

**CARDINAL NEWMAN
CATHOLIC SCHOOL**

D R A F T

Recruitment and Retention Policy

CARDINAL NEWMAN CATHOLIC SCHOOL RECRUITMENT AND RETENTION POLICY

Principles

- In accordance with the Trust Deed of the school the Governors are the employers. They delegate the authority to recruit staff to the headteacher who oversees the agreed protocols on a day-to-day basis. Governors retain the right to play a direct role in recruitment but would not, ordinarily, exercise this right below the level of middle leader.

The process is reviewed regularly and monitored by the appropriate Governor committees.

- The aims and objectives of the school are stated clearly and reviewed regularly. Focussing as they do on the development of, and the support for young people, they recognise and celebrate the key role of staff in this endeavour:

‘to develop and support a skilled and motivated staffing establishment by providing appropriate training opportunities, encouraging collegial approaches to work and by enhancing working conditions’.

- Cardinal Newman Catholic School encourages a culture which values all employees and their contribution to the school, regardless of the position they hold or the hours they work. This reflects the European Directive on Part-time Work and the directive on Equal Treatment, which both require employers to offer equal rights to all people whether they work full-time or non-standard hours.
- The work pattern of employees may be arranged to benefit both employee and employer and this arrangement cannot devalue the contribution made by the employee.
- Recruitment will be based on an analysis of need and ‘need’ will be determined by its direct impact upon the core business of the school.
- Recruitment, as a procedure, will follow an agreed process conducted fairly and transparently.

Protocols

- The recruitment protocols will be adopted whenever a potential change to the school’s staffing complement is considered. Such a change may be triggered by:
 - a vacancy created by a resignation
 - a response to a short-term ‘need’, e.g. long term illness, maternity leave, agreed sabbatical etc.

- a promotion
 - a request from a member of staff for a change to an existing contract
 - an amendment to the staffing structure that creates a new position, e.g. following the introduction of a new curriculum area.
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- When a potential change is registered a job analysis is conducted at the next meeting of the school's senior leadership team (SLT) – see Appendix A. To eliminate the potential for discrimination it is important that decisions regarding the intended post are made, ordinarily, prior to receiving any applications. When the analysis is triggered by a request to alter an existing contract, however, the focus should remain on the potential impact of such an alteration.
 - If the job analysis determines the need to recruit, the agreed procedure will be undertaken – see Appendix B.
 - Recruitment procedures and timescales for the appointment of teaching staff are informed in part by the nationally agreed resignation dates since permanent contracts are terminated on the day prior to the start of the new term following that resignation. These dates are set at March 31st, May 31st and October 31st. A full job analysis may need to wait for resignation dates to assess fully the staffing need for the coming term.
 - When a request is received from a member of staff to alter the terms of the current contract the appropriate procedures are adopted:

Appendix A – job analysis

Appendix B – recruitment procedure

Appendix C – request for flexible working

Appendix D – requests for job share

Appendix E - request for part-time work

Appendix A Job Analysis

A job analysis for each potential post is essential and should include consideration of budget implications. This analysis will establish:

- the necessity to recruit
- the effective coverage of all roles and duties
- whether restructuring or alternative arrangements could effectively achieve the school's service objectives.

The job analysis process should address the following issues:

- could the post be the subject of budget savings?
- do new work practices or technology affect the duties of the post?
- does the post need to be filled, or is this an opportunity to reorganise and restructure, improving efficiency and service delivery?
- could greater flexibility be built into working arrangements, widening the potential source of recruitment, e.g. part time or job share?
- could duties be allocated to other staff, enhancing their roles and developing their skills?
- is there equality of opportunity in the post?
- does the current post carry a job description? Does it require amendment?
- do we have a current person specification? Does it require amendment?

Appendix B Recruitment Procedure

The senior leadership team will determine the most appropriate way to fill any vacancy or to meet any change to the current staffing structure. Prior to any advertisement Human Resources will complete the appropriate proforma covering post, department, salary range, nature of contract, the means of advertising, the closing date, the suggested date for interview and a proposed interview panel.

SLT will agree:

- the applicability of the current job description and how, if necessary, it will be amended
- the person specification
- the details contained in the H.R. recruitment proforma.

Human resources will:

- construct the wording of the advert

- initiate the collation of an appropriate information pack for candidates
- devise a programme for the interview day in collaboration with the interview panel. This programme will include:
 - welcome and introduction to the community by the headteacher
 - meeting with H.R. for employment health questionnaire, CRB information, the school tour arrangements and to offer a point of contact throughout the day
 - a balance of classroom observation and interview
 - hospitality arrangements.

The interview team will agree the interview procedure:

- confirm interview/observation timetable
- agree the range and focus of questions
- agree assessment criteria to be used at both shortlisting and interview.

Offering the post:

- if the headteacher is not directly involved in the interview process, the outcome should be discussed with him. The head will offer the post on behalf of the Governors (in HM' absence, DW to offer the post on behalf of the Governors)
- the offer must clarify the nature of the post (perm/temp), the extent of the post (full/part-time), the salary, confirmation of any responsibility points and the expected start date
- the details will be confirmed in writing within 24 hours of the verbal offer
- contract paperwork completed.

Following the appointment:

- feedback is offered to all unsuccessful candidates who attended the interview
- a letter is sent to all other applicants informing them of the completed process.

All appointments are subject to satisfactory references, CRB clearance and the completion of the confidential Health Questionnaire (in accordance with the principles of the Data Protection Act 1998 and the Disability Discrimination Act 1995).

Process for Responding

Each request for a variation to an existing contract will be considered on its own merit and will be reviewed under the auspices of both the recruitment and well for work policies.

Emergencies concerning the health of an employee often result in the setting aside of 'normal' procedures to support that colleague as quickly as possible. Similarly, a gradual phased return to work where it is deemed beneficial can be arranged via a short-term amendment to an existing contract.

In all other cases a job analysis will be triggered since no request can be considered in a context-free environment. The contract will have been set originally to fulfill the demands of a given vacancy and the impact of any variation on that position will have to be assessed.

When the formal request is received an initial meeting will be arranged to clarify the employee's situation and to offer a preliminary review of the options that might be available, subject to the job analysis. It is important to note the resignation dates that direct, in part, the procedural elements of the whole recruitment policy. Regular communication will be established between the employee requesting the variation and H.R. However, the resignation dates will have a bearing on the flexibility available to the Governors to respond with any fully informed decision.

Appendix C

Flexible Working (ERA ss 80F to 80I)

Statutory Right to Request Contract Variation

The Employment Act 2002 offers an employee the right to request flexible working arrangements. Whilst recognising that there is no actual right to work flexibly, each application will be considered fairly on its own merit.

The application may be made by a qualifying employee, i.e. an employee:

- who has been employed continuously for not less than 26 weeks
- is the mother, father, adopter, guardian or foster parent of a child, or who is married to or the partner of such a person
- has or expects to have responsibility for the upbringing of that child
- the application must be made before the 14th day on which the child reaches the age of 6 or, if disabled, 18.

These criteria differ from those applicable to an employee seeking to negotiate a request for part-time work.

The application for flexible working may relate to a change of:

- the hours the employee is required to work
- the times the employee is required to work
- the place where the employee is required to work.

The application must be in writing and must specify the change applied for and the date from which the proposed change will be effective. The application should also explain what effect, if any, the change will have on the school's core business and how such effect may be dealt with. The employee should explain how the requirements in relation to the child will be met.

If the Governors agree to the application, the employee will be notified of the contract variation agreed to, and the date from which the variation is to take effect. Otherwise, the headteacher, as representative of the Governors, must hold a meeting with the employee within 28 days to discuss the matter. The time and place of this meeting must be convenient to both parties. The headteacher must give notice of his decision within 14 days if the application is refused. The headteacher must state his reasons and provide for a right of appeal which must be heard within 14 days and a decision given within a further 14 days.

The employee has a right to be accompanied at the original hearing and the appeal hearing by a fellow employee, who may address the hearing and confer with the employee.

The headteacher will be under no duty to consider the application where the employee notifies him that it has been withdrawn, or if the employee fails, without reasonable cause, to attend a meeting more than once, or refused without reasonable cause to provide the headteacher with further information needed in order to assess whether the contract should be varied.

The Governors may refuse the request only for one of the following reasons:

- The burden of additional costs
- The inability to reorganise work among existing staff
- The inability to recruit additional staff
- The detrimental impact on quality
- The detrimental impact on performance
- The planned structural changes
- Other grounds which the Secretary of State may specify from time to time

Process for Responding

Each request for a variation to an existing contract will be considered on its own merit and will be reviewed under the auspices of both the recruitment and well for work policies.

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In all other cases a job analysis will be triggered since no request can be considered in a context-free environment. The contract will have been set originally to fulfill the demands of a given vacancy and the impact of any variation on that position will have to be assessed.

When the formal request is received an initial meeting will be arranged to clarify the employee's situation and to offer a preliminary review of the options that might be available, subject to the job analysis. It is important to note the resignation dates that direct, in part, the procedural elements of the whole recruitment policy. Regular communication will be established between the employee requesting the variation and H.R. However, the resignation dates will have a bearing on the flexibility available to the Governors to respond with any fully informed decision.

Appendix D

Diversity: Job Share

The Employment Act 2002 offered employees the right to request flexible working arrangements, but there is no legislation specifically obliging employers to create job share posts within this Act. It is clear however, that any refusal must be considered justifiable.

Definition and Principles

- Job-sharing is the sharing of a full-time job by two people, so that all the functions are divided and allocated between two employees and each of them has the same range of duties as in the full-time job, but does that job at a different time than his or her job-sharing partner. Therefore, job-sharing is essentially a partnership or collaboration between the two people who are sharing the job, and can work only if they work well together.
- Job-sharing can be introduced in three ways. First, the employer will consider applications for job-sharing from existing full or part-time employees, whenever it considers that it is practicable. Second, the employer may actively seek job-sharing as part of its recruitment policy. Third, an employee may make a request under the Flexible Working (Procedural Requirements) Regulations 2002.
- However, job-sharing is not suitable in all cases and the employer cannot give any assurance whatsoever in advance that any particular application will be accepted. The interests of the school will be the overriding concern.
- The work pattern of employees may be arranged to benefit both employee and employer and this arrangement cannot devalue the contribution made by the employee.
- The opportunity to job share should apply to all levels of the organisation except for leadership roles. These have been deemed 'full-time only' posts in the school's staffing structure published in February 2006.

Protocols

- An application to job share should prompt an analysis of the potential benefits and detriments of sharing the post and the possible implications for the quality of education offered to students – see D.1 below.
- Applications to an advertised job share position may be made in any combination, i.e. a joint application with another internal candidate, a job application with an external candidate or an individual application.
- It is a contractual obligation to take responsibility for the duties and responsibilities of the post. Where these are not met effectively, action will be taken under the school's relevant procedures.
- Both job sharers must work to the same job description and person specification – different would indicate two part-time posts.
- The job share partnership will be subject to the school's performance management arrangements. Joint planning, monitoring and 'handover' will be monitored as part of this process.

Process for Responding

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D.1 – Potential Benefits and Detriments

Organisational and Employee Benefits

- Synergy: the chance to draw on the strengths of two collaborating colleagues.
- The impact of staff illness may be reduced as shared teaching groups will retain a percentage of ‘normal’ contact.
- The opportunity for employees to balance career and family more effectively may reduce absenteeism.
- Might improve recruitment in ‘shortage’ areas.
- Offers an opportunity to retain experienced staff

Organisational Detriments

- Shared teaching groups reduce our personal knowledge of the students thus undermining our desire to introduce the ‘human scale’ principle.
- Weakens the form tutor role
- Increases timetabling difficulties, especially where a number of teaching groups are deployed together, e.g. setting arrangements and options.
- Increases the line management burden on team leaders
- Reduces the team leader’s capacity to work with the CPD management of his/her team.
- More difficult to recruit high quality part-time staff willing to meet the precise job match.
- Possible communication difficulties with parents, e.g. reporting, consultation etc.

Appendix E **Part-time work**

Definition

A part-time job is a complete job which requires fewer hours work in each week than a full-time job.

Protocols

- Ordinarily part-time vacancies occur when the overall curriculum demand for a given subject area exceeds the total full-time departmental complement, i.e. addresses a professional ‘shortfall’.
- Curriculum demand can vary year-on-year and part-time provision offers Governors a flexible approach to meeting that changing need.

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