



Recruitment and Selection Policy

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Developed by:	Jill Major
Reviewed by:	Chris Leng
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Recruitment and Selection Policy

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Recruitment and Selection Policy

1. Purpose

The purpose of this recruitment and selection policy is to ensure:

- a professional and consistent approach to recruitment and selection;
- adherence to York College's Equality and Diversity Policy, best practice and relevant employment legislation;
- new staff are recruited solely on the basis of their ability; and
- the College attracts and recruits high calibre staff.

2. Scope

This policy applies to all internal and external applicants for York College jobs. The recruitment of Senior Postholders does not come under the remit of this policy, as separate recruitment arrangements apply.

3. Policy Statement

- 3.1 We want to constantly improve our teaching and learning provision and our performance as an organisation. In order to make this a reality, we need to recruit from the widest possible pool of talent.
- 3.2 We aim to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of teaching and learning and support services, and contribute to the College's continued success.
- 3.3 We will normally advertise salaried vacancies both internally and externally. However, there may be a strong business case for proceeding either by internal advertisement only, or without advertising the vacancy at all – for example to protect the employment status of a member of staff 'at risk' of redundancy (see also 5.2 below).
- 3.4 We will ensure that there is regular review of job responsibilities and roles of individuals. This will normally be completed through the performance review process, when a vacancy arises, and otherwise when necessary.
- 3.5 We will endeavour to reach traditionally under-represented groups and ensure that discrimination does not take place at any stage.
- 3.6 We will also ensure that all Chairs of Recruitment and Selection panels recruiting to 'regulated' posts receive training in 'Safe Recruitment'. This is to ensure that they are aware of and understand the safeguarding measures which are applied to the recruitment process, so that any potentially 'unsafe' candidates are identified and excluded from appointment. Refresher training will be provided every three years.

4. Identification of a Recruitment Need

- 4.1 When a vacancy arises it is the responsibility of the line manager to review the post and to assess whether recruitment is appropriate. This review should include consideration of alternative methods of covering the duties and responsibilities, for example allocating duties to existing staff within the team or department, providing at all times that terms and conditions remain unaffected unless by express agreement.
- 4.2 If, after considering the alternatives, recruitment to the vacant post is still required, the manager should review the job description and person specification to make sure that it is up to date (unless it is a generic job description in which case the job description/person specification must remain unchanged). The review may include the amendment of duties, responsibilities and reporting lines as required, in consultation with other staff if this is appropriate. The review of the job description and person specification will be undertaken in accordance with the guidance provided by Human Resources.
- 4.3 In all circumstances the line manager must obtain authorisation to recruit from the College's Strategic Leadership Team (SLT) via Staff Requisition.

5. Advertising

- 5.1 Subject to 3.3 above, all substantive posts will be advertised both externally and internally. Advertising is normally via online media, and the College's external website.
- 5.2 In certain circumstances, an indefinite post may be advertised to internal staff only. For example, where there is a career progression opportunity, opportunity for reconfiguration, cost savings, or where otherwise there might be a potential redundancy. In exceptional circumstances, a member of staff may be appointed to a vacant post without advertising (external or internal). This will only occur where it is clear that:
 - (i) the member of staff concerned is the only employee who possesses the skills and qualifications required, or
 - (ii) it is unlikely that advertising externally will result in a better qualified and experienced person applying for the post, or
 - (iii) there is an opportunity to make cost savings.
- 5.3 The Director of Human Resources is responsible for ensuring the economical and effective use of the College's advertising budget.
- 5.4 Advertisements will be drafted by the line manager, checked by Human Resources and placed by the Human Resources Team.
- 5.5 Where possible, every advertisement will contain the closing and interview/selection dates.

6. Applications

- 6.1 The College requires all candidates for externally advertised posts to complete an online application. CVs are not accepted (unless for cleaning roles), even if provided as a supporting document. This is so all relevant recruitment information is provided by candidates in a uniform manner, to enable fair and consistent comparisons between candidates to be made.
- 6.2 Special provision may be made for candidates with a learning difficulty and/or disability who may wish to submit their application in an alternative format. Advice is available from the Human Resources Team in such cases.
- 6.3 All candidates for salaried roles will be informed whether they have been shortlisted for interview.

7 Candidates with a Learning Difficulty and/or Disability

- 7.1 We aim to recruit the most suitable candidate for the position – regardless of learning difficulty and/or disability. The College has a statutory duty to make ‘reasonable adjustments’ to ensure that disabled people are not disadvantaged either during the selection process or subsequently in the workplace. When making the decision about who is the best person for the position, it should be assumed that the required reasonable adjustments are, or can be, put in place at reasonable cost.
- 7.2 Every shortlisted disabled candidate will be asked to confirm whether they require any adjustments or particular arrangements during the selection process. Every reasonable effort will be made to ensure that, where practicable, these are put into place.

8 Response Handling and Shortlisting

- 8.1 Human Resources will receive and process all job applications. Applications received after the closing date will not normally be allowed to proceed to short-listing. However, late applications may be allowed at the Director of Human Resources’ discretion.
- 8.2 The personal details of all candidates will be recorded for monitoring purposes. In order to ensure that the short-listing process is not subject to potential bias on grounds of a protected characteristic, such details will be withheld from those undertaking shortlisting. This is to ensure candidates are shortlisted purely on merit.
- 8.3 The aim of shortlisting is to identify those applicants whose experience, qualifications and skills best meet the key requirements of the post as defined in the person specification.
- 8.4 The Chair of the selection panel, in consultation with other members of staff who will be on the interview panel, will undertake shortlisting. Shortlisting will be undertaken on the basis of how the candidates meet the Essential criteria. Desirable criteria will be used to inform shortlisting where (i) the number of

candidates meeting all of the key Essential criteria exceeds the number of interview places, or (ii) the number of candidates meeting all of the Essential criteria is lower than the number of interview places.

- 8.5 All shortlisted candidates (whether in regulated or non-regulated roles) will be subject to an online search, prior to them being notified of being shortlisted. The aim is help identify any incidents or issues that have happened, and are publicly available online, that give rise for concern in terms of their suitability to work with vulnerable students. If any concerns are identified these will be raised at interview. However, if the search shows clear evidence that the candidate would pose a risk to students, the candidate will be removed from the shortlist
- 8.6 The Chair will identify the reasons for the recommended selection/rejection of each candidate. The Chair will forward their recommendation to Human Resources, who will ensure that shortlisting has been undertaken in a fair and consistent manner. If necessary, Human Resources will challenge short listing decisions that appear to be inconsistent with the principles underlying this policy and our commitment to Equality and Diversity.

9 The Selection Process

- 9.1 It is the responsibility of the Chair of the panel to discuss selection arrangements with HR in a timely manner.
- 9.2 A suitable combination of selection tools will be used. The selection process will always include an interview and normally a practical exercise which relates to the competency requirements of the post. This will provide the panel with a range of quantifiable information with which to assess each candidate's suitability for the post.

For management positions, the selection panel will normally include a member of the Human Resources Team.

- 9.3 The selection process for teaching staff (including Heads of Curriculum) will normally include a micro teach session that the candidates deliver to a group of students. The students will be supervised by a manager, team leader or other appropriate individual. The purpose of the micro teach is for the manager/team leader to assess the quality of the delivery, taking factors into account such as content, pace, student engagement, classroom discipline, rapport and differentiation. The manager will feed back the performance of each of the candidates to the interview panel. This exercise will help inform the eventual choice of successful candidate, along with other factors such as the results of any tests, presentations and formal interviews.
- 9.4 Interview panels will consist of not less than two members of staff, preferably three. HR will ensure that as far as reasonably practicable there is a gender balance on all interview panels. For Teaching and Learning posts, posts, at least one member of the panel should possess subject knowledge. The line manager of the vacant post will usually act as the Chair of the panel. It is the

responsibility of any member of the selection panel to declare an interest if they have a personal relationship (e.g. is a friend) or are related to any of the short-listed candidates. The Director of Human Resources (or senior member of HR in their absence) will determine whether the panel member should withdraw in the light of such relationship.

- 9.5 Human Resources, will ensure each candidate is notified of their interview. HR will also arrange for any special arrangements or requirements e.g. access for disabled candidates. Interview notifications will request that candidates bring photographic proof of identity to the interview. Their identity will be checked by the Chair of the interview panel. **[Note:** proof of identity will be required again by Human Resources prior to the candidate starting work – to ensure that the person who attends for work is the same one who attended for interview].
- 9.6 Except for management posts it is the responsibility of the Chair to prepare the interview questions and the material for the selection exercises. The College utilises standard interview assessment forms; one for “regulated” posts (See Appendices 1 and 3 below) and one for all other posts (Appendices 2 and 4).
- 9.7 In addition, the interview assessment form for regulated posts includes questions that examine candidates’ attitudes towards children and vulnerable adults. The purpose of this is to help identify candidates whose responses to those questions indicate that they might be unsatisfactory from a safeguarding perspective.
- 9.8 Each member of the selection panel will be provided with:
- Application forms (excluding the Equality and Diversity Monitoring Form)
 - Interview Assessment Form (1 per candidate)
 - Job description & person specification (chair only)
 - Interview schedule
- 9.9 At all stages selection decisions must be based on the criteria identified in the person specification. Those involved in the recruitment process will not take account of protected characteristics, except in the very rare cases where there is a relevant genuine occupational qualification which has been identified by the Human Resources Team prior to the commencement of the recruitment process (e.g. a requirement to recruit a male Learning Support Practitioner to work with male students who require intensive personal support).
- 9.10 In all circumstances selection decisions will be based on an objective assessment of how well each candidate matches the person specification.

10 References

- 10.1 The College requires that references show that the successful candidate is suitable for the post. References will be taken up by Human Resources. All job offers will be subject to receipt of satisfactory references.
- 10.2 A minimum of two references (preferably both employment) must be obtained and at least one reference should be from the candidate's current or most recent employer. The second referee should also be in a position to comment on the individual's ability to meet the criteria as outlined in the person specification. Personal references from relatives or friends are not acceptable and will be disregarded. Where the post is a 'regulated' post i.e. the postholder's job will give them unsupervised access to children and/or vulnerable adults, the references obtained must cover the previous ten years prior to interview date. Where they do not, additional references (covering the ten year period) will be sought. Please refer to 10.4 below
- 10.3 Subject to 10.2 above in relation to regulated posts, normally two references will be sufficient to confirm the applicant's suitability for employment. However, in some instances Human Resources may determine that additional references should be sought, e.g. where the candidate has held a number of positions in a short period of time, or where it is considered that a reference should be sought from an individual or organisation not given as a referee by the candidate, or where a reference supplied is considered vague or unhelpful and an additional one is necessary.
- 10.4 Where an applicant is applying for a regulated post, and they have been engaged in regulated activity within the previous 10 years, further references relating to that activity will be sought if this is not within the scope of 10.2 and 10.3 above. In addition, a reference will be sought from a relevant employer from the last time an applicant worked in regulated activity, ***if they are not currently working in regulated activity***, and they have not worked in regulated activity within the previous 10 years. However, this will be done if it is practicable to do, taking into account factors such as the length of time that has elapsed since the individual worked in regulated activity and the likelihood of obtaining a reference in the circumstances.
- 10.5 Human Resources will send a copy of the job description and person specification to referees. Referees will be asked to comment on the candidate in light of the person specification by means of the college's standard reference request form. In situations where the standard reference form is not appropriate, for example a reference supplied by a tutor for a student, a letter of reference may be accepted.
- 10.6 Referees will be requested to comment on:
- Whether they are considered to be unsuitable to work with children or vulnerable adults;
 - Whether the candidate has been the subject of allegations or concerns relating to the safety and welfare of young people or vulnerable adults;

- Disciplinary or capability proceedings within the previous two years;
 - Performance;
 - Attendance record.
- 10.7 Candidates should ensure that the person they have provided as their referee has given their permission. Where, as a matter of company policy, the referee is only able to supply limited information about the candidate, the reference will be referred to the Director of Human Resources. They may decide that further information is required or another reference sought.
- 10.8 References are provided in confidence and their content is not disclosed to candidates as a matter of course. [Note: Once a new employee starts work, they can request a copy of any reference given – this is a right under the Data Protection Act].
- 10.9 In some circumstances, a verbal reference may be provided, where for example a referee has been unable to provide a timely written reference but is willing to provide a verbal reference in the meantime. All verbal references will be followed up so that a written reference is provided.
- 10.10 It is not always necessary to obtain written references for successful internal applicants. There may be circumstances where it is appropriate to obtain a reference from an external source where the individual is moving from an internal 'non-regulated' to a 'regulated' position, and they recently worked in regulated activity with a previous employer. In such circumstances the Director of Human Resources will decide whether such reference is necessary.
- 10.11 On receipt of references Human Resources will ensure that all specific questions have been answered satisfactorily. If any questions have not been answered or the reference is vague or unspecific, Human Resources will contact the referee for further information or clarification.
- 10.12 Open references or testimonials i.e. 'To whom it may concern' provided by candidates in advance of the selection process will not be accepted.

11 The Offer of Employment and Notifying Unsuccessful Candidates

- 11.1 The Chair of the panel will contact the candidates to notify them of the outcome of their interview. Unsuccessful candidates will be offered feedback on their performance. This will take the form of how they were assessed against the selection criteria. Candidates should never be told how they were ranked against one another.
- 11.2 The Chair of the selection panel is responsible for making a verbal offer of employment to the successful candidate. A verbal offer may be legally binding, and therefore it is important that the information given to the candidate at this stage is accurate. The verbal offer should contain the following information:

- That the offer is subject to satisfactory pre-employment checks (including a satisfactory DBS Disclosure check – with barred list check if the post is determined to be a ‘regulated’ post).
- That the job is subject to a probationary period.
- That written confirmation of the offer, including salary, will be sent by Human Resources.
- Agreement of a provisional start date subject to acceptance of the terms and conditions of employment and completion of the required pre-employment checks.

11.3 Where the post subject to incremental salary progression, Human Resources will undertake a salary assessment (in accordance with the college’s salary assessment policy) to determine the candidate’s starting salary. Managers should note that starting salaries should not be discussed with the candidate prior to Human Resources undertaking the salary assessment.

11.4 Human Resources will issue the successful candidate with a written conditional offer of employment. This offer will contain details of the starting salary assessed in accordance with 11.4 above. The ‘Principal Statement’ of the main terms and conditions will only be issued after the employee has satisfied all of the required pre-employment checks set out in 12 below.

12 Pre-employment checks

12.1 The college will ensure that the necessary pre-employment checks are carried out prior to appointment. Job offers will always be conditional until the requisite pre-employment checks have been carried out. In relation to ‘regulated’ posts these checks are prescribed by law. The College’s pre-employment checklists are detailed in the College’s Safer Recruitment Policy (formerly DBS Disclosure Policy).

12.2 In relation to regulated posts, where a DBS Disclosure is pending, the Principal has discretion to allow the candidate to commence employment, providing a suitable Risk Assessment has been undertaken that confirms that the candidate is appropriately supervised and all other statutory pre-employment checks have been satisfactorily completed. This requirement does not apply to ‘non-regulated’ posts i.e. someone in a ‘non-regulated’ post may commence employment without any such risk assessment notwithstanding that an enhanced DBS check has not yet been received.

12.3 The College reserves the right to withdraw an offer of employment if the result of any pre-employment check is not satisfactory.

13 Recruitment Procedures for Part Time Variable Hours Staff

13.1 The College sources its Part Time Variable Hours staff in a variety of ways, but primarily through:

- Response to external advertisement;
- Speculative approaches by applicants directly to managers; and

- Word of Mouth

- 13.2 Once an application has been received, the manager should interview the applicant to determine their suitability for the role. The interview may be conducted 'face to face' or over the telephone.
- 13.3 When interviewing an applicant for a PTVH position that is a 'regulated' post, the manager should use the bespoke interview template form annexed as Appendix 3.
- 13.4 Managers should be alert to unexplained gaps in employment history, frequent changes of job, and any of the other signs that an individual might not be suitable to work in a college. This is particularly important for 'regulated' posts where individuals have regular unsupervised contact with under 18's or vulnerable adults.
- 13.5 Prospective PTVH staff will also be subject to an online search as per 8.5 above

14 Agency Staff

Agencies' Terms and Conditions specify the circumstances in which a fee might be payable in the event of the appointment of an agency worker. The College reserves the right to withdraw any offer of employment if the fee is such that it is determined by the College not to represent value for money or is considered to be excessive or unaffordable.

15 Complaints Procedure

- 15.1 Any employee or candidate may raise, either informally or formally, complaints of bad practice, unfair and/or discriminatory treatment in the recruitment process. The College undertakes to deal with all complaints fully and sensitively.
- 15.2 Such complaints should be addressed in writing to the Director of Human Resources.

16 Review

This policy will be reviewed in accordance with the College's policy review cycle, which will usually be every 3 years and in accordance with legislative developments and good practice.

Appendix 1

Interview Assessment Form (regulated post)

Before the Interview:

- Introduce the panel;
- Provide a brief overview of the role (core duties/responsibilities, overview of team etc.), include clarification of the hours of work;
- Outline the format of the interview;
- Explain about the panel's need to take notes – so potential distraction for applicant;
- Confirm there will be opportunity for questions at the end;

Post: _____

Candidate: _____

Interviewer: _____

[Chair only] Identity Check: Has the candidate brought with them documentation confirming their identity? YES / NO

Documentation seen: _____

Interview Scoring: Please use the criteria below to rate the candidate's answers. If there are multiple parts to a question then consider scoring each part individually.

0 = No evidence provided	2 = Evidence partially meets criteria	4 = Evidence fully meets criteria
1 = Some evidence but insufficient to meet criteria	3 = Evidence satisfies majority of criteria	5 = Evidence exceeds criteria

Questions		Score 0-5	Notes
1	<p>a) Tell us what attracted you to this post?</p> <p>b) Outline the skills and experience you have that you feel are relevant to this position?</p> <p>[Panel Chair - are there any gaps in the candidate's work history that need exploration? If so ask the candidate to explain any gaps. Have they lived or worked abroad]</p>		

Questions		Score 0-5	Notes
2	a) What is your motivation for working with children/vulnerable adults b) How would you respond to learners making allegations against teachers and other staff? c) Outline your understanding of child protection in this particular setting.		
3			
4			
5			
6			

Questions	Score 0-5	Notes
<p>7 etc</p> <p><i>Only include this question if the post is suitable for working from home</i></p> <p>In accordance with our Hybrid Working Policy this role has been designated as suitable for working from home. This typically involves spending a proportion of the working week in the office and a proportion working from home.</p> <p>1) Do you foresee any difficulties with this?</p> <p>2) In what ways do you consider yourself suitable for working from home?</p>		
<p>INTERVIEW SCORE TOTAL</p>		
<p>8</p> <p>Have we missed anything you would have liked us to have asked you? Is there anything that you would like to add in support of your application?</p>	<p>No Score</p>	
<p>9</p> <p>Can you identify any training needs or support you would need to carry out the role successfully?</p>	<p>No Score</p>	

Questions	Score 0-5	Notes
10 Do you know of any reason why you should not work in a College environment?	No Score	
11 Do you have any questions for us? <i>This is also a final opportunity to check the candidate understands the role on offer e.g. hours/days worked, whether annual leave must be taken in term time (student facing roles), whether hybrid working applies etc</i>	No score	

ALL CANDIDATES

- Inform the candidate they will be contacted within the next few days – check you have correct telephone number
- Let candidates know that upon any successful appointment, HR will contact them to supply reference details.
- Thank the candidate for their interest in the post and coming to the interview

EXTERNAL CANDIDATES ONLY

[Chair only] At the end of the interview it is essential that you:

- Mention the appointment is subject to statutory pre-employment checks:
 - Identity check
 - Proof of right to work in the UK
 - A minimum of two written references

- Proof of qualifications
- Health Assessment
- Enhanced DBS Disclosure and Barring Check
- Overseas check/certificate of good conduct if they have lived or worked abroad (if applicable)

ASSESSMENT NOTES – TO BE COMPLETED BY THE CHAIR

Is the candidate to be appointed? Yes / No

- If **YES**, notify and discuss with HR **prior to** contacting the candidate

Summary justification for the decision to appoint/reject

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Chair name: _____ Chair signature: _____ Date: _____

Appendix 2

Interview Assessment Form (non-regulated post)

Before the Interview:

- Introduce the panel;
- Provide a brief overview of the role (core duties/responsibilities, overview of team etc.), include clarification of the hours of work;
- Outline the format of the interview;
- Explain about the panel's need to take notes – so potential distraction for applicant;
- Confirm there will be opportunity for questions at the end:

Post: _____

Candidate: _____

Interviewer: _____

[Chair only] Identity Check: Has the candidate brought with them documentation confirming their identity? YES / NO

Documentation
seen: _____

Interview Scoring: Please use the criteria below to rate the candidate's answers. If there are multiple parts to a question then consider scoring each part individually

0 = No evidence provided	2 = Evidence partially meets criteria	4 = Evidence fully meets criteria
1 = Some evidence but insufficient to meet criteria	3 = Evidence satisfies majority of criteria	5 = Evidence exceeds criteria

Questions		Score 0-5	Notes
1	a) Tell us what attracted you to this post? b) Outline the skills and experience you have that you feel are relevant to this position? [Panel Chair - are there any gaps in the candidate's work history that need exploration? If so ask the candidate to explain any gaps. Have they lived or worked abroad]		
2			

Questions		Score 0-5	Notes
3			
4			
5	<p><i>Only include this question if the post is suitable for working from home</i></p> <p>In accordance with our Hybrid Working Policy this role has been designated as suitable for working from home. This typically involves spending a proportion of the working week in the office and a proportion working from home.</p> <p>1) Do you foresee any difficulties with this?</p> <p>2) In what ways do you consider yourself suitable for working from home?</p>		
6	Outline your understanding of child protection in this particular setting.		
INTERVIEW SCORE TOTAL			

Questions		Score 0-5	Notes
7	Have we missed anything you would have liked us to have asked you? Is there anything that you would like to add in support of your application?	No Score	
8	Can you identify any training needs or support you would need to carry out the role successfully?	No Score	
9	Do you know of any reason why you should not work in a college environment?	No Score	
10	Do you have any questions for us? <i>This is also a final opportunity to check the candidate understands the role on offer e.g. hours/days worked, whether annual leave must be taken in term time (student facing roles), whether hybrid working applies etc</i>	No score	

ALL CANDIDATES

- Inform the candidate they will be contacted within the next few days – check you have correct telephone number
- Let candidates know that upon any successful appointment, HR will contact them to supply reference details.
- Thank the candidate for their interest in the post and coming to the interview

EXTERNAL CANDIDATES ONLY

[Chair only] At the end of the interview it is essential that you:

- Mention the appointment is subject to statutory pre-employment checks:
 - Identity check
 - Proof of right to work in the UK
 - A minimum of two written references
 - Proof of qualifications
 - Health Assessment
 - Enhanced DBS Disclosure and Barring Check
 - Overseas check/certificate of good conduct if they have lived or worked abroad (if applicable)

ASSESSMENT NOTES – TO BE COMPLETED BY THE CHAIR

Is the candidate to be appointed? Yes / No

- If **YES**, notify and discuss with HR **prior to** contacting the candidate

Summary Justification for the decision to appoint/reject

Chair name: _____ **Chair signature:** _____ **Date:** _____

Regulated post: PTVH Interview Assessment Form**Candidate:****Date of Interview:****Interviewer:****Face to Face/Telephone [Delete as appropriate]**

Fixed Questions – you must ask these		Notes
1	a) Tell us what attracted you to this post? b) Outline the skills and experience you have that you feel are relevant to this position? [Panel Chair - are there any gaps in the candidate's work history that need exploration? If so ask the candidate to explain any gaps. Have they lived or worked abroad]	(a) (b)
2	a) Outline your understanding of child protection in this particular setting. b) What is your motivation for working with children/vulnerable adults c) How would you respond to students making allegations against teachers and other staff?	a) b) c)
Free Questions – outline your questions here for record purposes		Notes

3		
4		
etc		
	Appointable?	YES/NO (Delete as appropriate)
	<p>Manager must check:</p> <ul style="list-style-type: none"> • One of the referees is a manager from current / most recent employer • Further referees supplied able to comment professionally on the individual (i.e. not personal friends) • The references cover at least the last 3 years • One of references is from where last worked in regulated activity (likely to be covered in one of the above but not necessarily) 	<p>State any offer of employment will be subject to receipt of any outstanding references.</p> <p>If any concerns – what is the candidate's response?</p>

Interviewer Name	Interviewer Signature	Date

Once completed, please forward to HR with any application form completed