

May 2018
Management Circular No. 16

To **Heads of all Schools***

Recruitment to Teaching Posts

Introduction

Every day our teaching staff inspire the learning of our children and young people and improve the outcomes for Glasgow's children and young people. Our reputation and success is dependent on the service delivered by them. It is essential, therefore, that we have the right people in the right place at the right time. We are committed to achieving the highest standard of best practice during our recruitment and selection process.

We wish to recruit the best - class teachers, principal teachers and senior managers who demonstrate the potential or proven abilities of excellence in what they do. Teachers make a huge impact on the prospects of our children and young people. Teachers need to create exciting lessons that motivate our young people. The craft of the classroom teacher is critically important in delivering quality in every classroom in the city. Our teachers have responsibility for developing and delivering the curriculum so that classroom activities, teaching and learning are of the highest quality if we are to successfully close the attainment gap and reduce the impact of poverty on children's and young people's lives.

In accordance with Glasgow City Council's People Strategy, *"We want to be an employer people want to work for"*. We are committed to:

- Improving the way we attract and choose applicants so that we have the best choice available.
- Improving the process and pace of filling teacher vacancies to make sure we are in the best position to deliver excellent education to all children and young people.

Headteachers as Recruiting Managers play a key role in making sure we achieve this. This toolkit provides a step-by-step guide through the teachers recruitment and selection process, making sure you understand what you have to do and when. The responsibilities within the toolkit are split between the Customer and Business Services Recruitment Team, Education Services Human Resources Team and you as the Recruiting Manager. You should always follow the process detailed unless advised otherwise by Education Services Human Resources Team.

Whilst recruitment and selection can often be a demanding and time consuming task, it can also be a very rewarding experience. To make the best use of the toolkit, start off by reading the 'Using the Toolkit' section and, if needed, speak to Education Services Human Resources Team for guidance. Using the toolkit will assist you in achieving the aims set out in Glasgow City Council Recruitment and Selection and Equal Opportunities policies, and, ultimately will help you to choose the best person to fill your vacancy.

* Refers to all Units, Early Years, Primary and Secondary Schools.

The Education Services Workforce Planning Board is scheduled every four weeks. The Workforce Planning Board is chaired by the Executive Director of Education with the Head of Resources, Human Resources Manager in attendance at all meetings. Heads of Service are invited to attend for discussion about promoted posts within their geographical area. All promoted posts are discussed and approval is granted or declined to fill a vacancy. Consideration is given to the nature of the post, e.g. core curriculum, other promoted posts in the school structure and the current availability of management points in the budget.

Additional learning and development opportunities are also available to support you to become competent in recruitment and selection. Further details are available from Education Services Human Resources Team. You can access online learning (GOLD) here connect.glasgow.gov.uk/article/11268/GOLD.

Using the Toolkit

There are five sections guiding you through each stage of the recruitment and selection process. These are:

1. Preparing To Recruit and Advertising
2. The Selection Process
3. Completing Employment Checks
4. Handling Complaints
5. Finalising the Recruitment Process

On the first page of each section you will find two headings, these are explained below:

Related templates and examples

You will be directed to a page on Glasgow Online where you will find all of the forms you will need to complete in this section as well as examples of completed forms for information.

At the end of each section you will find a summary of the tasks you should have completed as you worked through the section. You can use this to check you have completed all the tasks.

There are some links in this document that will direct you to further information. You can click on these and you will be directed to further information.

Also included at the end of the toolkit is an index of all the guides, forms and templates referred to in the toolkit.

Remember, if you have any questions or queries before you start or whilst working through the toolkit, speak to Education Services Human Resources Team for further advice and guidance.

SECTION 1 - PREPARING TO RECRUIT AND ADVERTISING

This section covers the first steps in the teacher's recruitment and selection process. You will find out how to arrange for a vacancy to be filled and how to set out the requirements of the post and the ideal candidate.

Tasks that need to be completed in the section:

- What to do when a vacancy arises
- The School Profile, Job Description and Person Specification
- Gaining Authority to Recruit
- The Advert
- Application Packs.Related

templates and examples

- Template Prepare to Recruit Form
- Template School Profile
- Template Person Specification
- Teachers Job Descriptions

What to do when vacancy arises

If an unpromoted teacher leaves during the school year, and is within your staffing formula, then you should complete the Prepare to Recruit form together with your School Profile, Job Description and Person Specification and send this to the Education Services Staffing Team. From November of each year, the majority of permanent vacancies are likely be held for the annual staffing exercise.

If a promoted teacher leaves then you should check your own school's promoted post structure and associated management points and consider if the post should be filled. If the post is still required and there is budget provision for it, then you should complete the Prepare to Recruit form together with your School Profile, Job Description and Person Specification and send this to the appropriate Education Services Human Resources team.

The purpose of the Prepare to Recruit form is to seek authorisation from the Education Workforce Planning Board to fill your vacancy and to advise Customer and Business Services of the details of the post to allow them to advertise it once approval has been given.

Template Prepare to Recruit forms are available for all categories of teaching posts on Glasgow Online you should download your form from there.

The School Profile, Job Description and Person Specification

School Profile

The school profile document has been agreed by Education Services as the template document and is your opportunity as headteacher to attract the right candidates to apply for the post. It contains information on your school, and can be adapted for specific subjects in secondary schools, and you may want to insert your school website address in the school profile for candidates to locate this.

You may require to update information on your school profile before the post is considered at the Workforce Planning Board. The template school profile document is available on Glasgow Online.

Job Description

A standard job description exists for each teaching post, whether promoted or unpromoted, which has been agreed by Education Services. The main teacher's duties for all levels of teaching posts are agreed nationally by the Scottish Negotiating Committee for Teachers and are available on www.snct.org.uk. The job description will indicate clearly the teaching position, the purpose of the post, the main duties, the reporting arrangements and any other relevant factors. Copies of Teaching Job Descriptions are available on Glasgow Online www.goglasgow.org.uk/pages/show/1278.

Person Specification

A Person Specification describes the skills, knowledge, qualifications and competencies needed to do a job, in detail. This will form the basis of the advert and ultimately with the selection process.

The person specification details two types of criteria:

- Essential – This criteria details the skills, knowledge, qualifications and competencies needed to fill the vacancy to a satisfactory level from day one and is the minimum standard. Any applicant who doesn't meet these will not be short-listed for the post.
- Desirable – This criteria details the skills, knowledge, qualifications and competencies, which may enable the applicant to perform the job more effectively.

A Person Specification is needed for all vacancies and will show where you will look for evidence of competence (e.g. application form, interview etc.). Person specifications have been developed for all teaching posts and are available on Glasgow Online <https://www.goglasgow.org.uk/pages/show/1278>.

Gaining authority to recruit

The Executive Director for Education Services has delegated authority to recruit teachers, and all vacant posts are considered on a four weekly basis at the Education Services Workforce Planning Board. The dates of the workforce planning board are detailed on Glasgow Online.

The Workforce Planning Board will decide whether a vacancy can be released for advertising or held until the main staffing exercise. If the post is held until the main staffing exercise then it would usually be covered on a fixed term basis. When approving promoted teaching vacancies, the Education Workforce Planning Board will ensure consideration is given to any surplus promoted employees.

The introduction of the Scottish Schools (Parental Involvement) Act 2006 and the Parental Involvement in headteacher and depute headteacher appointments (Scotland) Regulations 2007 gives Education authorities the powers to transfer surplus Headteachers and Depute Headteachers. The Workforce Planning Board may agree for some promoted posts to be filled by surplus promoted teaching staff and the process for this is detailed within LNCT Circular 19 - Procedures for the Transfer of Promoted Teaching Staff www.glasgow.gov.uk/CHttpHandler.ashx?id=12537&p=0.

The outcome from the Workforce Planning Board is published on Glasgow Online shortly after the meeting takes place, as well as communicated directly with each Headteacher. Where a teaching post is declined a member of the Workforce Planning Board will contact the Headteacher. Administration support to the Workforce Planning Board is provided by Customer and Business Services.

Education Services Human Resources will register the vacancy with Customer and Business Services after the Workforce Planning Board has agreed that the post can be released for advertising. Education Services Human Resources team, or the school directly, will send the completed Prepare to Recruit form, together with the Job Description, Person Specification and School Profile to Customer and Business Services prior to meet the advertising deadlines. Customer and Business Services will then proceed to advertise approved posts.

The Advert

The advertising text for all posts published by Education Services have been developed and agreed by Education Services Directorate, to ensure that we attract the best teachers to our posts and comply with current employment legislation. If you are looking for any different advertising text, please contact Education Services Human Resources for advice

Education Services posts will normally be advertised on MyJobScotland but the Workforce Planning board may agree to advertise the post in other external websites, or press including:

- Times Educational Supplement Scotland
- Gaelic Press (for posts within Gaelic Medium Education schools).

Application packs

The purpose of the application pack is to give applicants enough information to help them to decide if they want to apply for the post.

Application packs are normally available online and include:

- An Application Form
- An Equalities Monitoring Questionnaire
- Guidance Notes
- The Person Specification for the post
- The Job Description for the post
- The School Profile

Dealing with enquiries about the vacancy

If an applicant wants to discuss the role or has further questions they will contact a nominated member of the selection panel (this will be the person detailed as the contact on the Prepare to Recruit Form).

The person taking the calls will need to:

- Be available to take calls from the date the advert is placed until the closing date.
- Clearly understand the skills, knowledge, qualifications and competency requirements of the job.
- Be able to promote the Council, the school and the vacancy to encourage suitable applicants to apply.

Application process

When Customer and Business Services receive the relevant information for your post they will give the vacancy a unique reference number. This allows them to track all activity regarding applications and will be quoted on the advert. Customer and Business Services will place the advert, the application process will start. The next stages will be:

- Applicants can apply online at www.myjobscotland.gov.uk.
- The Customer Care Centre will handle all initial recruitment calls.
- Customer and Business Services will dispatch paper and large print applications packs where requested
- Customer and Business Services will forward all requests for Braille, audio and alternative languages to recruiting managers and service Human Resources to action.

- The nominated selection panel member handles vacancy specific enquiries.
- The Customer and Business Services will arrange for all applications and equalities monitoring information in alternative formats to be uploaded onto the e-Recruitment portal.
- After the closing date you and the members of your recruiting panel will access the e-Recruitment portal to view all applications forms. Refer to MyJobScotland user guide for guidance on how to do this. Training for recruiting managers on how to use the MyJobScotland portal is also provided on GOLD.

Checklist

You should now have completed the following tasks:

Section 1 - Preparing to recruit and advertising

- Decided whether the vacancy needs to be filled
- Submitted your Prepare to Recruit Form to have your post approved by the Workforce Planning Board.
- Updated the school profile information.
- Read the Job Description and Person Specification
- Reviewed the advert content, confirmed where to advertise
- Completed Prepare to Recruit Form
- Confirmed content of application pack, including additional information (if required)
- Forwarded all information (Prepare to Recruit Form/Person Specification/Job Description/School Profile/any relevant additional information) to Education Services Human Resources to allow them to forward this to Customer and Business Services.
- Customer and Business Services will advertise the vacancy.

SECTION 2 - THE SELECTION PROCESS

This section covers the entire selection process from start to finish. Here you will find out about:

- Planning the Recruitment Process.
- The selection panel
- The Shortlist meeting including details of how to shortlist
- Assessment Centres
- Competency Based Interviewing
- Reaching a decision
- Communicating and confirming the decision
- Post interview feedback

Tasks you will need to do to complete this section:

- Form the selection panel
- Review the Chairperson Checklist
- Create your Recruitment Timeline Overview
- Log into MyJobScotland and view applications and organise the shortlist meeting
- Review person specification and agree shortlisting criteria
- Complete short listing online and update applicant status
- Agree interview questions
- Prepare and conduct interviews
- Complete Teacher's Recruit 6 - Interview Guide Template for each applicant
- Make the decision on who to select
- Complete Teacher's Recruit 6 - Overall Role Requirements and Assessment Form
- Update applicant status showing outcomes after interview and complete the Prepare to Offer Form
- Give feedback.

Related templates and examples:

- Template Teacher Recruit 5 - Interview Guide
- Template Teacher Recruit 6 - Overall Role Requirements and Assessment Form
- Example Prepare to Offer Form
- Criminal Conviction Declaration Form
- Eligibility to Work in the UK Manager's Guide and Form

Planning the recruitment process

You will now need to start to plan the recruitment process. If you are taking the lead role in filling this vacancy you will normally be the chairperson of the panel and you will have set tasks to complete, which are explained in more detail as you work through the toolkit. To help make sure you've completed all the tasks you can use the Chairperson's Checklist.

The Recruitment Timeline Overview will also allow you to enter dates when each task will be complete; this will give you a guide to how long the process will take within Education Services. It normally takes between 8 and 12 weeks on average to complete the full recruitment and selection process from placing the advert to appointing a candidate.

Plan interview process

You now need to start planning the process, including interview assessments, and decide who will be on the shortlist/selection panel. These are the people who, collectively, make decisions about choosing the right applicant for the interview and are key to ensuring the selection principles are followed and applicants are treated fairly and equally.

The Selection Panel

If you are the chairperson and have formed the panel, you will now need to:

- If required, check if all panel members have received their user name and password to access the e-Recruitment portal. Contact Customer and Business Services if these have not been received.
- Ensure that all panel members view the application forms via the portal or provide paper copies to all panel members.
- Organise the short-list meeting (see below for more details) within 10 days before the interview date and select the shortlisted applicants.
- If you have a large number of applicants who meet the essential and desirable criteria, you can use a long list interview to assist with reducing the number of applicants to a more manageable number. This can consist of an interview with one interview question, and the same question used for all candidates. If you are considering a long list interview, contact Education Services Human Resources for advice.
- Ensure the selection panel have read the Guide to Equalities and Employment Law, and the information on Discrimination and Prejudice, Double Tick Initiative and Relationships contained within this section before the shortlist meeting.
- Speak to the selection panel and confirm the interview dates, which should be within 6 weeks of the closing date.
- Book a venue and necessary equipment (e.g. presentation equipment etc.) and remember to take into account any access or special requirements for disabled applicants.

Unpromoted Teacher posts

City Wide Recruitment

The majority of unpromoted teaching posts will be recruited during the main staffing exercise from March to August. An early internal advert will normally run in March each year to recruit from the current cohort of probationer teachers due to become fully registered by the end of the school year, and any current temporary/fixed term staff. This recruitment normally involves multiple panels across the city and selection panels will be asked to recommend candidates for appointment to identified vacancies, permanent supply pool, fixed term contracts or the supply register. The allocation of successful candidates will be carried out by Education Services Human Resources in conjunction with Headteachers once the surplus teaching staffing exercise has been completed. Full information on City Wide recruitment is available from the relevant Human Resources team.

Headteachers will be involved, where possible in selecting successful candidates for their school. Successful applicants from recruitment will be allocated after the annual staffing exercise. Probationers and fixed term teachers who are successful in obtaining a permanent post, will, where possible, remain in their current school.

Named School Posts

External adverts may also run for permanent, fixed term or temporary teaching posts to named schools throughout the school year.

Unpromoted teacher selection panels should usually consist of a minimum of two or, recommended, three members of staff:

- Headteacher (Chairperson)
- Depute Headteacher and/or Principal Teacher
- One external panel member from another Glasgow City Council school.

Quality Improvement Officers and the Human Resources team may also be involved in recruitment of promoted or unpromoted teachers including those candidates applying for the supply register.

Selection panels involving Parent Council representatives

- Interviews for posts of Headteacher and Depute Headteacher will be conducted by a selection panel in accordance with the Parental Involvement in Headteacher and Deputy Headteacher Appointments Regulations 2007.
- A selection panel will normally consist of equal numbers of persons representing the education authority and the Parent Council.
- The representatives of the Parent Council will form a minimum of one third of the selection panel.
- For appointments in a denominational school, one of the parent council places on the interview panel may be given to a church representative. This is a decision for the Parent Council, but as we work in partnership with the Church to deliver education then this is recommended.
- The Parent Council can nominate anyone to sit on the selection panel except children and young people of the school and members of staff of the school other than the Headteacher.
- Parent Council members should be trained to participate in the selection process.
- Parent Council members should be consulted on the attributes that they are looking for in a new Headteacher, and this should help to inform the interview questions.
- All members of the selection panel will have a vote in the final decision making for the successful candidate. In the event that the selection panel cannot reach a decision about who the successful candidate is, the panel could reconvene the following day after the interviews to try to reach agreement.
- If no decision can be reached the following options are available:
 - Re-advertise i.e. make no appointment
 - The panel after re-convening chooses one of the candidates under consideration
 - If it is tied between two candidates, a second interview could be scheduled with additional questions for the tied candidates.

Headteacher posts

The selection panel for the post of Headteacher will normally consist of:

- An Elected Member, who will be nominated by the Executive Director of Education Services (Chairperson).
- The appropriate Head of Service or Area Education Officer
- Headteacher from the appropriate sector
- Up to three nominees from the Parent Council
- For appointments in a denominational school, one of the parent council places on the interview panel may be given to a church representative.

If for any reason a Parent Council has not been established or does not wish to participate in the selection process, the selection panel will consist of the education authority's nominees only. In these circumstances the selection panel will consist of:

- The elected member
- Two Headteachers from the appropriate sector
- The Head of Service or Area Education Officer.

If on the day of the interview or close to the date of the interview, it becomes apparent that some members of the panel are going to be unable to attend, then the panel can go ahead with no fewer than three members.

Depute Headteacher posts

The selection panel for the post of Depute Headteacher will normally consist of:

- Headteacher from the school that has the vacancy (Chairperson)
- Depute Headteacher
- Headteacher or a Quality Improvement Officer
- At least one of the above should be external to the school with the vacancy
- Up to two nominees of the Parent Council
- For appointments in a denominational school, one of the parent council places on the interview panel may be given to a church representative
- If no decision can be reached the following options are available
- Re-advertise i.e. make no appointment
- The panel after re-convening chooses one of the candidates under consideration
- If it is tied between two candidates, a second interview could be scheduled with additional questions for the tied candidates.

If for any reason a Parent Council has not been established or does not wish to participate in the selection process, the selection panel will consist of representatives of the Education Authority together with a Depute Headteacher from another school and the Headteacher of the school with the vacancy as the Chairperson.

Principal Teacher/Faculty Head posts

The selection panel for Principal Teacher posts will consist of:

- the Headteacher of the school that has the vacancy (Chairperson)
- Depute Headteacher
- Principal teacher of equivalent rank from another school
- One panel member should be external from the school
- In the secondary sector one panel member should be a subject specialist for the subject advertised.

Discrimination and Prejudice

No applicant should be discriminated against. To avoid the possibility of discrimination and prejudice against certain groups, all members of the selection panel should ensure that personal opinions do not affect shortlisting or any selection decision. Panel Members should be prepared to challenge each other's views to ensure that this does not happen.

The panel should also make sure that applicants who have gained experience outside of paid employment such as females returning to work or voluntary workers or older applicants are not disregarded. Panel members should focus on the applicant's skills, knowledge, qualifications and competencies rather than where this was gained. They should also consider the applicant's future potential. Glasgow City Council is recognised by the Age Positive Campaign as an *"Age Positive Employer Champion"*.

Positive About Disabled People - Double Tick Initiative

As part of the Positive About Disabled People Double Tick Initiative, all applicants who tell us on their application form that they have a disability and who meet the essential criteria at short-listing will be interviewed. Read the Guide to Recruitment and Disability for more information on this subject.

When short-listing, panel members need to check the e-Recruitment portal to identify those applicants who have advised that they have a disability. This will be indicated on the e-Recruitment portal by a code of 1001 in the questionnaire column. Refer to MyJobScotland user guide for more information on this subject.

Internet Searches

The use of internet searches as an additional method of screening candidates for recruitment purposes has increased over the past few years. This practice is potentially discriminatory with searches revealing a candidate's age, ethnic background or even religion. There is also the risk of:

- Mistaken identity
- Forming opinions about candidates based on assumptions rather than fact
- Inequality as not all candidates will turn up in an internet search

Internet searches should therefore not be used as part of the recruitment process.

Relationships

If a member of the selection panel knows an applicant personally, a decision to short-list that applicant must be objective and justified, and based on their ability to meet the shortlist criteria.

Prior to the short-listing process, the panel member should advise Education Services Human Resources Team of any relationship that exists between them and the applicant before an interview takes place. Any potential conflict of interest will be determined at this point.

The interviewing of a relative or close friend by a member of the selection panel should be avoided.

When you have planned the interview arrangements you should complete Section 3 of the Prepare to Recruit Form, which advises Customer and Business Services of the interview panel and assists with the issuing of interview letters and planning the process. Again hold onto the form as further instructions are given at the end of the section. An Example Prepare to Recruit Form is available to assist.

The Shortlist Meeting

The purpose of the meeting is to compare all applicants against the essential and desirable selection criteria in order to:

- Eliminate unsuitable applicants and find those who best match the selection criteria
- Produce a shortlist. The number of people on the shortlist will vary depending on the amount and quality of applicants and the nature and number of vacancies.

If you are the chairperson, you should:

- Review the person specification and agree what the criteria will 'look' like
- Remind the selection panel of the nature of the position to be filled and the criteria for selection
- Make sure that the assessment made against the criteria is applied fairly and objectively
- Considered and applied the Council's Equal Opportunities Policy on each application.

How to Shortlist

Applications should be measured against the person specification and shortlist criteria, focusing on the skills, knowledge, qualifications and competency requirements of the vacancy. The panel should discuss the merits of each applicant and split the applications into two bundles:

- i. Suitable - applicants who meet all the essential criteria
- ii. Unsuitable - applicants who do not meet the essential criteria.

If at this stage you have a high number of suitable applications and it is not feasible to interview them all, you should increase your shortlist criteria by including some of the desirable elements from your person specification. These applications should then be further reviewed and split into two groups:

- i. Definite - applicants who meet the essential and desirable criteria in all areas and disabled applicants who meet the essential criteria
- ii. Possible - applicants who meet all the essential criteria and the desirable criteria in some but not all areas.

Decisions on which applicants are shortlisted should be based on the consensus view reached.

Once the panel has drawn up an agreed shortlist, the chairperson should:

- Make sure the selection panel have identified any further information needed (e.g. clarification of overseas qualifications or experience), or any points to be followed up at the interview.
- Update the applicant status online to confirm which applicants have not been shortlisted. This will automatically issue an email to candidates to advise them. Refer to MyJobScotland user guide for more information on this subject.
- If you wish to modify the standard regret email for applicants who are not shortlisted then please see support from Customer and Business Services recruitment or your Human Resources team.

Creating an interview schedule online

The chair or nominated officer is responsible for creating an interview schedule on the e-Recruitment portal. You will need to detail the:

- Date
- Interview times
- Duration
- Location of where interviews will be held
- Number of candidates to be interviewed.

This allows candidates to book an interview slot from the schedule. Panel members may also decide to book set interview slots for candidates. For details on how to create your interview schedule online refer to the MyJobScotland User Guide.

Inviting Shortlisted Candidates for interview

Once the interview slots have been created in MyJobScotland, you can now invite your shortlisted candidates to select an interview time by updating the status to invite for interview and this will then issue an email to shortlisted applicants to invite them to book their interview or assessment. This will advise them what to bring to confirm their Eligibility to Work in the UK and any licence requirements (e.g. driving licences). This is covered in more detail in Section 4 - Completing Employment Checks. A Criminal Convictions Declaration Form and Guidance on Eligibility to Work in the United Kingdom will also be issued at this stage.

When creating an interview schedule, please ensure adequate time between candidates or at the end to allow panel members time to score each candidate immediately following their interview. The panel should agree a fair method of scoring candidates before the interviews start, allowing adequate time after each candidate, and with sufficient time for a quality discussion at the end of the process.

Assessment Centres

Depending on the job and skills you are looking to assess, additional interview assessments might be appropriate as part of the selection process. In Education Services, this is mainly used in Headteacher posts and can include group discussions, presentations and written exercises. An assessment centre measures candidates' competencies against the standards for Leadership and Management and can be found on General Teaching Council Scotland website www.gtcs.org.uk. An assessment centre forms one part of the overall recruitment process and may be used as a short-leeting tool.

Other methods of recruitment assessments

There are a range of other assessment tools available to managers to determine applicants' suitability for the post. When using alternative methods of assessment to recruit to teaching posts, the General Teaching Council Scotland standards applicable to the vacancy should be used to design an appropriate assessment.

Applicants should be clear on the following:

- What is being assessed
- How it is being measured
- Is it a short listing process or forming part of the overall recruitment score
- How feedback will be given.

If a Headteacher wishes to have a classroom observation as part of the recruitment process, then the General Teaching Council Scotland Standards for Full Registration should be used to assess the lesson. Candidates should be met together and briefed in a group as to the task in hand. All lessons should be maximum of one hour and should be assessed against attached criteria. Observers should be clear on the purpose of the assessment and should be experienced teachers or promoted teaching staff. If an assessment centre score is to be part of the overall recruitment score, then the panel should at the outset decide on the weighting to be given to the assessment centre.

Interview assessment is often used in the recruitment process for senior appointments, along with competency-based interviews. There are various types and methods of testing available and again this will depend on the role. Further information is available in the Guide to Additional Candidate Assessment. If you feel this would be appropriate, you should speak to Education Services Human Resources Team who will be able to provide advice and guidance.

Competency based interview

The most effective tool used to assess a candidate's suitability is the competency-based interview. This will focus on the knowledge, skills, qualifications and competencies most important for the vacancy as detailed in the Person Specification.

Before the Interview

The selection panel should:

- Read the Guide to Effective Interviewing, review the Example Teachers Recruit 5 - Interview Guide and the Example Teachers Recruit 6 - Overall Role Requirements and Assessment Form and make sure they have a clear understanding of the interview process.
- Download a copy of each candidate's application form for use at interview
- Familiarise themselves with the criteria detailed on the Person Specification and the Job Description for the vacancy.

At the interview

You should refer to the Guide to Effective Interviewing and the Teachers Recruit 5 - Interview Guide Template that provides guidance on conducting the interview. The panel should decide if it is appropriate for applicants to receive questions prior to interview. A consistent approach should be applied in these circumstances. For classroom teacher posts, there is a range of standard questions available for the panel to select.

During the interview panel members should:

- Complete a Teachers Recruit 5 - Interview Guide Template for each applicant
- If the post is politically restricted advise the applicant and explain what that means
- Discuss Protection of Vulnerable Groups. Advise of the requirement for new appointees to regulated work or posts covered by Disclosure to pay for their own membership fees and or scheme checks. This is covered in more detail in 'Section 4 - Completing Employment Checks'.

The invite to interview correspondence provides candidates with details of information they should bring **along to interview** and also includes some information they need to complete and return to us. You will need to get copies of this information or confirm the applicant has returned this. It includes:

- Completed Criminal Conviction Declaration Form (This is covered in more detail in '*Section 4 - Completing Employment Checks*'). Where the candidate does not bring the Criminal Conviction Declaration Form you are required to provide them with a copy for completion.
- Qualifications – you will need to photocopy certificate required for the job and keep them with the recruitment file. If you are in any doubt about the comparability of overseas qualifications you can check this with the Commission for Equality and Human Rights or the appropriate Consulate or Embassy. Do not make assumptions - speak to Education Services Human Resources Team for guidance.
- Information to confirm any licence requirements of the job, e.g. driving licences, HGV licences etc.
- Information to confirm eligibility to work in the United Kingdom, which you will need to photocopy. This is covered in more detail in '*Section 3 - Completing Employment Checks*'.

APP 5 - Eligibility to Work in United Kingdom Form

Sections 15-26 of the Immigration, Asylum and Nationality Act 2006 require all employers to make sure that all employees have the legal right to work in the United Kingdom. The provisions of this act are intended to ensure that only those legally entitled to live and work in the United Kingdom are offered employment.

As part of the recruitment and selection process, **all candidates** invited for interview are issued with guidance explaining what original documentation they need to prove they are eligible to work in the United Kingdom. All candidates, whether internal or external to the Council need to supply this documentation **at the interview**. You will need to complete the Eligibility to Work in the United Kingdom form, and attach certified copies of the original documentation provided for **all candidates**. Guidance is contained within the form to help you - you should refer to this before completing the form.

As the Recruiting Manager, you are required by law to check the original documentation the candidate brings to the interview and verify its authenticity to the best of your ability.

Copies of the form and all correspondence should be passed to Education Services Human Resources and kept in the employee's personal file.

Reaching a decision

At the end of each interview, time permitting, you and your fellow panel members should refer to your completed Teacher's Recruit 5 - Interview Template Forms, discuss the evidence provided by the candidate and come to a consensus agreement of how each candidate met the requirement of each competency using the following ratings:

- i. Fails to meet any aspect of the required standard
- ii. Displays some aspect of the required standard
- iii. Displays most aspects of the required standard
- iv. Displays all aspects of the required standard

You should then complete the Teachers Recruit 6 Form - Overall Role Requirements and Assessment Form showing the panel's overall rating of the candidate's skills, knowledge, qualifications and competencies from the interview. If any additional selection assessments have been undertaken the panel should discuss how the candidate has performed and include on the form. It is important to remember that all recruitment and selection decisions should be based on objective assessment and a fair process.

This form will show:

- A summarised rating against each candidate
- Supporting evidence or comments showing why decisions have been taken. Remember, under the Data Protection Act and Freedom of Information Act all candidates have a right to access data we hold on them; this includes notes made during the shortlisting process.
- Members of the selection panel's signatures confirming that consensus has been reached in the selection process.

Communicating and confirming the decision

When the final decision has been made the chair should telephone the successful candidate(s) to confirm this. They should be advised that the offer is subject to employment checks, which include:

- Receipt of satisfactory Headteacher reports
- Protection of Vulnerable Groups
- General Teaching Council Scotland Registration (for all permanent posts, teachers must have full General Teaching Council Scotland registration)
- Roman Catholic Approval (required for denominational posts only)
- Eligibility to Work in the United Kingdom (if not provided at the interview).

Update applicant status online

The chair of the panel or nominated officer is responsible for ensuring that the status of all candidates has been accurately updated on the e-Recruitment portal. This confirms which candidate(s) has been successful and which have been unsuccessful following interview. Please note that updating of the status in MyJobScotland will automatically generate an email to advise the candidates of the outcome of the interview. Refer to MyJobScotland user guide for more information on this subject.

The Prepare to Offer Form, available on Connect should then be completed, including:

- The successful candidate(s)'s offer of appointment and reporting details.

To help you do this, you should read the Example Prepare to Offer Form which includes guidance on how to complete this.

Once completed, the form should be emailed to Education Services Human Resources Team who will then forward to Customer and Business Services. Customer and Business Services will then:

- Confirm the outcome in writing to the successful candidate(s). This will include details of their induction (where provided) and Statement of Particulars of Employment.

Post interview feedback

It is our practice to offer to provide feedback and it can often be useful for candidates to receive feedback after their interview. This is a positive step, which might help them to secure a future job. Where there are multiple unsuccessful candidates the chairperson should agree what panel member will provide feedback.

The correspondence issued to the unsuccessful candidates provides details of who they should contact if they want to find out why they were unsuccessful (this will be the person named as a contact on the Prepare to Recruit form).

For internal candidates who have been unsuccessful, it is good practice for the chair to contact them to advise them of this (before they receive written confirmation, where possible) and offer time to provide feedback.

Giving Feedback

Unsuccessful candidates are naturally often upset and disappointed, and can misunderstand or misinterpret feedback. It is essential that the feedback process is handled sensitively.

When giving feedback you should think about:

- Format
- Content
- Timing

Possible areas for feedback include:

- Completion of the application form
- Preparation for the interview
- Content and delivery of a presentation
- Non-verbal communication
- Responses to questions
- Assessment against criteria/competencies

You will find further guidance in the Guide To Post Interview Feedback.

Checklist

You should now have completed all the tasks within Sections 1 and 2 and the tasks below in Section 3:

Section 2 - The selection process

- Reviewed the Chairperson's checklist
- Created the Recruitment Timeline Overview
- Formed the Selection Panel
- Viewed applications online
- Organised short list meeting

Make sure the panel have:

- Reviewed Person Specification and agreed shortlist criteria
- Short-listed applications
- Downloaded a copy of each candidate's application form for use at interview
- Identified information required from candidates at interview (e.g. copies of qualifications etc.)
- Decided if additional interview assessment is appropriate
- Prepared for interview by reading Effective Interviewing and reviewing Teachers Recruit 5 - Interview Guide Template and Teachers Recruit 6 - Overall Role Requirements and Assessment Form
- Read the Competency Based Interview guide and agreed on interview questions
- Read guide on recruitment and disability
- Interviewed short-listed candidates – completed Teachers Recruit 5 - Interview Guide Template for each
- Collected relevant information at interview, particularly right to live in the United Kingdom documentation (e.g. qualifications etc.)
- Discuss and agree consensus decision on each candidate – completed Teachers Recruit 6 - Overall Role Requirements and Assessment for each
- Update candidate status on line showing outcomes for shortlisted candidates and details of successful candidate
- Reviewed how to provide feedback as appropriate.

SECTION 3 - COMPLETING EMPLOYMENT CHECKS

Carrying out employment checks before appointing a candidate is a vital part of the recruitment and selection process. In this section, you will find out what these checks are and when to carry them out.

Tasks you will need to complete in this section:

- Determine when to carry out checks
- Get references
- Complete Eligibility to Work in the UK Form
- Review Criminal Convictions Declaration Form
- Obtain Protection of Vulnerable Groups
- Complete licence checks (if required)
- Complete check of General Teaching Council Scotland registration status
- Roman Catholic Approval (if required)

Related templates and examples

- Eligibility to Work in the UK Form and Guidance
- Criminal Convictions Declaration Form

Determine when to carry out checks

When the successful candidate(s) has/have been selected, the next stage in the recruitment and selection process is to carry out employment checks.

The main types of checks we use are:

- References
- Eligibility to work in the United Kingdom
- Protection of Vulnerable Groups
- Criminal Convictions
- Roman Catholic Approval (for denominational posts)
- Licence checks
- General Teaching Council Scotland Registration

It is advisable to carry out these checks before you make an offer of employment, however sometimes you might want to do this before all the necessary checks have been carried out e.g. to make sure the candidate doesn't accept another job offer. If you are doing this you will need to make it clear that the offer is conditional and is subject to the result of the checks being satisfactory.

Most of the jobs in Education Services require checks to be carried out before the person starts work e.g. jobs that involve working with children/young people and that require a Disclosure check. This is covered in more detail later in this section.

Request references

- References will be requested for the successful candidate by Customer and Business Services. On line candidates will be requested to complete details of their referees via their MJS account. For off line candidates Customer and Business Services will request this information by email.
- Where possible the referees provided should be used, however if the candidate is new to the Council, you must ensure that Customer and Business Services takes reasonable steps to get written references covering the two years prior to appointment. This is for insurance purposes and should be done within six weeks of their employment starting. We reserve the right to approach any of a candidate's previous employers should the need arise.
- For all appointments at least one reference should comment on applicant teaching practice.
- A standard Head Teacher report is used and copies of the job description and person specification are sent to assist referees to complete the form.
- For internal applicants to teaching posts, one reference from their current line manager is acceptable.
- You will be required to log into the e-Recruitment portal to check and verify the references. If they do not cover the two years prior to appointment you will need to take up further references from the candidate's former employers (as detailed on their Application For Employment). Refer to MyJobScotland user guide for more information on how to view references.
- You may also wish to take up further references where those received are lacking in detail. To take up further references you should contact Customer and Business Services, providing them with the appropriate information from the candidates Application for Employment.
- If you have concerns about any of the references received you should discuss this with Education Services Human Resources Team. You should also inform Customer and Business Services, advising them of any delays as a result of any action taken.
- Where you have concerns you may need to hold a meeting with the candidate to discuss these. After this meeting, you will need to decide whether to continue with the recruitment and selection process or to withdraw the offer of employment. Care should be taken when withdrawing an offer and you should contact Education Services Human Resources Team before making the decision.
- All returned references should be printed and retained in the employee's personal file. Customer and Business Services will follow up any references not received.

APP 5 - Eligibility to Work in United Kingdom Form

Sections 15-26 of the Immigration, Asylum and Nationality Act 2006 require all employers to make sure that all employees have the legal right to work in the United Kingdom. The provisions of this act are intended to ensure that only those legally entitled to live and work in the United Kingdom are offered employment.

As part of the recruitment and selection process, all candidates invited for interview are issued with guidance explaining what original documentation they need to provide to prove they are eligible to work in the United Kingdom. All candidates, whether internal or external to the Council need to supply this documentation. You will need to complete the Eligibility to Work in the United Kingdom form, and attach certified copies of the original documentation provided for all candidates. Guidance is contained within the form to help you - you should refer to this before completing the form.

Copies of the form and all correspondence should be passed to Education Services Human Resources and kept in the employee's personal file.

APP 6 - Criminal Convictions Declaration Form

Along with their invite to selection stage correspondence, all candidates will be given a Criminal Convictions Declaration Form and advised to complete it in accordance with the Rehabilitation of Offenders Act 1974. Further information can be found in the Guide To Equalities and Employment Law. If a candidate asks for advice on completing the Criminal Convictions Declaration Form, you should advise them to contact a suitable person e.g. a solicitor, trade union representative, or the Citizen's Advice Bureau.

The Procedure

- After all the interviews have been completed, you should only open the Criminal Convictions Declaration Form of the candidate being considered for appointment. Where the candidate declares any conviction(s), the selection panel should decide whether these are relevant to the post. Where these conviction(s) are considered relevant, you should meet with the candidate to discuss this. Declared convictions that are not relevant to the post must not be taken into account at the point of selection.
- Advice should be sought from Education Services Human Resources Team where you and the other members of the selection panel have concerns about the information contained in the form or are unsure about the relevance of any convictions declared.

Protection of Vulnerable Groups

The Protection of Vulnerable Groups is a membership scheme for individuals who undertake regulated work with vulnerable groups. It helps to ensure that those who have regular contact with children and protected adults (a person aged 16 or over who receives one or more type of care or welfare service) through paid and unpaid work does not have a history of harmful behaviour. Individuals need to be members of the scheme if they are working with:

- Children
- Protected adults, or
- Both children and protected adults.

Membership records are subject to continuous vetting and are updated automatically if any new information arises. This ensures that new information indicating that they might be unsuitable can be acted upon promptly.

It is important to note that those undertaking regulated work must be members of the scheme and it will be an offence to employ someone in these roles who is barred from working with children or protected adults.

All teaching posts within Education Services require Protection of Vulnerable Groups scheme membership. If you require any further advice and guidance on this matter, then contact Education Services Human Resources team.

New appointees to regulated work will be required to pay for their own Protection of Vulnerable Groups membership and scheme checks.

The Procedure

- You should contact the successful candidate and advise them that the offer of employment is subject to them being a member of the Protection of Vulnerable Groups Scheme and having a satisfactory scheme record. A start date cannot normally be confirmed until this membership is confirmed.
- You should ask the candidate to make an appointment with Customer and Business Services to either complete an *'Application to Join Protection of Vulnerable Groups Scheme Form'* or where they are an existing scheme member an *'Existing Protection of Vulnerable Groups Scheme Member Application Form'*. Reiterate that they will be required to pay for their own Protection of Vulnerable Groups Membership and or scheme checks. You should ask them to bring with them three items chosen from the following list, one of which must be photographic.
- Birth certificate
- Passport
- Driving licence
- National ID Card

Where another form of identification is provided it must confirm the person's name, date of birth and current address. You must also state the type of identification provided such as utility bill or previous Protection of Vulnerable Groups information.

- Once completed, Customer and Business Services will check the application and documentation provided including the section of the Protection of Vulnerable Groups form confirming their payment details. The form will be countersigned by a registered person and sent to Disclosure Scotland.
- Once these checks have been completed, the Scheme Record or Update will be sent to Customer and Business Services. If there is no cause for concern, Customer and Business Services will notify you and Education Services Human Resources Team. Customer and Business Services will then issue the contract of employment to the successful candidate.

If the information gives cause for concern, Education Services Human Resources Team will notify you of this. You must then arrange to meet the candidate to discuss this information. You should consider:

- Whether the information is relevant to the position
- The time that has lapsed since the conviction or incident
- Whether there is a pattern of offending behaviour
- Whether there has been a change in the applicant's circumstances since the last offence/incident that may impact on future behaviour

Having considered the above, you will have to decide whether the incident/convictions are relevant to the employment of the candidate and whether the offer of employment should be withdrawn. Education Services Human Resources Team will be able to provide advice and guidance.

If the individual is barred from working with the respective vulnerable group this will be detailed on the Scheme Record or Update and they cannot be appointed to the position.

General Teaching Council Scotland Registration

The registration status of a candidate forms a vital employment check as all teachers must be registered with the General Teaching Council Scotland. Only fully registered teachers can be appointed to permanent contracts. Customer and Business Services recruitment will check the General Teaching Council Scotland website to ensure that the successful applicant is fully registered.

Roman Catholic Approval

In order to fully comply with the requirements of Section 21(2)(i) of the Education (Scotland) Act 1980 appointments to all posts in the denominational sector will be subject to Roman Catholic Church approval. All teachers are eligible to apply for such approval.

Recruitment Process

The recruitment process for posts in denominational schools will be the same as for posts in non-denominational schools up to the point of selection of the successful candidate. Thereafter, for posts in denominational schools, the successful candidate will be asked to provide evidence of Roman Catholic Church approval and the appointment will not be confirmed unless this is provided. This is similar to the offer of appointment being subject to a satisfactory Protection of Vulnerable Groups check.

Information on how to seek Roman Catholic Church approval is available on the Scottish Catholic Education Website (under the heading of Teaching) sces.org.uk/church-approval.

Licence checks

You should also ensure that all licences which the candidate requires have been checked and are valid and up-to-date. This could include driving/HGV licences or licences to operate particular plant or machinery.

Checklist

You should now have completed all the tasks within Sections One, Two and the tasks below in Section 3:

Section 3 - Completing Employment Checks

- Determine when to carry out checks
- Got references
- Completed the Eligibility To Work In United Kingdom Form
- Obtained and checked Criminal Convictions Declaration Form
- Obtained and checked Protection of Vulnerable Groups Scheme Record
- Checked teacher's General Teaching Council Scotland registration status
- Obtained confirmation of Roman Catholic Approval (for denominational posts only)
- Completed all licence checks if required

Section 4 - Recruitment Complaints

From time to time, complaints about the recruitment procedure may be received. By following the guidance contained in this toolkit, such complaints should be kept to a minimum.

In this section, you will find out about the procedure to be followed where a recruitment complaint is received and the implications for us when an applicant complains about discrimination.

Tasks you will need to complete in this section:

- Read Complaints Procedure
- Read Complaints about discrimination
- Handle complaints (if required)

Related templates and examples

- Comments, Compliments and Complaints Card.

What is a Complaint?

A complaint is any expression of dissatisfaction. Complaints can be made in a number of ways, for example, in writing, by phone, electronically via our website or by email using our Comments, Compliments and Complaints Card.

Naturally applicants who have been unsuccessful can be upset therefore may complain. It's important that you deal with this as sensitively as possible. If they haven't requested feedback, it may be that providing this to them could resolve their complaint. Please refer to the guidance contained in '*Section 2 - Selection Process*'.

Handling complaints

Where a person wants to make a complaint about the recruitment and selection process, they should firstly contact Education Services. The chairperson should initially try to resolve the complaint. If the complaint is not resolved then the following procedure will be adopted.

If you receive a complaint about the recruitment process, you should adopt the Council's complaint handling process, which is summarised below:

Step 1

You should acknowledge receipt of the complaint, in writing, within five working days and provide a full response, in writing, within 10 working days.

Step 2

If the person making the complaint remains unhappy following the response, they must put this in writing to the Human Resources manager, who will determine who should deal with the complaint. This officer will provide a response, in writing, within 10 working days.

Step 3

If, after this, the complaint remains unresolved and the person making the complaint is still unhappy, they should then write to the Head of corporate Human Resources, Chief Executive Department.

The Chief Executive will forward the recruitment complaint to Corporate Human Resources. Corporate Human Resources will investigate and provide a response, in writing, within 15 working days of receipt of the complaint.

This is the final stage of the Council's recruitment complaints procedure.

Applicants can find details of the complaints procedure within the 'Notes for Guidance' document which accompanies the application form, or on our website.

Complaints about discrimination

Where the person making the complaint alleges that they have been discriminated against during the recruitment and selection process, they can make a complaint to an Employment Tribunal. They have three months from the time the alleged act of discrimination took place to lodge an Employment Tribunal claim.

It is important that no discrimination occurs during the recruitment and selection process and that you and the members of the selection panel treat all applicants fairly and equally. This is covered throughout the toolkit and you should all have an understanding of Equalities and Employment Law in this area.

All recruitment and selection decisions must be based on merit and the applicant's ability to meet the requirements of the post, based on the qualifications, knowledge, skills and competencies detailed on the person specification and selection criteria.

Checklist

You should now have completed all the tasks within Sections 1 to 3 and the tasks below in Section 4:

Section 4 - Handling complaints

- Read the complaints procedure and use as required.

SECTION 5 - FINALISING THE RECRUITMENT PROCESS

In this section you will find out about what you have to do to complete the recruitment and selection process and the next steps which may be taken by your Service Human Resources Team.

Tasks you will need to complete in this section:

- Complete documentation

Completing documentation

At the end of the recruitment and selection process, you should retain all documentation. This is for quality control purposes and to meet the relevant retention guidelines. Before you do this you should:

- Destroy as confidential waste all additional copies of application forms and the completed Teachers Recruit 5 - Interview Guide Templates and keep the originals.
- Attach the completed Teachers Recruit 6 - Overall Role Requirements and Assessment Form to the original application form, along with the list of questions asked.
- Make sure information detailed on the Teachers Recruit 6 - Overall Role Requirement and Assessment Form refers only to the applicant's suitability for the job and is adequate, appropriate, relevant and not excessive.
- Place the person specification, role profile and completed Criminal Convictions Declaration Form in the recruitment file for the successful candidate.

All information will be kept for a period of 6 months. This will ensure we are able to respond in the event of a complaint, Employment Tribunal application, Freedom of Information Request or a Data Subject Access Request being received.

Interview Expenses

Candidates will not normally be reimbursed for interview expenses. Enquiries from applicants who wish to claim interview expenses should be forwarded to the Education Services Human Resources team.

Recruitment and selection quality check

Once the recruitment and selection process has been completed, you should be aware that Education Services Human Resources Team might carry out a quality check of the process.

These checks may be carried out at random. The purpose of this quality control is to assess whether the process adopted throughout the whole of the recruitment and selection exercise has been carried out in line with our policies and procedures as detailed in this toolkit.

Education Services Human Resources team will follow a standard approach. The results of this will then be fed back to the panel.

Induction

Education Services Human Resources Team will be able to advise you of the steps to be taken to induct your new employee. Details are also available on Connect.

Checklist

You should now have completed all tasks within Sections 1 to 5 and the tasks below in Section 5:

Section 5 - Finalising the Recruitment Process

- Destroyed all photocopies of application forms and Recruit 5 - Interview Guide Templates and keep originals.
- Placed Recruit 6 - Overall Role Requirements Form with each application form and review to ensure appropriate.

You have now completed all the tasks needed to ensure you have achieved the aims set out in our Recruitment and Selection and Equal Opportunities Policies. You've played a key role in helping to make us an Employer of Choice and ultimately found yourself the best candidate for the job.

Checklists and Plans

Chairpersons Checklist

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24840&p=0

Recruitment Timeline Overview

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24841&p=0

Manager's Guides

Guide to Recruitment Advertising

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24885&p=0

Guide to Equalities and Employment Law

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24886&p=0

Guide to Recruitment and Disability

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24888&p=0

Guide to Additional Candidate Assessment

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24892&p=0

Guide to Effective Interviewing

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24899&p=0

Competency Based Interviews - Example Questions and Indicators Booklet

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24900&p=0

Guide to Post Interview Feedback

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24904&p=0

Eligibility to Work in the UK - Manager Guidance and Form

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24917&p=0

Human Resources Managers Guide to employing Foreign Workers

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24906&p=0

Managers Guide to employing Foreign Workers

connect.glasgow.gov.uk/CHttpHandler.ashx?id=27161&p=0

Manager's Guide on the Use of Temporary Contracts

connect.glasgow.gov.uk/CHttpHandler.ashx?id=26815&p=0

Applicant guides

Guide to Applying for a Job

connect.glasgow.gov.uk/CHttpHandler.ashx?id=25528&p=0

Guide to Employee Benefits

connect.glasgow.gov.uk/CHttpHandler.ashx?id=27159&p=0

Eligibility to Work in the UK - Candidate Guidance

connect.glasgow.gov.uk/CHttpHandler.ashx?id=27160&p=0

Applicant Forms

connect.glasgow.gov.uk/article/13435/Recruitment-Forms

Recruitment Forms

Templates:

Template Person Specification

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24860&p=0

Template Prepare to Recruit Form

connect.glasgow.gov.uk/CHttpHandler.ashx?id=27072&p=0

Template RS Recruit 5 - Interview Guide

connect.glasgow.gov.uk/CHttpHandler.ashx?id=39501&p=0

Template RS Recruit 6 - Overall Role Requirements and Assessment Form

connect.glasgow.gov.uk/CHttpHandler.ashx?id=39502&p=0

Template Prepare to Offer

connect.glasgow.gov.uk/CHttpHandler.ashx?id=39390&p=0

Examples:

Example Person Specification

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24864&p=0

Example Prepare to Recruit Form

connect.glasgow.gov.uk/CHttpHandler.ashx?id=27088&p=0

Example RS Recruit 5 - Interview Guide

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24867&p=0

Example RS Recruit 6 - Overall Role Requirements and Assessment Form

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24865&p=0

Related Policies

Employment of Disabled Persons Policy

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24768&p=0

Equal Opportunities Policy

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24769&p=0

Political Restrictions Policy

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24783&p=0

Recruitment and Selection Policy

connect.glasgow.gov.uk/CHttpHandler.ashx?id=24785&p=0

Work Life Balance Policy and Flexible Working - LNCT Circular 22

www.glasgow.gov.uk/CHttpHandler.ashx?id=12517&p=0

Useful Links and Information

Comments, Compliments and Complaints

www.glasgow.gov.uk/index.aspx?articleid=17112

Council Family Vacancies

connect.glasgow.gov.uk/article/13382/vacancies

SNCT Website - Teacher's Grades

www.snct.org.uk/wiki/index.php?title=Appendix_2.1