

<b>Policy Title:</b>	<b>Recruitment Policy</b>
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<b>Description:</b>	<p>The Oxford Academy is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.</p> <p>TOA Recruitment Policy reflects the above statement in accordance with current best practice, and provides a general statement in respect of equality and diversity (equal opportunities) and the recruitment process in line with Safeguarding Children Safer Recruitment in Education.</p>
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# The Oxford Academy Recruitment Policy

'The Oxford Academy is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment'.

TOA Recruitment Policy reflects the above statement in accordance with current best practice, and provides a general statement in respect of equality and diversity (equal opportunities) and the recruitment process in line with Safeguarding Children Safer Recruitment in Education.

## Introduction

The recruitment and selection process is of paramount importance in order to recruit staff with the necessary skills and attributes to enable TOA to fulfil its aims and objectives. The Recruitment and Selection Policy 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.

## Aims

This policy and procedures aim to achieve the following:

- Recruit staff with the appropriate qualifications and skills, both technical and personal, in order to meet the TOAs 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.

## 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.

## Definitions

Human Resources will act in an advisory capacity to any party and/or as an independent facilitator.

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' is where posts have been identified for redundancy the post holder(s) will be deemed to be 'at risk'.

## 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? Review the job description
- 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?
- Are there any staff 'at risk'? Staff at risk within the Academy must be given first consideration for any vacancy prior to an external / internal advertisement being placed and the Headteacher part time working / job share / positive action initiatives.

## 2. Filling the Vacancy

In order for the recruitment process to commence, the Headteacher or Finance Director 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

## 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.

All advertisements for posts will include the statement:

***“The Oxford Academy is committed to safeguarding and promoting the welfare of children and young people and expect all staff and volunteers to share this commitment. The successful applicant for any position will be required to undertake an enhanced disclosure via the DBS (Disclosure and Barring Service Check) and appropriate Right to Work clearances”.***

## 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 will 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 safer recruitment training and the training must be valid.

### Interviewing

The interview must be conducted by a panel and 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, the Academy 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 or email 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.

NQTs and Unqualified teachers will not be permitted to take on further responsibilities that hold a TLR or pay award unless they can demonstrate that they have comparative experience within a similar role.

## **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 Chair/Lead of the interview panel's decision will carry.

A formal offer of appointment is to be made and confirmed in writing and will be conditional upon receipt of references which satisfy the Academy's requirements, medical assessment, satisfactory evidence of eligibility to work in the UK and other appropriate checks, such as an Enhanced Disclosure and Barring Service Check (DBS).

Consideration should be given to reasonable adjustments for a successful disabled candidate.

## **7. Confidentiality**

All application details are treated with the utmost confidentiality. It is the responsibility of the HR Manager to ensure that suitable arrangements are made for confidentiality to be maintained.

## **8. Documentation**

It is the responsibility of the Chair/Lead of the interview panel to pass all interview notes from the panel which detail the reasons for selection or rejection of candidates to HR. 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 are 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.

## **9. Feedback**

All applicants may receive formal written communication via email informing them of the status of their application upon request. TOA will only provide feedback to an applicant about their application if shortlisted for interview and unsuccessful and this will be provided by either the Chair/Lead of the panel or the HR Manager.

If a candidate has been unsuccessful in their application process and requires feedback, TOA policy is that we would only feedback to applicants that have been shortlisted for interview.

# 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 Manager is available to advise any Faculty/Department requiring help at any stage within the recruitment process.

Recruitment Stages:

**Pre-advertisement** Preparation prior to a position being advertised HR will liaise with SLT

**Pre-interview** HR will post all vacancies and lead the process through to short-listing of applications

**Interviewing** HR will set up interviews and work with SLT/Middle Leaders/Departments when selecting the most appropriate candidates

**Post-selection** HR will administer all selections that have 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 HR 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 originator for completion, possibly resulting in a delay.

For all appointments the Job Authorisation Form must be signed by Headteacher or Finance Director.

Upon receipt of a fully completed and authorised Job Authorisation Form, HR 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 relevant SLT Link to produce an electronic copy JD.

The key elements normally included are:

**Identifying factors** Job title, Faculty/Department to whom the post holder is responsible etc.

**Purpose/objectives** One or two short sentences to summarise the overall purpose/objectives of the job.

**Key Responsibilities:** A description of the job, ideally no more than five to eight bullet points. The intention is to provide an outline of the job only; it should not be an exhaustive list of tasks. Key accountabilities 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** are the requirements without which a candidate will not be offered an interview.

**Desirable criteria** are 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 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** as in the type of role outlined in the Job Description.

**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 Academy 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 can be sent if requested.

### **3.2 Application Form and Curriculum Vitae**

It is Academy policy that applications are made by completion of an Academy application form for all posts or the TES online application form. 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 HR and referenced appropriately. HR will endeavour to release applications to the shortlisting panel no later than two working days after the closing date. Please note that applications will be sent, where possible electronically along with a shortlisting pro-forma. 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 HR Managers 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. Following the interview, electronic copy applications must be deleted by the interview panel. Only HR will keep copies of applications

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 are to 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 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, where possible. The invitation should include the details of any skills assessments or lesson observation 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 and nature of the post. The following is a guideline only. It is recommended that the HR Manager is part of the panel for senior posts.

<b>Vacancy</b>	<b>Interview panel</b>
Technical support staff	Line Manager HR Manager
Other Support Staff	Line Manager HR Manager
Teaching staff	Headteacher or SLT nominee Head of Faculty/Department HR Manager
Leadership roles	Headteacher Chair of Governors or nominee HR Manager

Interviews will be carried out by at least two members of the employing Academy. 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 HR Manager. It is the responsibility of the Chair of the panel to pass all notes to HR in the event that the HR Manager is not on the interview panel. 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 DBS;
- 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 assessment and other checks including DBS check, right to work in the UK, references
- 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 Academy.

#### **4.4 Other Selection Activities**

Some appointments will have 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 Equalities Act, applicants will normally be entitled to have access to these notes if a specific request is made.

#### **4.5 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). If there is not a clear candidate, then the panel should score the process using the scoring criteria. The panel will take account of any other information that will have been generated as part of the selection process.

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 can be made by the Academy; however, it must be made clear that the offer is **conditional upon the satisfactory completion of** references, medical assessment, and satisfactory evidence of eligibility to work in the UK, enhanced DBS clearance and for teaching staff a Prohibition check. A verbal offer of employment must be followed up in writing by HR.

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 or HR. Ideally this should be no more than three working days after the successful candidate has confirmed their acceptance of the post.

An 'Appointment Form' must be completed for the successful candidate and 'Non Appointment Form' for unsuccessful candidates.

## **5.2 Medical assessment**

The successful candidate will be required to complete an on-line Medical Questionnaire as part of the clearance process and 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 Academy. Employment references should be obtained from at least the last or current employer, (for teaching staff the current Headteacher). References must be in writing for which the Academy uses a reference pro-forma.

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. The Academy would ideally like to take references prior to interview, however some candidates may not agree to this and therefore the Academy must respect the candidates wishes.

In the event that not all references are available at interview, then none should be reviewed until after.

### *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** to be accepted.
- Where necessary, referees will be contacted by telephone or email 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 (as may be the case with internal candidates), the taking of references may be 'waived' by the Academy. The reason for waiving must be stated on the Appointment request form.

#### **5.4 Disclosure and Barring Service Checks**

All staff identified as working in regulated activity will be required to have an Enhanced DBS check. This will be undertaken consistent with current legislation.

#### **5.5 Staff Induction**

All successfully appointed staff will have a New Staff Induction, this generally covers; terms and conditions, policies and procedures, Health & Safety and general housekeeping. A new Staff Induction can be a group Induction which is generally held in July for new staff commencing in the September or 1-2-1 as and when a new colleague joins the Academy.

#### **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 Chair of the interview panel or the HR Manager.
- 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 only from interviews will be provide and by the Chair of the panel or HR. Due to the number of applications received, it has been agreed that feedback will not be given at the shortlisting stage.

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 the interview notes are completed in order that a professional approach may be taken.

In the event that a candidate attending an interview feels that they have been treated unfairly they may complain to the Headteacher or the Chair of Governors.

### **8. Monitoring**

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

## Chair of Panel's Checklist

The following checklist has been drawn up to assist the Chair of an interview panel. It applies equally to both Internal and External candidates.

### Pre - Interview:

Have you ensured that:

- the setting / layout is conducive to an interview (e.g. diverted phones, mobiles switched off etc)
- you have discussed the format of the interview with all panel members
- the order of questioning is agreed and they refer directly to the job and person specification
- panel members are aware that applicants are entitled to have access to interview notes made which are to be retained as part of the record of the interview

### During the interview:

At the beginning of the interview session it is important to check that candidates are aware of the following:

- duration of the interview
- candidates will be asked basically the same questions
- the panel will take notes
- candidates may ask questions at any time or at the end
- candidates should not hesitate to add any information at the end that they feel would help the panel

It is the responsibility of the Chair to ensure that:

- candidates are not asked any questions which could be seen as directly or indirectly discriminatory

### At the end of the interview:

At the end of the interview the following points should be raised with the candidates:

- do they require any further information
- have they understood the full requirements of the post
- are they still interested in being considered for the post
- appointments are subject to satisfactory references, medical assessments and enhanced DBS checks, right to work in the UK.
- appointments are subject to the successful completion of probationary periods (support staff only)
- the methods and timescales for contacting candidates

### Action to take:

Have you:

- Obtained a signature on the application form if the candidate applied 'on line'.
- Obtained a photocopy of the evidence provided of eligibility to work in the UK. **This should be done for every candidate. Please see attached flowchart.** You have a legal responsibility to satisfy yourself that the potential employee is the rightful holder of any document presented to you.

**Action after candidate departure:**

- complete the Interview Appointment Form and Non Appointment Forms and collect completed notes from panel members
- contact both successful and unsuccessful candidates to inform them of the outcome.