



Community Services: Education

Argyll House
Alexandra Parade
Dunoon PA23 8AJ

To: Heads of all Educational Establishments

Dear Colleague

The appointment of unpromoted staff in all schools

All unpromoted posts are devolved to establishment level.

The procedures contained in the enclosed notes of guidance on leeting and appointment must be followed.

It should be emphasised that the public perception of the success of the delegation of unpromoted appointments depends to a great extent on how head teachers conduct the selection procedures. Head teachers have a responsibility to ensure that the reports they provide in support of a teacher's job applications properly reflect that teacher's capabilities. Head teachers are also responsible for ensuring that they do not call for interview candidates who are not eligible for consideration. In this respect, careful attention should be paid to:

- the terms of the advertisement for a particular post;
- the enclosed note of guidance on leeting and appointment.

Detailed records should also be kept of both the leeting and interview stages. Heads of establishment must at all times be able to justify the decisions made at each of these stages.

In conclusion, I shall be grateful if you will ensure that these procedures are followed carefully. If you require any further information or assistance, please do not hesitate to contact HR at Argyll House.

Yours sincerely

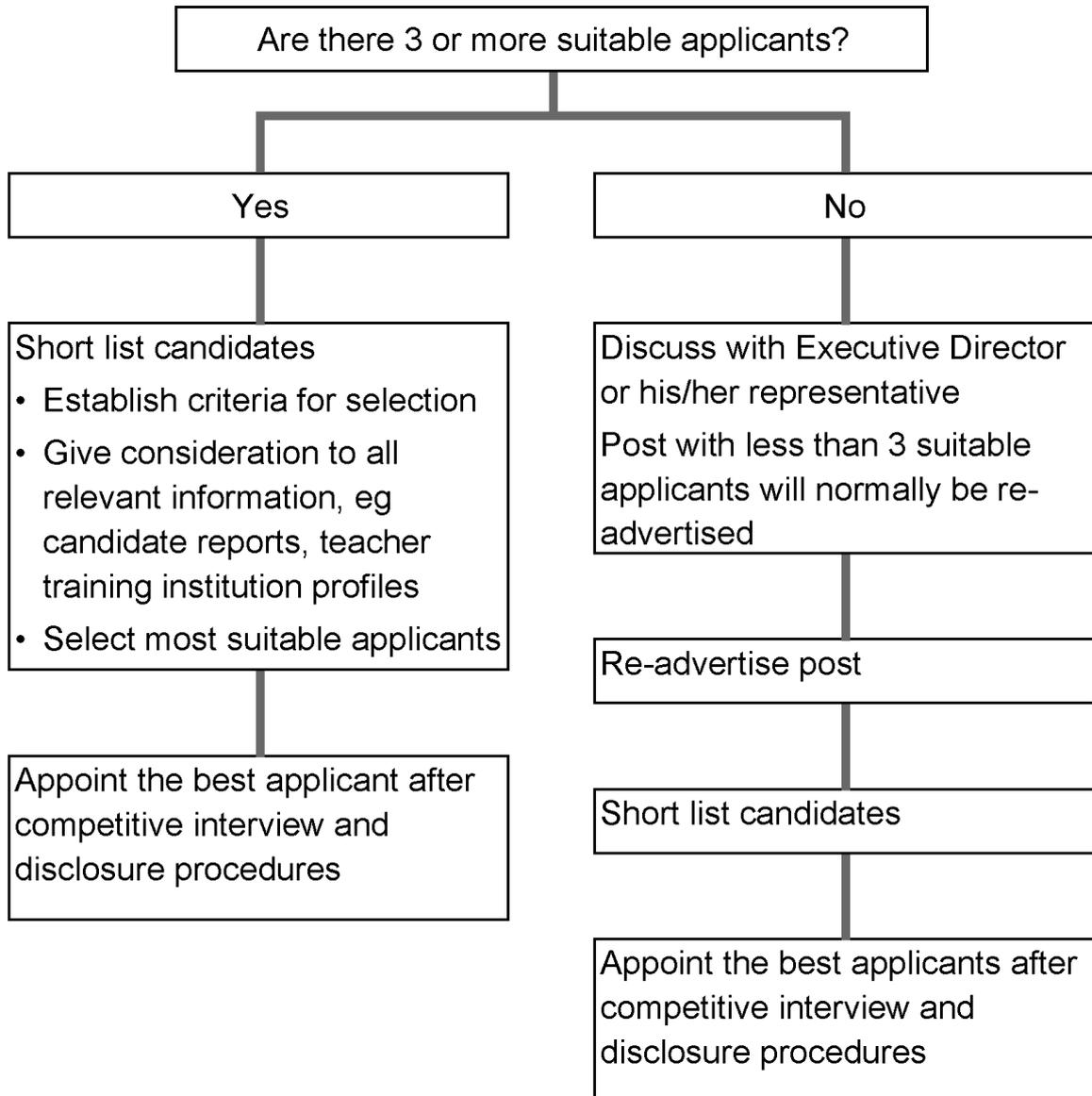
Executive Director of Community Services

March 2010

Community Services : Education

Unpromoted teaching posts

Guidance on letting and appointment



Appointment of unpromoted teachers - notes for head teachers

Types of post included

All permanent unpromoted teaching posts in all schools will be included. Long term temporary appointments will also be included unless the authority requires to place a teacher who is surplus to the complement of another school.

Identification of vacancies

Before a post is advertised, HR will check that there is no teacher who requires to be transferred to the post. A compulsory transfer will take place where a recently transferred teacher wishes to exercise a 'right of return', where there is an unplaced teacher who was previously surplus to requirement and who has recently been retrained, or where there remains an appropriately qualified teacher who is surplus to establishment.

Filling of vacancies

A post may be filled on a permanent basis at any time of year provided that it can be demonstrated to the satisfaction of the Executive Director of Community Services that the post has an expected existence of at least one full session. If a permanent vacancy arises during the session, a head teacher can indicate a preference for filling the post on a permanent or on a temporary basis for the remainder of the academic year.

Recruitment package

After a vacancy has been approved, the head teacher will be responsible for producing a recruitment package for issuing to prospective applicants. The package will consist of:

- (a) a school profile which will include information on the aims of the school, its roll and capacity, a brief description of the building and its catchment area and any other details;
- (b) a school job description which will have regard to local and national agreements and will indicate clearly the general duties of the post, reporting arrangements, areas of responsibility and any other relevant details (appendix 1);
- (c) a person specification which will list essential and desirable requirements in terms of qualifications, experience and personal qualities (appendix 2).

The head teacher will submit the recruitment package to HR. Advertising of the post will be arranged as soon as possible once the recruitment package is received in Argyll House.

Advertising of vacancies

Posts will be advertised on a regular basis in the Times Educational Supplement Scotland.

The greatest care requires to be exercised in determining how a post is to be described in the advertisement. Thus, for example, head teachers should be aware that if a post is advertised as a teacher of French/German or English/RE, they may only interview candidates who have both qualifications. If an insufficient number of applications are

received from suitably qualified teachers, head teachers may not choose to interview applicants with only one of these qualifications. In these circumstances the post must be re-advertised. A more flexible approach would be to advertise the post with the main, or essential, single qualification and include the other as a desirable qualification in the person specification.

Method of application

Application forms (appendix 3) together with report forms (appendix 4) and recruitment packages will be available from educational establishments and the education office. Application forms will be returned to HR in Argyll House. Forms include two tear off slips to staff with the task of acknowledging forms and dealing with correspondence with unsuccessful applicants.

Reports on applicants

Any applicant teaching in an Argyll and Bute school will be expected to pass his/her completed application form to the head teacher who will attach a report on the applicant and will send both forms to HR in Argyll House.

All other applicants will forward the application form and report form directly to HR in Argyll House. HR staff will obtain reports for applicants who are not currently employed in Argyll and Bute Council and who do not include a report with their application.

Student profiles may be available for first start teachers. They should be used as substitutes for report forms where this is appropriate.

Head teachers must ensure that they have a current satisfactory report on any candidate they propose to leet.

Leeting arrangements

The head teacher of the receiving school will consider all applications in the light of the job description and the person specification and will draw up a short leet, in consultation with the Executive Director's representative on the interview panel.

If the post was previously filled by a probationer, the incumbent probationer should be guaranteed an interview for the post; see education management circular 2.12.

A written record should be kept of the leeting process. The use of the form at appendix 5 is recommended.

Interview arrangements

Candidates **must** be given at least 5 working days notice of the date of interview. No interview should be arranged within 5 working days of a closing date.

To minimise the possibility of multiple acceptances to job offers, head teachers may wish to include the following term in any letter inviting applicants to interview: *"It is assumed that, in applying for this post, you will be prepared to accept it if you are successful at*

interview. Accordingly, if you are offered the post and you wish to accept it, you will be required to sign a declaration stating that you agree to withdraw from all other applications which you have made to this authority. If you are not prepared to accept this condition, you should seriously consider withdrawal of interest at this stage."

If a candidate is invited and cannot attend for interview in school B because of a conflicting invitation to attend for interview in school A, that candidate must be given the opportunity to be interviewed by school B unless the candidate is offered and accepts the post in school A.

Appointments will be made by panels constituted as follows. Panels will contain the head teacher of the receiving school, another member of staff from the school and a representative of the Executive Director of Community Services. Where parent councils have expressed an interest in being involved in selection procedures, panels may be augmented by a member of the parent council of the receiving school who shall not be a member of staff of the school or a pupil.

HR retain a list of Executive Director's representatives and will select appropriate panel representatives for head teachers. The names of the appointment panel are provided with the application forms which are forwarded to head teachers at the closing date of the advertisement.

In constituting appointments panels care must be taken to ensure that all members are not of the same sex.

As with all appointments, care should be taken to avoid any conflict of interest and panel members should be invited to declare an interest and withdraw from the panel if their relationship to any of the applicants might give rise to concern about their impartiality.

The minimum time allowed for each candidate will normally be 20 minutes.

A written record of the interview should be kept by the head teacher and retained by HR. Sample assessment sheets are in appendix 6.

Post-interview procedures

At the end of the selection process, the head teacher will offer the post to the successful candidate subject to standard disclosure procedures. If a head teacher is in any doubt about any aspect of the preferred candidate's application, telephone contact should be made with Argyll House to eliminate the doubt before an offer of appointment is made. It should be noted that even an oral offer of employment will be considered binding.

Head teachers should include the following term in any oral or written offer: "That, in accepting this offer, you agree to withdraw from all other applications previously made to this authority and which are currently live or pending interview and or/ notification of outcome," and require the successful candidate to sign a declaration to that effect. If the candidate expresses a wish for time to consider the offer, the head teacher may choose to

grant this request and set a date or time by which the candidate must have indicated his/her intention. Failure to notify the head teacher by this date/time should be taken as a rejection of the offer. Sample declarations are contained in appendices 7 and 8. Where there is any doubt at the time of the interview as to a preferred candidate's registration with the GTC, a *conditional* offer of employment may be made (see appendix 8). The condition would be "subject to satisfactory evidence of registration with the GTC."

Once an offer has been accepted, the school should inform HR using the form provided with the pack of application forms. The Executive Director of Community Services will issue the teacher with a contract of employment.

All leeted candidates will have the opportunity, if they so wish, to discuss their performance at the interview with the chair of the appointment committee.

Timing of appointments

Any post filled by a permanent teacher from another school in Argyll and Bute will obviously create another vacancy which will also need to be advertised and may have to be filled on an interim basis. To minimise disruption, movement of permanent staff will normally occur only at the October, Christmas, Easter and Summer holiday periods. There is no reason why movement should not be more immediate if existing permanent staff are not involved.

Monitoring of these procedures

If any applicant or member of an appointment panel feels that discrimination has occurred in any part of the appointment process, the concern should be raised immediately with the head teacher. In cases where the matter cannot be resolved in this way the concern should be reported to the Executive Director of Community Services who will investigate in accordance with agreed procedures.

The operation of these arrangements will be subject to review with the LNCT.

Appendix 1: job descriptions

Teacher/chartered teacher

Subject to the policies of the school and the education authority the duties of teachers, promoted and unpromoted, are to perform such tasks as the head teacher shall direct, having reasonable regard to overall teacher workload, related to the following categories.

- Teaching assigned classes together with associated preparation and correction.
- Developing the school curriculum.
- Assisting, recording and reporting on the work of pupils.
- Preparing pupils for examinations and assisting with their administration.
- Providing advice and guidance to pupils on issues related to their education.
- Promoting and safeguarding the health, welfare and safety of pupils.
- Working in partnership with parents, support staff and other professionals.
- Undertaking appropriate and agreed continuing professional development.
- Participating in issues related to school planning, raising achievement and individual review.
- Contributing towards good order and the wider needs of the school.

Further information on this post is available by contacting the head teacher.

Appendix 2: person specifications

Criterion	Essential	Desirable
Qualifications	GTCS registration. Relevant teaching qualification.	Evidence of post entry CPD and/or additional teaching qualification if appropriate.
Experience	Evidence of an ability to plan coherent progressive and stimulating teaching programmes matched to individual pupil's needs. Ability to incorporate a range of innovative and creative teaching strategies and methodology.	Experience of presentation for national assessment and/or national qualifications.
Communications skills	Evidence of an ability to communicate clearly making skilful use of a variety of media. Can interact productively with pupils, individually and collectively.	Evidence of reflective practice demonstrating sensitivity to the impact of their personal style of communication on pupils and others in the classroom.
Leadership and management skills	Evidence of an ability to organise and manage classes and resources to achieve appropriate, safe, stimulating and meaningful learning experiences for pupils. Can manage pupil behaviour and classroom incidents fairly, sensitively and consistently. Promotes positive behaviour and can seek and use the advice of colleagues.	Can evaluate and justify the approaches taken to managing pupils and, when necessary take effective action to improve them.
Other	Builds positive relationships with parents, professional colleagues, the wider community and other agencies.	Demonstrates knowledge about environmental issues and is able to contribute to education for sustainable development. Promotes health and well being and can encourage pupils to be active, critical and responsible citizens.

Appendix 3: applications



Application for the post of teacher

Please use black ink and BLOCK LETTERS or typescript

Post applied for and school	
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Section A: personal details

Surname		GTC Scotland registration no	
Initial(s)		RC Church approval no	
Address		Contact details:	
		Telephone	
		Mobile	
Postcode		Email address	

Section B: qualifications

Title	University/college/school/awarding body

Length of service at present level		years
Total length of teaching service		years

Section D: continuing professional development

List the most relevant personal and professional development activities which you have undertaken and describe their impact

Section E: professional actions

Teaching and learning	How have you demonstrated an ability to teach coherent, progressive and stimulating programmes of work matched to class and individual pupil needs?

Communication skills	How have you demonstrated your ability to communicate effectively, making use of a variety of media with pupils, individually and collectively?
Classroom leadership and management skills	How have you demonstrated an ability to organise and manage classes and resources to achieve appropriate, safe, stimulating and meaningful learning experiences for pupils?

Relationships	How have you demonstrated an ability to build positive relationships with pupils, parents and colleagues?

Health	Yes / No
Do you have a disability, as defined by the Disability Discrimination Act 1995, as amended, which might be relevant to your carrying out the duties of the post?	[Delete as applicable]
Applications answering "yes" to this question and who hold at least the minimum requirements for the post will be guaranteed an interview under the Council's equal opportunities policy. Please state any help required to attend for interview, eg signer, wheelchair access	

Canvassing	Canvassing of members or employees of Argyll and Bute Council directly or indirectly in connection with any appointment under the Council shall disqualify employment
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Important - read carefully before signing the declaration
<p>I certify that all statements given above by me on this form are true and correct to the best of my knowledge. I realise that if I am employed and it is found that such information is false or that I have withheld information, I am liable to dismissal without notice. In accordance with the Data Protection Act 1998 I hereby consent to Argyll and Bute Council retaining and processing, as required, all information provided by myself in respect of this application for employment and any subsequent employment within the Council, for the purposes of statutory, statistical and contractual obligations. I understand that, if necessary, the Council may disclose this information to other recognised contractors for the purposes of recruitment.</p> <p>I agree to allow Argyll and Bute Council to store my details for up to 1 year after the vacancy closes, in the event that my application is unsuccessful.</p>

Signed	
Date	

Please return your completed application and report form to:	Community Services HR Argyll and Bute Council Argyll House Alexandra Parade DUNOON PA23 8AJ
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Argyll and Bute Council

Community Services

If you wish receipt of your application form acknowledged, please complete **part 1** of this form (lower) and return it along with your completed application form. On receipt it will be endorsed and returned to you.

In order to advise you quickly of the outcome of your application and any subsequent interview, it will be helpful if you will also complete **part 2** of this form (upper).



.....

Part 2 Argyll and Bute Council Community Services

Please insert your name and address



.....

Part 1 Argyll and Bute Council Community Services

Receipt of your application is acknowledged

Please insert your name and address

For head teacher _____

Appendix 4: reports



Report on applicant for the post of teacher

Please use black ink and BLOCK LETTERS or typescript

Post applied for	
Surname and initial(s)	
Present post and school	

Section A: assessment of applicant in present post

Please comment as fully as possible in the spaces provided, giving examples where appropriate.

How has the applicant used their professional development to impact on professional practice in the classroom?

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Section B

How has the applicant demonstrated an ability to teach effectively taking account of class and individual pupil needs?

How has the applicant demonstrated an ability to communicate effectively with pupils?

How has the applicant demonstrated an ability to organise and manage classes and resources?

Appendix 6

Argyll and Bute Council



Teaching staff interview assessment sheet

Name of candidate		Scheduled times	
Post of		Scheduled start	
School		Actual start	
Present post		Actual finish	

- 1 The assessment sheet is designed to help interviewers record significant points about the performance of candidates at interview.
- 2 The assessments are entirely confidential and candidates will not have access to the assessment forms.
- 3 Interviewers should feel able to record honest assessments in a manner that best helps later recall of a candidate's performance.
- 4 You may want to use an assessment and weighting system to aid decision-making. Space is provided for this purpose. A simple system is to allocate marks out 10 for each area of assessment and to total them at the end of the interview. If you record one section (or more) as being more important you may allocate a weighing factor to them. This means that you would multiply the marks gained in that section by for example 1.5 or 2 and add the weighting total up rather than the simple one.

General impression	Total score

Overall assessment

[Tick (✓) one box]

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>									

LowHigh

To be completed by Executive Director of Community Services (or representative) General view of interviewing panel and recommendation	Signature	_____
	Designation	_____
	Date	_____

Name of candidate
Presentation
Topic

Grade

[Tick (✓) one box]

1	2	3

4	5	6

7	8	9	10

LowHigh

Comment

Name of candidate	
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Please complete this form during or immediately after the interview. Use the reverse of this form to continue any section.

Interview performance

Attributes of candidate

Personal attributes (eg appearance, manner, motivation, judgement)	
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Response to questions		Grade [Tick (✓) <u>one</u> box]									
1		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low.....High									
2		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low.....High									
3		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low.....High									
4		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low.....High									
5		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low.....High									

Response to questions		Grade [Tick (√) <u>one</u> box]									
6		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low High									
7		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low High									
8		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low High									
9		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low High									
10		1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Low High									

Total _____

Community Services : Education



Unconditional offer of employment

The contents of the following declaration shall be deemed to be a contract term in the offer of employment and shall be binding on the signatory.

I declare that, in accepting the offer of employment from Argyll and Bute Council as

(insert title of post)

at *(insert name of school)*

made to me on *(insert date)*

I agree to withdraw from all other applications previously made to this authority and which are currently live or pending interview and/or notification of the outcome.

Name of person to whom the employment offer relates

Signature

Date

Attested by *(name of head teacher)*

Signature

Date



Conditional offer of employment

The contents of the following declaration shall be deemed to be a contract term in the offer of employment and shall be binding on the signatory.

I declare that, in accepting the conditional offer of employment from Argyll and Bute Council as

(insert title of post) _____
at (insert name of school) _____
made to me on (insert date) _____

- 1 I agree to withdraw from all other applications previously made to this authority and which are currently live or pending interview and/or notification of the outcome.
- 2 I also understand that this conditional offer of employment is dependent on (insert the conditions)

and that failure to satisfy the condition(s) will entail that the offer will be withdrawn.

Name of person to whom the employment offer relates:

Signature _____

Date _____

Attested by: (name of head teacher)

Signature _____

Date _____



Equal opportunities monitoring form



Argyll and Bute Council is committed to ensuring that fair practices are adhered to throughout the recruitment process, and that no applicant should be treated less favourably on any grounds including race, colour, nationality, ethnic or national origin, religion, sex and sexuality, marital status, age or disability.

In order to oversee this process please answer the questions below, by ticking the appropriate box where appropriate and returning the questionnaire with the application form.

Under the terms of the Data Protection Act 1998, this information is provided solely for statistical purposes.

Name (please print) _____

Post applied for _____ Post ref no _____

Date applied for post _____

Gender	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
Marital status	Married/civil partnership	<input type="checkbox"/>	Not married/not civil partnership	<input type="checkbox"/>
Disability	Disabled/health impaired	<input type="checkbox"/>	Not disabled/not health impaired	<input type="checkbox"/>

Definition of disabled

"A physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities". [Disability Discrimination Act 1995]

Age Age as at date of application

What is your ethnic group?

Choose one section from (a) to (e); then tick the appropriate box to indicate your ethnic or racial background.

(a) White	Scottish <input type="checkbox"/>	Irish <input type="checkbox"/>	English <input type="checkbox"/>	Welsh <input type="checkbox"/>	Other British <input type="checkbox"/>
	Other white background <input type="checkbox"/>	Write in <input type="text"/>			
(b) Mixed	Any mixed background <input type="checkbox"/> Write in <input type="text"/>				
(c) Asian, Asian Scottish, Asian British	Indian <input type="checkbox"/>	Pakistani <input type="checkbox"/>	Bangla- deshi <input type="checkbox"/>	Chinese <input type="checkbox"/>	Write in <input type="text"/>
(d) Black, black Scottish or black British	Caribbean <input type="checkbox"/>	African <input type="checkbox"/>	Other black background <input type="checkbox"/> Write in <input type="text"/>		

(e) Other ethnic background

Any other background Write in

Employment

Are you?

Employed full time

Employed part time

Self-employed

Student

Unemployed less than 6 months

Unemployed 6-18 months

Unemployed over 18 months

Other

Are you currently an employee of Argyll and Bute Council?

Yes / No

If "Yes" above, is this an application for a promoted post?

Yes / No