate notification periods between meetings – this is necessary to ensure governors and officers are available to attend;
- Advertising – strict deadlines apply when placing adverts in the national media. Please refer to flow chart on page 10. The Chair of the Selection Panel is responsible for approving the advert as the cost is borne by the school's budget;
- Venue – it is the responsibility of the Selection Panel to find and fund a suitable venue to hold the interviews.
- It is therefore advisable to start planning the recruitment and selection process as soon as a resignation letter has been received.

#### Will the governing body and Selection Panel be supported throughout this process?

Yes, throughout the process detailed on page 10, Officers from the Council will be present at all meetings to support the governing body. A Human Resources (HR) Officer will attend the first two meetings and an LEA Officer will attend the third meeting and the actual interviews. The LEA Officer will be the Director or a Senior Officer within the Directorate of Learning and Development. Officers will attend in an advisory capacity and are not entitled to vote.

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## Resignation deadline dates throughout the academic year

There are three resignation deadlines throughout the academic year and these are listed below for both Headteachers and Deputy Headteachers. Headteachers are required to give an extra month's notice of their intention to resign or retire.

<b>To leave at</b>	<b>Headteacher resignation deadline</b>	<b>Deputy Headteacher resignation deadline</b>
End of Spring Term (Easter)	31 January	28/9 February
31 August (End of Summer Term)	30 April	31 May
31 December (End of Autumn Term)	30 September	31 October

### The Legal Framework

The selection process and related procedures must be conducted within the legal framework for the appointment of Headteachers and Deputy Headteachers as defined in the Staffing of Maintained Schools (Wales) Regulations 2006.

In the interests of transparency, equality of opportunity and in accordance with Council guidelines for governors, the governing body is advised that the Selection Panel should meet to:-

- Agree a person specification, detailed job description and an advertisement for the post.
- Shortlist suitable candidates in accordance with the person specification.
- Agree the format of the interview, tasks and questions to be used.
- Interview selected candidates.
- Where considered appropriate, recommend to the full governing body appointment of one of the candidates.

In all schools the Director of Learning and Development or his/her representative(s) is entitled to attend relevant meetings of the Selection Panel to offer professional advice. The governing body has a duty to consider the Director of Learning and Development's advice before making a decision.

If further advice is required on making appointments, it is advisable to contact Human Resources (HR) at the Civic Offices on 01446 709125/176.



## The Selection Panel

### Appointing the Selection Panel

- It is the duty of the full governing body to set up a Selection Panel.
- It is recommended at this stage that the full governing body review the Individual School Range (ISR) for the Headteacher and Deputy Headteacher. It is advisable to do this prior to deciding upon the details for inclusion in the advertised post.
- The Selection Panel must consist of at least 3 but no more than 7 members, one of whom will be the Chair of the Panel. It is advisable that the Selection Panel should not number more than half of those members of the governing body who are eligible to take part in the appointment process and would usually include the Chair of the governing body.
- The membership of a Selection Panel may include persons who are not governors and the extent to which such members are entitled to vote is to be determined by the governing body.
- The majority of members on any Selection Panel must be governors.
- Where there is an equal decision of votes, the Chair, or as the case may be, the person who is acting as Chair for the purposes of the meeting (provided that such a person is a governor), has a second or casting vote.

Any decision of the Selection Panel must be taken by a vote representing an absolute majority of all the members of the Panel (whether or not taking part in the vote).

The governing body will be advised on the appointment of the Selection Panel by a member of the Human Resources (HR) team at the first meeting of the process (please see page 10).

The Selection Panel does not have plenary powers.

In the interest of consistency and fairness to all candidates the following guidance is offered:

- Care should be taken to select appropriate governors for the Panel who will be able to give the time necessary to attend **ALL** stages of the appointment process.
- Once the Selection Panel has started the selection process, members should not be substituted. Selected members must see the whole process of appointment through to completion, i.e. both shortlisting and interview.
- If substitution becomes necessary, the whole process of appointments should start again. It would thus be wise to choose substitutes at the same time as the Selection Panel itself is chosen.
- ALL** members of the Selection Panel must attend **ALL** stages of the appointment process. They decide both the shortlisting and the selection processes.
- The full governing body is not empowered to either shortlist, interview or consider applications.

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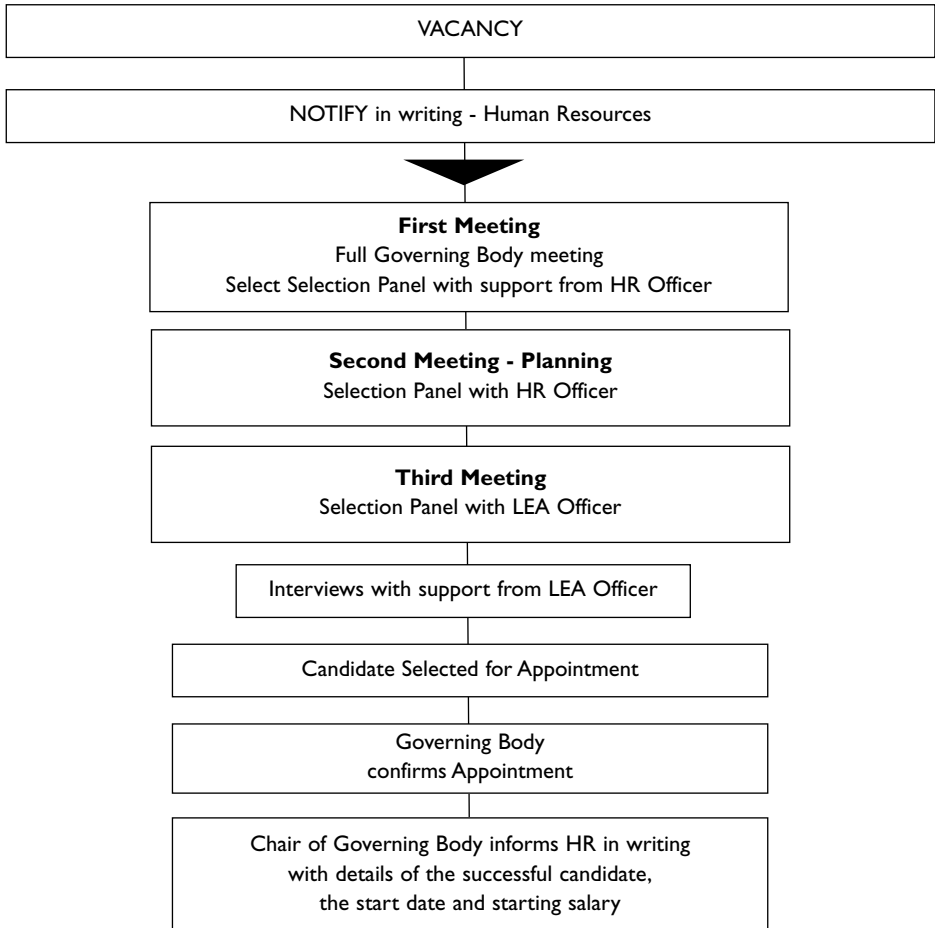
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- No other members of the governing body should attend meetings or act as observers.

This may prejudice the integrity and independence of the Selection Panel.

- Outgoing or Acting Headteachers/Deputy Headteachers should not be involved in any way in the appointment of their successor.

## The Process



**Please note that an HR Officer will attend the first two meetings. The third meeting and interviews will be attended by an LEA Officer. The LEA Officer will be the Director or a Senior Officer within the Directorate of Learning and Development.**

### Declaring an Interest

The declaration of interest by teacher representatives on the governing body in the context of Headteacher and Deputy Headteacher appointments may be contentious.

Schools will be well aware of the Government of Maintained Schools (Wales) Regulations 2005, but it is important to remember that:

- Teacher governors do not automatically have to withdraw where their interest is no greater than the generality of teachers in the school;
- Teacher governors are not automatically restricted from taking part in the appointment process as a member of the Selection Panel;
- Teacher governors cannot be required to withdraw as a result of any consideration of the make-up of the Selection Panel;
- Teacher governors are required to withdraw only if internal candidates are being considered, whose appointment would clearly result in a vacancy for which they could be a candidate. Such a governor could still take part in the Selection Panel if he/she has formally agreed in writing not to apply for the vacancy or seek any other benefit arising from it.
- If there is a disagreement about whether a person is required to withdraw, it is for the other members of the governing body or the Selection Panel to make the decision.

### The Selection Process

The nature and quality of the selection process can inform or inhibit the task of making an appointment. The process should ensure that all candidates are given adequate and appropriate opportunities to demonstrate their knowledge, skills, experience and suitability for the post.

If arrangements are to be objective, consistent, rigorous and worthwhile, in planning the selection process, the panel needs to:

- Ensure appropriate time is allowed for the selection process itself;
- Consider the demands on candidates and members of the Selection Panel;
- Reflect on the fact that formal interviewing, alone, can be a limited means of selection;
- Ensure that the criteria for the shortlisting and selection of candidates should be clear and comprehensive, agreed and understood by all involved in the selection process.

### Selection Checklist

The checklist on the following page is recommended to governors as a well-trying and successful model for the appointment of Headteachers and Deputy Headteachers.

	<b>Action</b>	<b>X / ✓</b>	<b>Date</b>
1	Following an analysis of the future needs of the School, the Chair of the governing body (GB) and/or headteacher (HT) informs Human Resources in writing of the need to advertise for a Headteacher or a Deputy Headteacher.		
2	The Director appoints a HR Officer to liaise with the Chair of the GB. The Officer confirms a date for the GB meeting.		
3	<p><b>First Meeting</b></p> <p>The GB Selection Panel is identified and agreed with support from the HR Officer. The full GB consider a review of the Individual School Range (ISR).</p>		



4	<p><b>Second Meeting</b></p> <p>The planning meeting of the Selection Panel, with support from the HR Officer, considers and defines the following:</p> <ul style="list-style-type: none"><li>• the advertisement</li><li>• the job description</li><li>• the person specification – ie - criteria for shortlisting</li><li>• the recruitment package</li><li>• the timetable:<ul style="list-style-type: none"><li>- date for advert to appear in the national media (allow 2 weeks for closing date)</li><li>- date for shortlisting (at least 5-10 working days from closing date)</li><li>- date for interviews (at least 7 working days from shortlisting)</li></ul></li><li>• venue</li><li>• accommodation and incurred costs.</li></ul> <p>The Selection Panel also need to agree the following:</p> <ul style="list-style-type: none"><li>• who will be responsible for giving candidates feedback</li><li>• how to receive, collate and use confidential references</li></ul>		
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	<ul style="list-style-type: none"> <li>the contents of the information pack to be sent to applicants (see page 19).</li> </ul>		
5	The post is advertised with a closing date of not less than 2 working weeks.		
6	Applications are received and recorded by Transact or GB, who then draw up a full list of applicants.		
7	The Selection Panel are given copies of all application details.		
8	<p><b>Third Meeting</b></p> <p>The LEA Officer attends a shortlisting meeting with the Selection Panel to draw up a shortlist based upon the agreed criteria. The reasons for shortlisting and not shortlisting should be retained.</p> <p>The Panel also need to agree –</p> <ul style="list-style-type: none"> <li>the format of the interview</li> <li>the questions to be asked and the criteria to be used when judging the responses made.</li> </ul> <p>Guidance on the above will be given by the LEA Officer.</p>		

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9	Transact or the GB send invitations to the selected candidates to attend an interview. The letter of invitation should include details of the interview schedule.		
10	The Selection Panel and LEA Officer conduct the interviews.		
11	The Selection Panel confirms that it wishes to appoint (or otherwise).		
12	Immediately following the interviews the Chair of the Selection Panel would usually inform all applicants of the outcome.		
13	The Chair of the Selection Panel offers the successful candidate the post subject to ratification by the full GB.		
14	The Selection Panel recommends the appointment to the full GB. The offer of appointment is ratified by the full GB. (The meeting should be held immediately after the interview process).		
15	The Chair of the Selection Panel informs Transact in writing of <ul style="list-style-type: none"><li>• The name of the successful candidate</li><li>• The start date</li><li>• The starting salary</li></ul>		

16	Transact or Chair of the GB sends an appropriate letter to the successful candidate informing him/her of the outcome.		
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### Information for Applicants

It is very important that prospective applicants receive clear and concise information about the school and community it serves.

It is this information, together with a detailed job description and person specification, that will ensure that each prospective applicant can make an informed decision about the post for which they are applying.

It is therefore suggested that the following information be forwarded to each person who requests details of the advertised post.

- A covering letter detailing
  - ✓ date of shortlisting (if agreed at this stage)
  - ✓ date of interview (if agreed at this stage)
  - ✓ brief details re: format of interview
  - ✓ request to bring examination certificates if shortlisted
  - ✓ information re: visiting the school.

The following documentation should be enclosed with the letter:

- An application form
- A job description relevant to the post
- A person specification relevant to the post

Further information may include:

- A copy of the school prospectus
- A copy or summary of the last Inspection Report and/or associated Action Plan
- School Development Plan
- Governors Annual Report to Parents.

### Informing the Successful Candidate

- ❑ Immediately following the conclusion of the interview process and an agreement by the Selection Panel, the full governing body meet in order for the Selection Panel to make their recommendation to the full governing body.
- ❑ The Selection Panel's feedback on the recommended candidate is considered by the governing body, who will want to be assured of the suitability of the candidate and perhaps take further advice from the Director of Learning and Development or his/her representative. **The governing body cannot re-open the selection procedures.**
- ❑ Any verbal or written offer of appointment will be subject to the usual conditions e.g. medical check, Criminal Records Bureau check. It will also be subject to approval by the full governing body and then by the LEA (in the case of community, community special, voluntary controlled and maintained nursery schools). This must be clearly indicated in any verbal or written offer of an appointment.

### Informing the Unsuccessful Candidates

The Chair of the Selection Panel should inform the unsuccessful candidates on the day of the interview.

### **Entitlement to Feedback**

All candidates should be given the opportunity to receive feedback on their performance.

On informing candidates of an unsuccessful outcome it is advisable to agree a mutually convenient time to offer constructive feedback.

In the case of the appointment of a headteacher, the LEA Officer who attends the interview will normally provide the feedback.