



# **Education, Culture & Sport Service**

## **Highland Local Negotiating Committee for Teachers**

### **LNCT Agreement no. 23**

### **Appointments Procedures – Head Teachers and Depute Head Teachers**

# THE HIGHLAND COUNCIL

## EDUCATION, CULTURE AND SPORT SERVICE

### Appointments Procedures – Head Teachers and Depute Head Teachers

#### 1. Introduction

- 1.1 As part of the development of the Leadership Programme, the Highland Council, Education, Culture and Sport Service is committed to improving procedures for the selection and appointment of Head Teachers and Depute Head Teachers.
- 1.2 Fundamental to the selection process is the Standard for Headship in Scotland, accessed at [www.scotland.gov.uk/library5/education/shss-00.asp](http://www.scotland.gov.uk/library5/education/shss-00.asp). The Standard will be used as the foundation for Job Descriptions and Person Specifications
- 1.3 With the implementation of the Parental Involvement Act, local authorities have a duty to review and ensure parental involvement in the selection of Head Teachers and Depute Head Teachers. Members of the Parent Council will be invited to become involved in the appointments process. Where there is no Parent Council, parental representation from the school's Parent Forum will be sought by the authority. Where a Head Teacher post is for a school cluster, parental representatives from the cluster Parent Council, or from each school's separate Parent Council, will be invited to become involved.
- 1.4 Elected Members will be involved in the appointments process.
- 1.5 A teacher representative drawn from a list annually compiled by the LNCT will be involved in the appointment procedures process as outlined in 5.1.
- 1.6 The following are the key elements in the selection process for the appointment of Head Teacher and Depute Head Teacher posts.
  - Job Description
  - Person Specification
  - Job Advertisement and Information Pack
  - Leeting Process
  - Professional Interview
  - Appointments Panel Interview
  - Appointment and Feedback
- 1.7 Successful candidates for the posts of Head Teacher and Depute Head Teacher must meet the criteria required to carry out the duties of the post effectively. Meeting the criteria will be demonstrated via the application and interview process described below.

#### 2. Job Advertisement And Information Pack

- 2.1 The job advertisement is issued by the ECS Service centrally and it is essential that all relevant information is prepared and submitted to the Staffing Unit prior to the advert being placed.
- 2.2 The application pack for candidates should contain:
  - an application form
  - the job description and person specification
  - a brochure or CD Rom describing the merits and advantages in working for The Highland Council
  - an ECS Service Plan Summary
  - a brochure describing the particular school and its community.
  - information on who to contact for further information together with any relevant web-site information.

### **3. Leeting Process**

- 3.1 The Area ECS Manager should lead the leeting process and normally involve another professional officer, together with members of the Parent Council and appropriate Elected Members.
- 3.2 The essential criteria to be evidenced in the application form require to be explicitly stated in the person specification in order that applicants have the opportunity to offer evidence relating to each criterion. Candidates must satisfy the Council that they meet the minimum criteria in the person specification.
- 3.3 The quality of the evidence offered in relation to the essential criteria will be used as a basis for the selection of candidates for interview
- 3.4 Where an applicant has demonstrated on the application form that the relevant essential criteria have been met, then that applicant should be selected for interview in order that the remaining criteria can be explored. Depending on the number of applicants who meet the essential criteria, it may be necessary to assess the degree to which they have demonstrated that they have met the criteria in order to determine the final candidates for interview.
- 3.5 Confidential phone calls to Head Teachers of candidates' current or previous schools in order to research their suitability should not take place. Similarly, background research (reading HMIe reports etc) should not normally take place unless all candidates have equally valid and recent reports that can be consulted.

### **4. Professional Interview**

- 4.1 The professional interview is designed to elicit in depth evidence relating to essential criteria which require personal interaction for their assessment. It should explore in some detail the relevant experiences of the candidate and support key parts of the information stated in the application form. It should last approximately 30 minutes.
- 4.2 The professional interview should also be designed to select candidates for a short leet on the basis of best evidence of experiences matching the selection criteria. The interviewing panel for the professional interview should normally consist of three Officers, including the Area ECS Manager as Lead Officer, together with the designated Quality Development Officer.
- 4.3 Interview questions should be related to the essential criteria, and should be designed in such a way that candidates can demonstrate the extent to which they satisfy the criteria. Questions should be designed by the Lead Officer or QDO, and should allow candidates to draw on their current experience and practice in order to demonstrate their ability to meet the relevant criteria.
- 4.4 All paperwork and interview notes should be passed to the Lead Officer at the conclusion of the professional interviews. Paperwork should then be passed on to the Lead Officer responsible for the Appointments Panel interview.
- 4.5 Following completion of the appointments process, candidates should be offered feedback by the Lead Officer.

### **5. Appointments Panel Interview**

- 5.1 The composition of the appointments panel should be in line with legislation (*Parental Involvement Act 2006*), composed of professional officers, elected members, parent representatives and a teacher representative. The Lead Officer will be the Lead Officer who conducted the Professional Interview.
- 5.2 The appointments panel interview should be conducted in a similar manner to the professional interview. It should allow for a 10 minute presentation, with a further 30 minutes for question and answer. Normally, candidates would be expected to begin with a short presentation on a pre-selected topic. The presentation should be assessed against specific selection criteria including presentation and communication skills.
- 5.3 As one of the questions following the presentation, candidates should be presented with a scenario relating to the reality of being a Head Teacher and be asked to respond appropriately. The scenario should be directly related to the essential criteria. All candidates should be asked the same questions, although any follow-up questions may be different and depend on the candidate's initial response.

- 5.4 Questions should be designed by the Lead Officer, should relate to the challenges of the new post, and relate directly to the essential criteria. Prior to interview, panel members should agree who will lead on each question. Where supplementary questions require to be asked, they should be directly related to the essential criteria and normally be asked by the Lead Officer. Where the candidate fails to pick up on a criterion, the professional officer should ask an appropriate supplementary question to bring the candidate back on track.
- 5.5 Candidates should be assessed against the essential criteria. Any previous knowledge of the particular candidate should be put aside
- 5.6 The Lead Officer should now be in a position to report to the Appointments Panel on the evidence that each candidate has presented in relation to the selection criteria. Evidence is derived from:
- The application form
  - The professional interview
  - The appointments panel interview.

## 6. Appointment and Feedback

- 6.1 Appointment should be made on the basis of the extent to which the evidence meeting the criteria has been successfully demonstrated by each candidate.
- 6.2 Where two or more candidates have demonstrated an equal number of criteria, the degree to which the candidate has demonstrated that they have met the criteria should then be considered.
- 6.3 If this process fails to separate the candidates, the most important criteria should be identified and the relative performance in each of them should be assessed.
- 6.4 The candidate appointed should be the person who has best met and demonstrated the essential criteria as sourced from the application and interviews. The appointment should be made subject to satisfactory references and enhanced clearance through Disclosure Scotland.
- 6.5 References will be issued only to the Lead Officer and should be used to confirm rather than inform the decision. They should not be consulted until after the selection has taken place.
- 6.6 Following completion of the appointments process, candidates should be offered feedback by the Lead Officer.

## 7 Depute Head Teacher Appointments

- 7.1 The appointments process for Depute Head Teacher posts should normally follow that for Head Teachers with each stage being completed in sequence. Normally, the Head Teacher will be the Lead Officer for Depute Head Teacher Appointments. Sample Job Description and Person Specifications are outlined below. It is the responsibility of the Head Teacher, in consultation with the Parent Council and the Authority, to design these to best meet the school's needs.

Signed on behalf of the Council

Signed on behalf of the Teachers' Side

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Name            Hugh Fraser  
 Designation    Joint Secretary LNCT  
 Date             26 June 2007

Name            Andrew Stewart  
 Designation    Joint Secretary LNCT  
 Date             26 June 2007