



Education and Learning Service

Highland Local Negotiating Committee for Teachers

**LNCT Agreement no. 23
(revised November 2022)**

**Appointments Procedures –
Headteachers and Depute Headteachers**

THE HIGHLAND COUNCIL - EDUCATION AND LEARNING SERVICE

Appointments Procedures – Headteachers and Depute Headteachers

Introduction

For a candidate to be successful in their application for the post of Headteacher or Depute Headteacher, they must meet the criteria required to carry out the duties of the post effectively. The following are the key elements in the selection process for the appointment of Headteachers and Depute Headteachers:

- In order to ensure candidate compliance with the criteria for Headteacher and Depute Headteacher posts, there will be a leeting process for all applicants to proceed to the **Stage 1 Selection Process for Appointment Interview**.
- Following the leeting process, a **Stage 1 Activities and Interview** will take place, to ensure that applicants comply with the relevant GTCS Standard required for the post and have cognisance of the local school context. Internal applicants from within Highland Council schools who currently hold a substantive Headteacher post will be required to attend the Stage 1 Activities and Interview.
- Successful candidate(s) from Stage 1 Activities and Interview will be invited to attend the **Stage 2 Appointment Interview**.

National Qualifications

Fundamental to the selection process is the General Teaching Council for Scotland (GTCS) Professional Standards, accessed at <https://www.gtcs.org.uk/professional-standards/professional-standards-for-teachers/>. The relevant Standard required for the post, together with the SNCT list of duties, will be used as the foundation for job specifications and person specifications.

The Into Headship programme for aspiring Headteachers in Scotland has been developed in collaboration and partnership with SCEL, local authorities, universities, GTCS and stakeholders. The Scottish Government has taken powers under Section 28 of the Education (Scotland) Act 2016 to set the standards of education and training required before a teacher can be appointed as a Headteacher. The Scottish Government expectation is that from August 2020 all newly appointed Headteachers will hold the Standard for Headship. This includes anyone who has successfully achieved and been awarded the Standard for Headship through the Scottish Qualification for Headship or the Flexible Route to Headship.

<https://professionallearning.education.gov.scot/learn/programmes/into-headship/>

There are two exemptions. The first applies to any permanent Headteacher who has been appointed to a position in a school on, or prior to, 1 August 2020. The second exemption enables education authorities to appoint a person to a Headteacher post, who has not attained the Standard for Headship, on a temporary basis for a period **not exceeding 30 months** after 1 August 2020.

Legislative Requirements

In accordance with the Scottish Schools (Parental Involvement) Act 2006 and the secondary legislation made under the Act, namely the Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007, local authorities have a duty to encourage parental involvement in the selection of Headteachers and Deputy Headteachers.

Highland Council is an equal opportunities authority and is committed to meeting the statutory duties of the Equality Act 2010. The general aim of our equal opportunities policy is to ensure that no job applicant or employee receives less favourable treatment than any other person in relation to any protected characteristics contained within equalities legislation.

Parental Involvement

Members of the Parent Council will be invited to participate in the recruitment process for the permanent appointment of Headteacher and Deputy Headteacher posts and may be invited to participate in the case of Acting Headteacher or Acting Deputy Headteacher posts, particularly where the post is advertised for a significant period. This would also be the case where redeployment to the post of Headteacher or Deputy Headteacher was required to be made as per LNCT 34 or due to other particular circumstances. Where recruitment is to a Cluster post, parental representatives from the Cluster Parent Council, or from each school's separate Parent Council, will be invited to become involved, normally up to a maximum of two representatives. Where there is no Parent Council, parental representation from the school's Parent Forum will be sought and advice will be provided by the Area Education and Learning Team on how this should be arranged if required. The Parent Council can indicate whether or not it wishes to be involved in the appointments process and where it chooses not to participate, the authority will proceed with the standard recruitment and selection process.

In line with legislative requirements Parent Councils will be invited to:

- Be represented in discussions about the job specification for Deputy Headteacher posts. In Highland a generic job specification is used for all Headteacher posts.
- Be represented in discussions about the leeting of candidates.
- Be represented on the panel for the Stage 2 Appointment Interview.

Recruitment Guidance

This guidance sets out the procedure to be followed when recruiting to the post of Headteacher or Deputy Headteacher, to ensure a fair, consistent and transparent approach is used.

Parent Council

1. The Chair will engage with the Parent Council Representative to explain Highland Council's appointment procedures and the Parent Council's entitlement to be involved in the process in accordance with the Scottish Schools (Parental Involvement) Act 2006. The Parent Council Representative will be invited to discuss the job specification for a Deputy Headteacher post prior to recruitment bearing in mind the role as specified within the SNCT handbook and LNCT 13. In Highland a generic job specification is used for all Headteacher posts.

Job-sizing/Advertising

1. All promoted teaching posts will require a job sizing review before the post can proceed to advert. If the Scottish Negotiating Committee for Teachers (SNCT) job sizing review criteria are met, then a full re-job sizing will be carried out. If the criteria are not met then the review is complete and the post remains on the same salary point as before. Job sizing questionnaires and enquiries should be emailed to the generic email address CLStaffing.JobSizing@highland.gov.uk .
2. Once the job sizing process has been finalised an Authority to Recruit form should be completed by the Chair via HR MyView.

Stage 1 Selection Process for Appointment Interview

1. Panel for Stage 1 leeting process

Post	Membership of Stage 1 Leeting Panel
Headteacher	<ul style="list-style-type: none">• Chair – Area Education and Learning Manager (in discussion with Parent Council Representative)• Education and Learning Officer*
Depute Headteacher	<ul style="list-style-type: none">• Chair – Headteacher (in discussion with Parent Council Representative)• Education and Learning Officer *

* Must have been a substantive Headteacher

2. Panel for Stage 1 Activities and Interview

Post	Membership of Stage 1 Activities and Interview Panel
Headteacher	<ul style="list-style-type: none">• Chair – Area Education and Learning Manager• Education and Learning Officer * x 2
Depute Headteacher	<ul style="list-style-type: none">• Chair – Headteacher• Education and Learning Officer * x 2

* Must have been a substantive Headteacher

3. Stage 1 Activities and Interview will be based on the key professional actions of the relevant GTCS Standard required for the post, and will be designed to give candidates the opportunity to demonstrate they meet the Standard. In addition, cognisance should take account of the specific school context. Headteacher and Depute Headteacher posts will differ slightly depending on the unique context of each school for example rural, urban, social deprivation, cluster school and 3-18 school. Assessing candidates in a variety of ways means the panel will be able to form a comprehensive profile of each candidate and be able to judge levels of skill and competency relevant to the essential criteria set out in the person specification and the GTCS Standards. Activities may include:
 - Scrutiny of application form
 - In tray activity
 - 'Management of resource to promote equity' activity
 - Parental engagement scenario/task
 - Safeguarding scenario/task
 - Analysis of data scenario/task
 - Other case studies/scenarios
4. Activities will be set by the Education and Learning Team for Headteacher posts and by the Headteacher/Education and Learning Team for Depute Headteacher posts and will be based on the relevant GTCS Standard required for the post and the local context of the school. The same questions and activities must be asked of all candidates and will be shared with candidates in an equitable way. No additional resources should be taken into the activities or interview. All candidates should be allowed an equal amount of time to complete the activities and interview.
5. Following completion of the interview process, unsuccessful candidates will be offered the opportunity to seek feedback by the Chair. This feedback will be delivered in verbal format only.

Stage 2 Appointment Interview

1. Appointment Interview Panel

Post	Membership of Appointment Interview Panel
Headteacher	<ul style="list-style-type: none"> • Chair – Executive Chief Officer Education and Learning/Head of Secondary/Primary or representative • Elected Members x 2 (ideally Ward elected members) OR Chair/Vice Chair Education Committee or representative plus 1 elected member (ideally Ward elected member) • Parent Council Representatives x 2 • Education and Learning Officer * • Headteacher or representative from LNCT list (non voting)
Depute Headteacher	<ul style="list-style-type: none"> • Chair – Headteacher • Elected Members x 2 (ideally Ward elected members) • Parent Council Representatives x 2 • Education and Learning Officer * • Headteacher/Depute Headteacher or representative from LNCT list (non voting)

* Must have been a substantive Headteacher

2. Questions will be set by the Education and Learning Team for Headteacher posts and by the Headteacher/Education and Learning Team for Depute Headteacher posts and will be based on the relevant GTCS Standard required for the post. The same questions must be asked to all candidates. Candidates will be given the questions 10 minutes before the interview.
3. The Appointment Interview will include a presentation (maximum 10 minutes) on a pre-selected topic, with a further 30 minutes for set question and answer. Candidates will be given the presentation topic in advance. Any supplementary questions will be routed via the Chair and will allow candidates to expand on points made previously.
4. It is the responsibility of the appointments panel to agree the preferred candidate, or to agree that no appointment is made. The Chair will have the casting vote if necessary.
5. Headteacher/Depute Headteacher or representative will be selected from the agreed LNCT list. The role of these representatives is to ensure correct procedure is followed and not to advise specifically on candidates' suitability for the post.
6. References should be treated with particular care and should be used to confirm rather than inform a decision to appoint. References are not sought for current Highland Council employees.
7. All candidates will be contacted, usually by telephone, with the outcome of the interview process as soon as possible.
8. Following completion of the appointments process, unsuccessful candidates will be offered the opportunity to seek feedback by the Chair. This feedback will be delivered in verbal format only.
9. The Chair is responsible for initiating the induction process and for ensuring the necessary recruitment documentation is completed.

Signed on behalf of the Council

Signed on behalf of the Teachers' Side

Name	Nicky Grant	Name	Alistair Bell
Designation	Joint Secretary LNCT	Designation	Joint Secretary LNCT
Date	22 November 2022	Date	22 November 2022

Code of Conduct for Headteacher and Depute Headteacher Interviews

Introduction

The Highland Council is committed to ensuring that our decision making is fair, robust, transparent and credible. We are also committed to raising awareness of and taking steps to remove the impact of unconscious bias in our systems, processes, behaviours and culture to ensure that our appointments are not influenced by, for example, the gender of the applicant or by other protected characteristics.

The purpose of this code of conduct/interview protocol is to help you, as a panellist, to prepare for the final panel interview. In addition to this document you will be supported by Education and Learning officers for Headteacher posts, and by the Headteacher for Depute Headteacher posts, should you have any questions you wish to raise prior to interview.

1. The role of the Chair

- To have overall responsibility for chairing the interview to ensure that Highland Council procedures are followed.
- To exercise their knowledge, judgement and expertise in order to reach clear, sound, evidence-based decisions.
- To ensure equalities policies are followed as per the panel member responsibilities below.
- To avoid any questioning which could be deemed as unfair, biased or discriminatory.
- To ensure candidates are assessed on their merits, in accordance with the criteria set out in the job and person specification and General Teaching Council for Scotland (GTCS) Professional Standards.
- To offer the opportunity of verbal feedback to unsuccessful candidates or to delegate feedback where applicable to others.

2. The role of Panellists

- To have alerted the Chair to any conflicts of interest. If there is any doubt please contact the Chair to discuss.
- To have read and familiarised yourself with all applications.
- To be always fair and objective and adhere to Equalities Policies which state that we are committed to eliminating unlawful discrimination and promoting equality of opportunity and good relations across and between the defined equalities groups/protected characteristics. Accordingly, no eligible applicant, should receive less favourable treatment on the grounds of:
 - gender
 - marital status
 - sexual orientation
 - gender re-assignment
 - race
 - colour
 - nationality ethnicity or national origins
 - religion or similar philosophical belief
 - age
 - disability
- To ensure candidates are assessed on their merits, in accordance with the criteria set out in the job and person specification and GTCS Professional Standards.

- To exercise their knowledge, judgement and expertise in order to reach clear, sound, evidence-based decisions.
- Maintaining confidentiality is paramount and the Chair should remind panel members it is vital they do not divulge or discuss panel interview outcomes with individuals outside the meeting, including the number of votes for or against candidates or the order of preference of candidates expressed by the panel.

3. Panel documentation

You will have been sent the following prior to interview:

- Panel Front Cover
- Candidate Invite
- Candidate Pack
- Job Specification
- Person Specification

If any documentation is missing, please contact the Chair.

4. Interview Panel briefing session

- The panel will meet approximately 15 minutes prior to the start of the first interview.
- The Chair will welcome the panel and ask panel members to introduce themselves.
- The Chair will outline the format of the panel interview:
 - 10 Minute Presentation, no use of visual aids
 - Interview Questions: 4-5 questions from the panel, discuss & agree who will ask each question
 - Supplementary questions will only be permitted to allow candidates to expand on points made previously in relation to the original question.
 - The Chair will direct the panel to consider each candidate in turn with discussion on performance in accordance with the criteria set out in the job and person specification and GTCS Professional Standards. There is no formal scoring of candidates as part of the interview process. The Chair may begin by asking an Education and Learning Officer to summarise the performance of each candidate
 - The Chair will then ask the panel members to discuss and come to a consensus on the preferred candidate.
 - If a consensus cannot be reached, the Chair will then take a vote from the panel on their preferred candidate. If there is a split decision the Chair would have the casting vote.
 - Maintaining confidentiality is paramount and it is vital the panel do not divulge or discuss interview outcomes with individuals outside of the meeting, including the number of votes for or against candidates or the order of preference of candidates expressed by the panel.
 - All offers of appointment should be made subject to satisfactory pre-employment checks.
- Any panel member who is asked directly for feedback by applicants should refuse and advise applicants to direct such requests to the Chair.

5. Panel Interview

- The Chair will welcome the candidate and introduce the panel members
- The Chair will inform the candidate that a decision to appoint will be made as soon as possible.

The Chair will ask the candidate if they were to be offered this post would they be able to accept. If the candidate could not accept the post the interview would not go ahead.

- The Chair will ask the candidate to begin their presentation and remind them of the 10 minutes timeframe.

- The panel will ask the candidate the interview questions following on from the presentation.
- The Chair will ask the candidate if there is anything they would like to add or if they have any further questions they would like to ask.
- The Chair will thank the candidate for their application and for attending interview.
- The Chair will advise the candidate they will be contacted as soon as possible and informed of the interview decision.
- It is important that each member of the interview panel records notes on each candidate during the interview, and after the interview panel members should provide the Chair with their notes. The Chair should retain notes for future reference if required. Notes will be kept for up to 6 months after the post has been filled and will then be destroyed
- Unsuccessful candidates will be offered the opportunity to seek verbal feedback by the Chair or representative.