



**SAFER
RECRUITMENT
AND
SELECTION
POLICY**

Approval

Approved by Principal: Carol R Singh	
Date of approval:	15th October 2016
Date of review:	14th October 2017
Review Cycle:	Annual

Notes on Document Control

This document is the property of The Godolphin Junior Academy and its contents are confidential. It must not be reproduced, loaned or passed to a 3rd party without the permission of the authoriser.

It is controlled within The Godolphin Junior Academy Admin Server where the electronic master is held and can be accessed on a read only basis, subject to security permissions.

Users of the document are responsible for ensuring that they are working with the current version.

Paper or electronic copies may be taken for remote working etc. However, all paper copies or electronic copies not held within the Admin Server are uncontrolled. Hence the footer 'DOCUMENT UNCONTROLLED WHEN PRINTED' which must not be changed.

Once issued, as a minimum this document shall be reviewed on an annual basis by the originating team/function. Any amendments shall be identified by a vertical line adjacent to the right hand margin.

To enable continuous improvement, all readers encouraged to notify the author of errors, omissions and any other form of feedback.

Table of Contents

1. POLICY STATEMENT.....	4
2. PURPOSE AND SCOPE.....	5
3. DEFINITIONS	6
4. PRINCIPAL AND SEMIOR VICE PRINCIPAL RECRUITMENT	6
5. SAFEGUARDING CHILDREN.....	6
6. DISCLOSURE & BARRING SERVICE (DBS) CHECKS.....	7
7. PROHIBITION ORDERS – For Teaching Staff Only.....	11
8. PRE RECRUITMENT PLANNING	12
9. JOB DESCRIPTION.....	12
10. PERSON SPECIFICATION	12
11. ADVERTISING	13
12. INFORMATION AVAILABLE TO CANDIDATES	14
13. APPLICATIONS.....	14
14. REFERENCES.....	15
15. SHORTLISTING.....	17
16. INTERVIEWS.....	18
17. SELECTION	20
18. OFFERING POSTS/PRE-EMPLOYMENT CHECKS.....	21
19. TEMPORARY AND SUPPLY WORKERS.....	23
20. RECRUITMENT AGENCIES - PERMANENT STAFF	26
21. VOLUNTARY WORKERS.....	26
22. INDUCTION	28
23. CONTRACTORS.....	29
24. MAINTAINING A SAFER CULTURE	29

POLICY STATEMENT

The Godolphin Junior Academy (hereafter referred to as the 'Employer' in this document) may delegate responsibility to the Principal for the recruitment all employees. The Principal may delegate the process of the recruitment of temporary or permanent employees but will retain overall responsibility. This Policy seeks to ensure that the best candidate is chosen for each job vacancy in order to improve and develop the organisation.

- 1.1 This procedure has been adopted by the Employer, which gives full delegated authority to any Panel set up as part of its processes, except where this applies to the appointment of the Principal or Senior Vice Principal.
- 1.2 These Procedures apply to the recruitment of all employees. Section 3 of these Procedures applies to the roles of Principal or Senior Vice Principal only. Whilst safer recruitment practices apply to volunteers it may be possible to shorten the recruitment process.
- 1.3 To fulfil our duty to safeguard children, the Employer will follow and adhere to the Department for Education (DfE) guidance 'Keeping children safe in education' and guidance on safer recruitment. The Employer and all employees, volunteers and workers are responsible for promoting and safeguarding the welfare of children and young people in the organisation.
- 1.4 This Policy applies to the recruitment and selection of all candidates who apply to or are appointed to the organisation irrespective of whether the contract is offered on a temporary, part-time, fixed term, paid or unpaid, voluntary or permanent basis. The Policy applies to both internal and external recruitment.
- 1.5 The Employer is committed to applying its commitment to equal opportunities at all stages of recruitment and selection; therefore the entire process must be fair, consistent, objective, and free of bias or discrimination. Every individual appointed to a position within the organisation must be selected on qualifications, skills, abilities and individual merit, as measured against relevant job criteria, subject to the principle of reasonable adjustment for candidates with disabilities. Confidentiality will prevail throughout the entire process.
- 1.6 Any qualifications or requirements applied to a job that have or may have the effect of inhibiting applications from certain groups of the population should only be required if they can be justified in terms of the job to be done.
- 1.7 Any candidate with a disability will not be excluded unless it is clear that the candidate does not meet the minimum criteria outlined in the person specification. Reasonable adjustments to the recruitment process will be made to avoid any disadvantage faced by disabled people when making an application in response to an advertisement. Where disabled candidates enter a recruitment and selection process, consideration will be made to making such reasonable adjustments to working arrangements or physical features of the workplace or

premises, so as to accommodate their needs so far as is possible, and avoid any substantial disadvantage compared with non-disabled candidates.

- 1.8 Information on ethnic origin, gender and nationality may be collected in the interests of equal opportunities monitoring. This information will not be used in the selection process for anything other than this purpose.
- 1.9 Where any dishonesty or incorrect information provided in connection with a job application is subsequently found, or where the candidate subsequently is charged with an offence that is directly related to the post applied for, the Employer may terminate employment.
- 1.10 The Employer is required to obtain an enhanced Disclosure and Barring Service (DBS) disclosure with barred list information, in respect of every candidate who is offered any type of employment as set out in this Policy.
- 1.11 The Employer will not refuse to employ a particular individual who has convictions, cautions reprimands or final warnings unless the nature of the conviction has some relevance to the job for which the individual has applied.

2. PURPOSE AND SCOPE

- 2.1 This Policy applies to all employees of the Employer, office holders, managers, employees, workers and contractors.
- 2.2 This Procedure will be applied fairly and consistently to all candidates regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation. These are known as 'protected characteristics'.
- 2.3 This Procedure will also be applied fairly where applicants may have fixed term or part time worker status.
- 2.4 All employees involved in recruitment and selection must ensure that they comply with Data Protection principles that state information must:
 - Be fairly and lawfully processed;
 - Be processed for limited purposes and not in any manner incompatible with those purposes;
 - Be adequate, relevant and not excessive;
 - Be accurate;
 - Not be kept for longer than is necessary;
 - Be processed in accordance with individuals' rights;
 - Be secure; and
 - Not be transferred to countries without adequate protection.

- 2.5 This Policy is not contractual and can be replaced or amended by the Employer from time to time as may be required.

3. DEFINITIONS

- 3.1 *Regulated Activity* - There is a full, legal definition of 'regulated activity' but for the purposes of this policy it means 'teaching, training, instructing, caring for or supervising children or providing advice or guidance on well-being, or driving a vehicle only for children, at a school or college with the opportunity for contact with children'.
- 3.2 *Disclosure and Barring Service (DBS)* – The organisation that helps employers make safer recruitment decisions and prevents unsuitable people who pose a risk of harm to vulnerable adults and children from working with those groups.
- 3.3 *Enhanced DBS check* – A check of the Police National Computer records of convictions, cautions, reprimands and warnings plus other information held by the police that is considered relevant by the police.
- 3.4 *Enhanced DBS check with barred list information* – The check that **must** be completed for all individuals who work in regulated activity, which comprises the Enhanced DBS check plus an additional check of the Children's Barred List.

4. PRINCIPAL OR VICE PRINCIPAL RECRUITMENT

- 4.1 The Employer will adhere to the relevant guidance outlined in the School Staffing (England) Regulations when recruiting for a Principal.
- 4.2 When deciding where to advertise a Principal or Senior Vice Principal vacancy, the Academy Council will consider which advertising mediums will most likely be successful in reaching the target audience and obtaining the best field of candidates.
- 4.3 In exceptional circumstances, where a decision is taken not to advertise the post, the Academy Council should keep a written record of the reasons why that decision was reached.
- 4.4 The Academy Council will appoint a selection panel consisting of at least three of its members excluding the Principal (or Senior Vice Principal in the case of a Senior Vice Principal vacancy). It is the responsibility of the selection panel to select the candidates for interview, interview the candidates selected and where appropriate, to recommend the successful candidate to The Academy Council for approval.
- 4.5 The Academy Council will ratify the selection panel's recommendation to appoint a Principal or Senior Vice Principal by a majority vote.

5. SAFEGUARDING CHILDREN

- 5.1 The principles and process of safeguarding children applies to all employees at all times. Throughout the recruitment process employers must remain mindful of deterring, rejecting or

identifying people who pose a risk of harm to children or are otherwise unsuitable to work with them.

5.2 At least one interview panel member will be successfully trained in respect of Safer Recruitment practices.

5.3 Safer Recruitment practices must be followed at every stage of the process and include:

- Ensuring every job description makes reference to the responsibility for safeguarding and promoting the welfare of children;
- Including specific reference to suitability to work with children in every person specification;
- Ensuring that selection is based upon a minimum of an application form that is completed prior to interview, shortlisting and a face-to-face interview that explores a candidate's suitability to work with children whilst simultaneously assessing their suitability for the role;
- Obtaining and scrutinising comprehensive information from candidates, and pursuing and satisfactorily resolving any discrepancies or anomalies prior to any candidate's appointment;
- Individuals who have lived or worked outside the UK must undergo the same checks as all other staff in the organisation, and make any further checks as appropriate so that any relevant events that occurred outside the UK can be considered before the individual is appointed
- Being satisfied that the references received provide evidence to support that candidates are suitable to work with children, and any concerns are explored and allayed;
- Properly verifying the successful candidate's identity, qualifications and relevant achievements, employment history and experience, and;
- Obtaining satisfactory enhanced DBS disclosure with barred list information for the successful candidate.
- Entering the relevant information in respect of every new employee on to the School's single central record in accordance with the statutory regulations.

6. DISCLOSURE & BARRING SERVICE (DBS) CHECKS

6.1 If the Employer knows or have reason to believe that the individual is barred it is a criminal offence for the Employer to allow an individual, to include volunteers, agency staff, temporary workers and contractors who will teach or provide some kind of care for or supervise children regularly, to work for any length of time in any regulated activity. It is also a criminal offence for the Employer to fail to check that person's status if they work in any regulated activity.

6.2 New Employees

- 6.2.1 An enhanced disclosure with barred list information must be obtained for all employees. All disclosures are only valid on the date of issue therefore the Employer will undertake disclosure checks every 3 years.
- 6.2.2 All employees must honestly and accurately complete all relevant sections of the disclosure application form and produce original documentation, which will be verified by the designated person.
- 6.2.3 If new employees are in contact with pupils before their satisfactory DBS clearance has been received, they must always be appropriately supervised by an employee who has received satisfactory DBS clearance, and the Employer must ensure that all other checks, including a separate barred list check, have been completed satisfactorily.
- 6.2.4 New employee appointments will remain conditional until satisfactory clearance has been received.

6.3 Volunteers, Governors, and Adults who supervise children on work experience

- 6.4 For volunteers, and governors *who work in regulated activity*, an enhanced disclosure with barred list information **must** be obtained.
- 6.5 For volunteers, governors and directors, *who are supervised and/or do not work in regulated activity*, an enhanced disclosure (without the additional barred list information) will be obtained.
- 6.6 For volunteers who provide personal care, the Employer will obtain an enhanced DBS certificate.
- 6.7 Where appropriate, the Employer will consider obtaining a DBS certificate for people who supervise a child under 16 on a work experience placement. Factors under consideration will include the specific circumstances of the work experience, the nature of the supervision, and the frequency of the activity being supervised.

6.8 Processing of Disclosures

- 6.8.1 Once the DBS application is submitted, the disclosure is sent directly to the individual. The Employer does not receive a copy.
- 6.8.2 Therefore, all employees, including those who have recently started work or are due to start at the Employer, are responsible for ensuring they produce the disclosure to the designated person at the organisation before they take up post and no later than within 24 hours of receiving it.
- 6.8.3 The Employer must have direct sight of the employee's original DBS disclosure and will take a certified copy for the school records.

6.8.4 The DBS recommends that copies of DBS disclosures be retained for no longer than is necessary, and the Employer will generally keep disclosures for up to 6 months in secure storage with restricted access.

6.8.5 If the Employer or individual employees subscribe to the Update Service the Employer can periodically request to see updated information in relation to DBS records.

6.9 Unsatisfactory Clearance

6.9.1 For both new and existing employees, should the result of the DBS check prove unsatisfactory, the Employer may terminate an individual's employment in accordance with the statutory notice periods / contract of employment.

6.9.2 The notice period given will be dependent upon whether the individual is a new or current member of staff.

6.10 Rehabilitation of offenders

- 6.10.1 The Employer is committed to equality of opportunity for all job candidates and aims to select people for employment on the basis of their individual skills, abilities, experience, knowledge and, where appropriate, qualifications and training. The Employer will not automatically refuse to employ a particular individual just because they have a previous criminal conviction.
- 6.10.2 All candidates are required to disclose all convictions, cautions, reprimands or final warnings that are not 'protected' as defined by the Rehabilitation of Offenders Act and subsequent amendments. All driving convictions must be disclosed if relevant to the employee's role. Candidates are required to submit all relevant information about any criminal conviction in a sealed envelope with their application form. Where such applications are received, the application will be considered for shortlisting in the normal way. If the candidate is selected for interview, the sealed envelope will be opened and advice taken from HR.
- 6.10.3 Where a candidate who has a criminal conviction is selected for interview, at interview the Panel will ask job candidate to provide further relevant details.
- 6.10.4 If a candidate has a conviction and the nature of the offence is relevant to the job for which they have applied, the Employer will review the individual circumstances of the case and may, at its discretion, decline to select the individual for employment.
- 6.10.5 The Employer is committed to ensuring that all information provided about an individual's criminal convictions, including any information released in disclosures, is kept confidential. Data held on file about an individual's criminal convictions will be held only as long as it is required for employment purposes and will not be disclosed to any unauthorised person.
- 6.10.6 Where a candidate fails to disclose information relating to any conviction which is subsequently revealed on a DBS disclosure, or where the Employer is not satisfied with the explanation provided by the candidate, the Employer will be entitled to withdraw the offer of employment.
- 6.10.7 Where an application is received from a person who is barred from working with children, this is a criminal offence. The Employer will report the matter to the DBS and the Police.
- 6.10.8 Under the Police Act 1997 police forces can provide certain sensitive additional information about the applicant to the organisation only, not to the applicant themselves, this is sometimes called 'brown envelope material' and is issued separately to the DBS disclosure. Whilst this provision no longer exists in the Police Act, the Police may choose to use common law powers to provide information directly to employers in cases where it is necessary, such as to prevent harm or crime.

6.11 Assessing the relevance of criminal records

- 6.11.1 When deciding whether the offence is relevant to the post on offer, it may not always be clear enough for the Employer to decide whether the candidate continues to be suitable for the job. An assessment of the risks should be considered by discussing the offence with the candidate. Such an assessment will include but not be limited:
- to the nature of the offence in relation to the job;

- the circumstances in which the offence was committed;
- whether it was a one-off incident;
- whether there appears to be a pattern of behaviour demonstrated by the individual;
- the length of time since the offence took place, and;
- any explanation or remorse shown by the individual.

6.11.2 Only the people directly responsible for recruitment should be informed of a candidate's criminal record. Information relating to offences will be kept securely in lockable filing cabinets, and access to keys restricted to individuals responsible for recruitment and HR.

6.12 Police cautions / criminal convictions received whilst in employment

6.12.1 Employees must disclose any police caution or criminal offence they have been convicted of and any criminal charges they may face should they arise during their employment with the Employer. Where at any time an employee is issued with a police caution or convicted of an offence and fails to disclose this to the Employer, the Employer's disciplinary procedures will apply.

6.12.2 Where an employee is issued with a police caution or convicted of an offence, the employee's continued employment will be considered in relation to the type of offence and the nature of the employee's job. Where the caution or offence does not have any affect upon the type of work carried out by the employee, his or her employment may be able to continue.

6.12.3 Where a custodial sentence is imposed, it may be necessary to consider terminating the employee's employment through the application of the Employer's disciplinary procedures.

6.12.4 In all circumstances, HR advice should be obtained.

7. PROHIBITION ORDERS – For Teaching Staff Only

7.1 Prohibition orders prevent a teacher from working in schools or other educational settings and are made by the Secretary of State following consideration by a professional conduct panel convened by the National College for Teaching and Leadership (NCTL).

7.2 A person who is prohibited from teaching must not be appointed to work as a teacher. The Employer will carry out a pre-employment check of any prohibition via the Employer Access Online Service.

7.3 This online check not only identifies any existing prohibitions or sanctions but also provides confirmation about teaching qualifications held and whether or not the teacher has satisfactorily complete the induction period.

8. PRE RECRUITMENT PLANNING

- 8.1 The job responsibilities of the role should be reviewed to determine whether or not the post should be re-evaluated prior to advertising.
- 8.2 Once the role has been reviewed and / or re-evaluated, the Principal will authorise the recruitment to proceed and confirm funding available, for example advertising or agency costs.
- 8.3 Salaries will be determined in accordance with the relevant school pay policies.

9. JOB DESCRIPTION

- 9.1 Prior to advertising, the job description must be reviewed and amended where necessary to ensure it is accurate and up to date. It is important to include those duties and responsibilities that are carried out most frequently.
- 9.2 Reviewing the job description will determine the knowledge, skills, experience and requisite abilities that are essential or desirable for the role, as outlined in the person specification.
- 9.3 It is advisable to gain input from the person currently doing the job as well as the line manager.
- 9.4 The job description must reflect the Employer's standard format, which will make reference to safeguarding of children, suitability to work with children, maintain appropriate boundaries between adults and children / young people, confidentiality and data protection obligations.

10. PERSON SPECIFICATION

- 10.1 The person specification is an essential tool, which must be accurate and used to inform the entire process. The person specification is used to describe the ideal person for the job, and will allow both the candidate and the Employer to identify whether they have the knowledge, skills and experience (KSE) to perform the role effectively.
- 10.2 Its purpose is to set out clearly the minimum requirements that a candidate must possess before being considered for a vacancy, hence its importance when reflecting these requirements in the job advert. The person specification must be robust in order for effective shortlisting to happen.
- 10.3 When defining the KSE required, they must be specific, measurable, achievable, realistic and time bound.
- 10.4 Those interviewing and assessing candidates must be able to properly assess and measure the candidates against the person specification. For example, if the person specification states that the candidate 'must be competent in meeting tight deadlines' specific questions must be asked at interview or in a selection test to measure how the candidate will meet their deadlines in challenging circumstances.

- 10.5 Those involved in the recruitment process should agree which criteria on the person specification will be used for shortlisting and which will be tested at interview or via a testing process.
- 10.6 Great care must be taken to ensure that the person specification requirements do not discriminate either directly or indirectly. It must make the distinction between the requirements being essential or desirable.
- 10.7 All person specifications must stipulate that the person employed must be suitable to work with children, maintain appropriate boundaries between adults and children / young people and receive satisfactory enhanced DBS clearance.

11. ADVERTISING

- 11.1 For each vacancy a decision will be taken by the Principal / Manager as to the most effective method of placing the advert in front of an adequate number of suitably experienced and qualified candidates, and whether to advertise internally or externally.
- 11.2 All employees on maternity and / or long term absences should be made aware of all suitable vacancies).
- 11.3 Occasionally a post may not be advertised, either because a similar post has recently been advertised and an appointment can be made from the previous interviews, or because a fixed-term appointment needs to be made as soon as possible to ensure continuity within a post, such as covering a period of long term sickness absence.
- 11.4 Adverts must accurately reflect the key elements of the job description and person specification.
- 11.5 The advert is the first opportunity for the Employer to engage with its potential employees. To be effective, an advert must capture the attention of the target audience; hold the reader's interest so the whole advert is read. It should arouse the reader's desire to apply for the position offered, and stimulate action in the form of applications from the target audience.
- 11.6 An effective advert will summarise the key details contained in the job description and person specification, reflect the image and culture of the Employer, begin to discourage unsuitable candidates and include the following:
 - Job title / location / salary;
 - Brief description of the job and the Employer;
 - Brief description of the ideal person, and highlighting the minimum essential requirements;
 - Any unique features of the role;
 - Benefits and facilities offered;
 - Application procedure, contact details, closing date, and where possible, interview date;

- Equal opportunities statement;
 - A statement demonstrating the Employer's commitment to safeguarding children;
 - The requirement for satisfactory enhanced DBS or other appropriate checks;
 - A statement that confirms it is the Employer's policy to obtain references prior to interview.
- 11.7 Adverts will be non-discriminatory and will not exclude particular minority groups from applying. Age related criteria must not be used in advertisements or person specifications. To avoid indirect age discrimination, adverts will not state the number of year's experience a candidate should have.
- 11.8 Where there are Genuine Occupational Requirements (GOR), it can be lawful to directly discriminate on grounds of any protected characteristic. Advice may be sought from HR before advertising the job where it is believed that there is a GOR as they are always open to challenge and the burden of proof lies with the Employer to produce evidence to justify the GOR.
- 11.9 It is helpful to consider holiday periods including religious holidays, when deciding the date upon which the advert will ideally appear so as to have the best chance of reaching the target audience.

12. INFORMATION AVAILABLE TO CANDIDATES

- 12.1 Relevant information should be available to candidates from the dates on which the advert appears. The following information should be available to candidates:
- Application form and advisory notes for completion of the form;
 - Covering letter providing key details of the recruitment process, closing date and proposed interview date(s);
 - Child protection policy statement, safeguarding statement, and Valuing Equality and Dignity at Work policy;
 - Job description and person specification;
 - Further information which may include the Employer's Development / Improvement Plan, recent Ofsted report etc.

13. APPLICATIONS

- 13.1 All applications for jobs must be made on the Employer's application form. CVs will not be accepted.

- 13.2 Where a CV is received, the candidate will be requested to complete an application form, and only upon receipt of a properly completed application form will the candidate be considered for the vacancy.
- 13.3 Incomplete applications may be rejected.
- 13.4 All applications will be checked to establish whether any candidate has made any declarations that include any criminal convictions, or sanctions imposed by a regulatory body. In such cases, this must be referred to HR for advice.
- 13.5 Upon receipt of the application forms, the nominated person responsible for opening the applications must remove the optional ethnic monitoring form before the Panel considers the application forms.

14. REFERENCES

- 14.1 The purpose of references is to obtain objective and factual information to support appointment decisions. It is the Employer's Policy to obtain two written references prior to the interviews in respect of all shortlisted candidates (including internal candidates), and directly from the referees. References or testimonials provided directly by the candidate will not be relied upon.
- 14.2 One reference will be requested from the candidate's current or last employer, except in mitigating circumstances. For example, where the shortlisted candidate has had an extended career break and the last employer has ceased trading.
- 14.3 Where a candidate's work does not currently involve working with children, but they have worked with children in the past, an additional reference must be obtained from the employer where they most recently worked with children.
- 14.4 The standard reference form should be amended to reflect the key requisites in the job description and person specification. This will help the Employer to obtain the previous employer's view of the candidates' ability to perform the specific role being offered and suitability to work with children
- 14.5 All requests for references should seek objective verifiable information and not subjective opinion. The Employer's model reference letter and reference form should be used. A copy of the job description and person specification for the post for which the person is applying should be included with all requests, and every request must ask:
- About the referee's relationship with the candidate, e.g. did they have a working relationship: if so what;
 - How long has the referee known the candidate, and in what capacity;
 - Whether the referee is satisfied that the person has the ability and is suitable to undertake the job in question;
 - Request specific comments about the candidate's suitability for the post, and how they have demonstrated that they meet the person specification;

- Whether the referee is completely satisfied that the candidate is suitable to work with children, and, if not, for specific details of the referee's concerns and the reasons why the referee believes the person might be unsuitable.
- 14.6 In addition to the above, reference requests addressed to a candidate's current employer, or a previous, employer in work with children, must also ascertain:
- Confirmation of details of the candidate's current post;
 - Specific verifiable comments about the candidate's performance history and conduct;
 - Details of any disciplinary or capability procedures the candidate has been subject to in which the sanction is current;
 - Details of any disciplinary or capability procedures the candidate has been subject to involving issues related to the safety and welfare of children or young people, including any in which the sanction has expired, and the outcome of those, and;
 - Details of any substantiated allegations or concerns that have been raised about the candidate that relate to the safety and welfare of children or young people or behaviour towards children or young people, and the outcome of those concerns, e.g. how the allegations or concern was investigated, the conclusion reached, any action taken and how the matter was resolved.
 - The reasons why the candidate left their previous employment/s.
 - To ensure that the information provided by the candidate is consistent with the details contained on any reference
- 14.7 The Employer will not disclose details on a reference of allegations that have been made against an employee or volunteer which are malicious, false, or unsubstantiated. See the Managing Allegations Against Staff Policy for further details.
- 14.8 References received will be thoroughly scrutinised prior to interview. When reading references, particular attention must be paid to what has been written. Any concerns must be explored with the referee and if necessary, explored with the candidate at interview. All concerns must be resolved satisfactorily before the appointment is confirmed.
- 14.9 References must be compared against the information provided on the application form to ensure the information is consistent. Particular attention should be made to checking dates, absences, gaps in employment etc. Where there are discrepancies, these must be explored and properly accounted for.
- 14.10 References that are headed 'To Whom This May Concern' might be the result of a Settlement Agreement and are unlikely to include any adverse comments. Similarly, where a candidate is applying for a position and has previously worked in a school and has not named the Principal as their referee, this must be explored.

- 14.11 Where a reference is received after an offer of employment has been made which does not support the candidate's appointment, advice should be sought before any decision is made to withdraw an offer of employment.
- 14.12 When providing a reference for a current or ex-member employee, in accordance with the Equality Act 2010, the Employer may not provide the prospective employer with details of the employee's sickness absence records unless the prospective employer has made a job offer to the employee. To do otherwise is a potential breach of the Equality Act.
- 14.13 In all situations where there are concerns or discrepancies regarding references, HR advice may be sought.

15. SHORTLISTING

- 15.1 A Panel will be convened who have the necessary authority to make decisions about appointment, except where the appointment is that of the post of Principal or Senior Vice Principal. To ensure consistency, the Panel should remain the same throughout the entire recruitment process.
- 15.2 The Panel should adopt an objective and consistent approach towards shortlisting in order to establish whether, on paper, the candidate has the type of work-related background that is suitable for the job, thus minimising the risk of unlawful discrimination.
- 15.3 Panel members should meet to shortlist and use the standard shortlisting form. Each point should be considered separately and rated on a simple scale. The Panel members should assess whether evidence has been provided on the application form or not, or whether the evidence is uncertain from the application form. The Panel should decide individually and then as a group, reach a consensus on the evidence provided by each candidate in order to determine which candidates, (if any) should be invited to interview.
- 15.4 Candidates who fail to meet any of the selection criteria should not be shortlisted. Clear records of the reasons for the rejection of job candidates at the shortlisting stage must be retained for a minimum of three months and destroyed confidentially thereafter. Care must be taken when writing comments about candidates as they have the right to request to see all documentation relating to their application.
- 15.5 Where a Panel member knows a candidate personally, this must be disclosed, and if necessary, the Panel may be changed to avoid any conflict of interest or bias. When shortlisting, no personal information about the candidate should be considered, for example their name or gender.
- 15.6 The candidates' relevant qualifications, training, work experience, level of knowledge and skills must be assessed against the person specification to determine whether they should be shortlisted. Shortlisting need not be against all the criteria outlined on the person specification since some are better tested at interview or during specific tests.
- 15.7 The Panel must take care not to draw adverse inferences from the presentation of an application form if the ability to produce fluent written communication does not form part of the job.

- 15.8 Any candidates will be shortlisted for interview unless there are factors that make it certain that the person is unsuitable for the job.
- 15.9 Any candidates with a disability will be shortlisted unless it is clear that the candidate does not meet the minimum criteria outlined in the employee specification. Reasonable adjustments to the recruitment process will be made to ensure that no candidate is disadvantaged because of their disability.
- 15.10 Candidates will be invited to interview and informed that their identity and credentials will be checked, a DBS disclosure will be necessary, and they must bring to interview evidence of their eligibility to work in the UK. Candidates should also be asked to bring original or certified copies of their relevant educational and / or professional documents to interview.
- 15.11 In all circumstances prior to appointment, the Employer must be satisfied that it has properly ascertained that the candidate has the right to work in the UK, has provided proper evidence of qualifications relied upon in relation to the post for which they have applied, and identity checks have been completed. Where the candidates cannot bring originals or copies, written confirmation of their relevant qualifications must be obtained from the awarding body.
- 15.12 Where appropriate, the Panel will decide what selection testing is necessary. Any testing must be relevant, proportionate to the role, and fair in all of the relevant circumstances.
- 15.13 The Panel should agree who will draft the interview questions and they should have a shared understanding of the KSE of the 'ideal candidate' to provide a benchmark against which to compare candidates at interview.
- 15.14 An interview schedule should be drafted which will include timescales and responsibilities. Consideration will be given to the format and location of the interviews / tests, refreshments and who will be responsible for escorting candidates between rooms and conducting a tour of the organisation. Name badges should be provided for all candidates and returned to the Employer at the end of the interview process.

16. INTERVIEWS

- 16.1 The purpose of interview is to assess the merits of each candidate and the job requirements and explore their suitability to work with children.
- 16.2 Panel members who conduct recruitment interviews should be suitably trained in interview techniques, including interview questions, safeguarding children, and the avoidance of discrimination.
- 16.3 Panel members will have agreed prior to interview who will explore any relevant issues with each candidate, and who will ask relevant questions.
- 16.4 Interviews should be clearly structured and a two way process of communication. The person leading the interview should introduce themselves and the Panel members, and outline how the interview will be conducted including:
- How long the interview will last;

- Where appropriate, that the Panel will explore any gaps in employment or discrepancies;
 - That the candidate will be asked to declare anything in light of the requirement for a DBS check;
 - That the Panel will ask for evidence of identification, and sight of original qualification certificates;
 - That individual Panel members will ask a number of questions relating to the job description and person specification, which will include questions relating to safeguarding and promoting the welfare of children;
 - That notes of the interview will be taken to record the candidate's answers;
 - When the Panel will make and convey its decision to the candidates;
 - Confirmation of where and how the candidate can be contacted, and;
 - Confirmation that the candidate will be offered the opportunity to ask questions at the end of the interview.
- 16.5 It is essential that Panel members take concise notes of the candidate's answers to questions by noting key words or phrases that reflect their answers. Subjective notes may leave the Employer vulnerable to a legal challenge. Notes should relate to the person specification and are needed to determine scores, to refer to if there is discussion over an individual's answer to a question and can also be used for giving feedback.
- 16.6 Notes of every recruitment interview should be made and retained by the interviewer. Notes regarding the successful candidate should be placed on their personnel file. Notes regarding unsuccessful candidates should be retained for a minimum of three months and be destroyed confidentially thereafter.
- 16.7 During the interview, Panel members will focus on the requirements of the job and the extent to which the candidate's background matches these, together with the candidates' attitude towards young people and children rather than on personal opinions and impressions of the candidate.
- 16.8 Questions asked at interview must obtain relevant information, check facts, test achievement and assess aptitude and potential. Interview questions must seek information about the candidate's ability to perform the job, and not about his or her personal life or family arrangements. Open questions should be asked which invite a longer clearer response. Closed questions should be avoided.
- 16.9 Past performance is the best predictor of future performance, and interviewers should focus upon what candidates have actually done rather than what they may offer as theory. Panel members should identify candidates who talk around the answer rather than directly answering the question, and encourage the candidate to provide a clear direct answer.
- 16.10 Specific questions will be asked to test the candidate's in relation to safeguarding and promoting the welfare of children. The Panel must be satisfied of the candidates' motivation

to work with children and young people, their ability to form and maintain appropriate relationships and professional boundaries with children / young people and their emotional resilience.

- 16.11 Candidates must not be asked questions about marital status or marriage plans, childcare arrangements, domestic arrangements or their partner's occupation, as such questions can be viewed as discriminatory. Panel members should not be afraid to ask direct and probing questions, but must ensure that they cannot be interpreted as unlawful discrimination or unnecessarily intrusive.
- 16.12 A disabled candidate should be asked directly what, if any, adjustments they require for the interview. The Employer will vary the arrangements for the interview if this is directly related to the candidate's disability. Panel members should not be afraid to ask questions at the interview about a disabled candidate's abilities in order to establish whether the candidate is capable of performing the job, and whether any adjustments to working practices or premises would be necessary to support him or her, if recruited. However it may be advisable to seek advice from HR relating to the Equality Act in respect of questions that can be asked of candidates.
- 16.13 Psychometric testing may be used for senior leadership posts. Where psychometric testing is used as part of the recruitment process, any test used must have been validated in relation to the job, be free of bias, and be administered and validated by a suitably trained person. Selection tests should be specifically related to job requirements and should measure the person's actual or inherent ability to do work or train for work.
- 16.14 Appropriate involvement of pupils in the recruitment process is recognised as good practice. Candidates for teaching posts may be asked to teach a lesson and shortlisted candidates may be shown round the organisation by pupils but never left alone with candidates.

17. SELECTION

- 17.1 At the conclusion of all interviews, the Panel should compare the candidates to the person specification and evaluate test results to identify which candidate (s) is the closest fit. The person who most closely matches the criteria specified in the person specification should be offered the position.
- 17.2 The Panel should be aware of those candidates who are overqualified or under qualified for the role, since neither of those candidates would most likely be suitable for the position on offer. The aim is match the right person to the job.
- 17.3 Where two or more candidates are equal in matching the criteria for the role, the Panel should review their assessment and comparisons. It is not appropriate to rely upon the reference to determine the outcome since the decision to appoint would then rest on the ability of the referee to write a fair and factual reference. Unsuccessful candidates could also challenge the decision. Where it is not possible to draw a distinction between the candidates, they should be called back for a further exercise or short interview to determine who should be offered the role.

- 17.4 Where there is a clear second choice candidate, they can be designated as the reserve candidate and can be appointed if the successful candidate decides to reject the offer of appointment. It is advisable to make it clear to the second choice candidate that selection was very difficult given the quality of both candidates so that if they are subsequently offered the role, they will be more likely to accept.
- 17.5 The Panel must record the reasons for rejection. This is also important in respect of providing feedback and the candidates' right to access information.
- 17.6 Unsuccessful candidates should be notified of the Panel's decision as soon as possible and thanked for their application, time and interest in the organisation. Verbal feedback may be offered; the Panel should agree the detail of which before the feedback takes place. Care should be taken not to make any discriminatory remarks. Any feedback should only relate to the person specification and job description, and remaining tactful. The feedback should aim to help the candidate in future interviews, not to damage confidence.
- 17.7 Records of the recruitment and selection process should be retained for a maximum of one year after the closing date for the post.

18. OFFERING POSTS/PRE-EMPLOYMENT CHECKS

- 18.1 Once the successful candidate has been selected, the Chair of the Panel should telephone them to offer the post as soon as possible.
- 18.2 All offers of employment to successful candidates, including those who have lived or worked abroad must be conditional upon satisfactory completion of pre-employment checks regardless of whether the post is offered verbally and / or in writing. The Employer will:
- a) Verify the person's right to live and work in the UK;
 - b) Make further checks as necessary, if the person has lived or worked outside of the UK;
 - c) Check professional qualifications and verify the same with the relevant awarding bodies;
 - d) Obtain two satisfactory references;
 - e) Verify a candidate's identity, preferably from current photographic ID and proof of address except where, for exceptional reasons, none is available;
 - f) Obtain a certificate for an enhanced DBS check with barred list information and ensure the DBS check is satisfactory;
 - g) Obtain a separate barred list check if an individual is due to start work in regulated activity before the DBS certificate is available. The Employer will ensure this check is completed prior to the candidate's start date and will ensure the check is satisfactory;
 - h) Complete a Prohibition Order check;
 - i) Where relevant, ensure the candidate has satisfactorily completed the statutory induction period, and;

- j) Verify the candidate's mental and physical fitness to carry out their work responsibilities. Successful candidates and their previous employer/s can be asked relevant questions about the candidate's disability and health once a job offer has been made, in order to establish whether they have the physical and mental capacity for the specific role
 - k) Record the date on which each such check was completed, or the certificate obtained
 - l) Record the name of the person who carried out the checks.
- 18.3 The conditional contract of employment (written terms and conditions of employment) must be sent to the successful candidate, within a reasonable time frame of the offer of appointment by the appropriate manager. Where the contract deviates from the standard document, the contract may be passed to HR for review and advice.
- 18.4 The appropriate policies and employment documents must be provided with the contract as outlined in the letter of offer and should include the Disciplinary, Grievance, Attendance at Work, Child Protection, and Health and Safety policies, Keeping Children Safe in Education: statutory guidance for schools and staff, and the Guidance for Safer Working Practice for Adults who work with Children and Young People.
- 18.5 Offers will be withdrawn or employment terminated if any discrepancy or dishonesty is discovered, for example, a candidate has failed to inform the Employer of any sanctions imposed by a regulatory body such as the National College for Teaching and Leadership or the DfE.
- 18.6 Relevant DBS guidance will be followed if a Disclosure reveals relevant information that a candidate has not disclosed in the course of the selection process, which they had a duty to disclose. If the Disclosure conviction information supplied is different from the information supplied by the candidate on their original job application, the candidate must be asked to explain this.
- 18.7 If a judgement is reached that the candidate deliberately falsified the information supplied on the job application this can be taken into account when considering whether the job offer will be withdrawn. It is normal policy that any deliberate falsification of an application, in any respect, will debar a candidate from appointment.
- 18.8 All pre employment checks must be:
- Confirmed in writing;
 - Documented and retained on the personnel file (subject to certain restrictions on the retention of information imposed by DBS regulations);
 - Recorded on the Employer's single central record database, and;
 - Followed up where they are unsatisfactory or there are discrepancies in the information provided and resolved prior to the candidate commencing work.
- 18.9 Further advice will be sought:

- Where the DBS Disclosure shows a candidate has been disqualified from working with children by a Court;
- If the candidate has provided false information in, or in support of, their application, or;
- If there are serious concerns about an candidate's suitability to work with children,

18.10 Where appropriate the Principal may report the facts to the Police and / or the DBS.

19. TEMPORARY AND SUPPLY WORKERS

19.1 Temporary and supply staff will be recruited to maintain consistent provision of education and to support the principles of Workforce Reform or 'Rarely Cover' where appropriate.

19.2 The Employer must observe the regulations that give agency workers the entitlement to the same or no less favourable treatment as comparable employees with respect to basic employment and working conditions, if and when they complete a qualifying period of twelve weeks in a particular job.

19.3 Agencies will be used in most cases to either cover absences known in advance, or absences of three days or more where the work cannot be covered from within the department or the organisation.

19.4 Prior to making any arrangements, the appropriate manager must obtain authorisation from the Principal to determine the most appropriate agency and their approval to accept any agency rates that will apply. In all cases, the terms of business must be obtained and scrutinised by the appropriate manager prior to accepting a contract of engagement with the agency, or accepting the services of a temporary worker.

19.5 The terms of business must stipulate whether the agency or the Employer will employ the temporary worker. To be certain that the agency is responsible for the employment of the worker, the Employer must ensure that:

- All aspects relating to the temporary worker's poor work performance or misconduct will be passed to the agency for appropriate action;
- All disciplinary and grievance issues will be dealt with by the agency not the Employer;
- The agency is responsible for paying the worker and agreeing any pay increases;
- The Employer can request an alternative worker from the agency at any time and cannot insist on the supply of a particular worker (although, where possible, agency staff that are known to the Employer will be engaged to promote continuity and maintain good working relationships), and;
- The worker has to make any annual leave arrangements and report sickness through the agency.

19.6 The appropriate manager must establish and understand:

- The fee payable for the engagement of the temporary worker (including VAT);
 - The employment status of the temporary worker;
 - The notice provisions from either party for termination of the terms of business;
 - Where applicable, the fee payable on transfer from temporary to permanent employment, or any extended 'hire' period on temporary to permanent employment, and;
 - The terms of repayment of any fees if the agreement is terminated.
- 19.7 In the first instance, subject specific staff will be sought, particularly where long-term cover is necessary.
- 19.8 Where absence is known in advance, supply teachers will be booked and the absent teacher will set work.
- 19.9 For unplanned absences, cover staff will be assigned wherever possible to ensure that established staff cover rarely, except where otherwise agreed.
- 19.10 Thorough checks will be made on anybody who will be working in the organisation, both to prevent unsuitable people from gaining access to children and to maintain the integrity of the teaching profession. Prior to the date of the worker's commencement date, the Employer must obtain written notification from any agency or third party organisation they use, and be satisfied that the agency or third party organisation has carried out all necessary pre employment checks on an individual who will be working at the School.
- 19.11 Where a teacher is directly employed following a period of agency working the Employer will carry out all of the checks normally conducted in respect of a new employee.
- 19.12 Supply staff directly employed by the Employer will be subject to the same pre-employment checks that are completed in respect of all other employed staff. The Employer must obtain a copy of the original DBS Disclosure from the individual in all cases.
- 19.13 The Employer must consider and follow the information and guidance set out in Sections 5 and 6 and in particular, point 6.2.3 of this policy.
- 19.14 Where an individual is provided by an agency the Employer must verify the identity of the individual to ensure the person who arrives is the person who has been referred by the Agency. Proof of identity will include photographic evidence and the correct birth certificate, driving licence or passport combined with evidence of the person's address.
- 19.15 Agency staff will be welcomed upon their arrival and escorted to meet the person responsible for their line management, and who is also responsible for ensuring that the supply worker is appropriately supported throughout their engagement with the Employer.
- 19.16 The performance of all temporary workers' performance will be monitored and evaluated. If the performance is satisfactory, where appropriate, the worker will be re-engaged. In respect

of supply teachers or cover workers, monitoring will include the application of the curriculum, and the continuity and quality of the work set.

19.17 Prior to changing the status of the temporary worker's employment, a thorough investigation of the worker's performance will take place that will include obtaining the advice of teachers who have worked alongside the worker.

19.18 Calculations for pay for teachers who are appointed on a day-to-day or other short-term basis will be made in accordance with the Employer's Pay Policy. The full working year consists of 195 days including INSET days, and will be pro rated where a teacher works for less than one day.

19.19 Costs of temporary cover will be monitored by the Finance Department and excessive usage will be monitored.

19.20 Managers must be aware that some employment rights apply to temporary workers regardless of their employment status. These include rights to paid annual leave, rest breaks, protection against less favourable treatment in respect of working on a part time basis, discrimination or suffering detriment in relation to their statutory rights.

20. RECRUITMENT AGENCIES - PERMANENT STAFF

- 20.1 Recruitment agencies may be used to recruit permanent staff where the Employer has been unsuccessful in appointing a suitable candidate, or where 'hard to fill' posts exist. When selecting an agency, the manager should check the suitability, quality and specialism of the agency.
- 20.2 Prior to the date of the worker's commencement date, the Employer must obtain written notification from any agency or third party organisation they use, and be satisfied that the agency or third party organisation has carried out all necessary pre employment checks on an individual who will be working at the School.
- 20.3 The Employer must establish whether the services provided are provided by an 'employment agency' (which introduces workers to hiring employers for direct employment by the latter), or an 'employment business,' (the agency engages or employs workers itself and supplies them on a temporary basis to the hiring employer). Advice may be obtained from HR in respect of the employment relationship between the temporary worker, the agency and the Employer.
- 20.4 Prior to agreeing to use the services of an agency, the Employer must first establish in writing the terms and conditions of business that will apply, including any fees which will become payable by the Employer, how they will be calculated, and the terms relating to any refunds or rebates. If no refunds or rebates are payable the Employer must obtain a written statement to that effect in advance of using the agency's services.
- 20.5 An appropriate manager must establish and understand:
- The fee payable for the engagement of the (including VAT);
 - The notice provisions from either party for termination of the terms of business;
 - Where applicable, the transfer fee on temporary to permanent employment, or any extended 'hire' period on temporary to permanent employment, and;
 - The terms of repayment of any fees if the permanent employment is terminated.
- 20.6 Where both the Employer and the agency agree a change to the terms of business, the Employer must obtain a written statement of the newly agreed terms, which states the date on which the agreement has been made and becomes effective.
- 20.7 Where a worker is employed on a temporary basis and subsequently transfers to a permanent contract of employment with the Employer, the date upon which continuous employment begins will be the first day of permanent employment with the Employer.

21. VOLUNTARY WORKERS

- 21.1 Children regard volunteers as safe and trustworthy adults. When the Employer is actively seeking governors, directors and other volunteers, and is considering candidates about whom it has little or no recent knowledge, it should adopt the same recruitment measures as it would for paid staff. A person wishing to become a volunteer must complete an application form in full.

- 21.2 Where the Employer approaches an individual who is well known to the Employer to take on a particular voluntary role, a streamlined procedure can be adopted. However the Employer must still satisfy itself that the individual is suitable to work with children by undertaking the guidance in this policy to include complying with the requirement to obtain satisfactory references, DBS checks and all necessary pre-employment and statutory checks.
- 21.3 Under no circumstances should a volunteer in respect of whom no checks have been obtained be left unsupervised or be allowed to work in regulated activity.
- 21.4 In other circumstances, e.g. where a volunteer's role will be 'one-off' e.g. accompanying teachers and pupils on a day outing, helping at a concert or fete, those kind of measures would be unnecessary provided that the person is never left alone and unsupervised in charge of children. Where volunteers are recruited by and work for another organisation, e.g. sports coaches from a local club, the Employer should obtain written assurance from that organisation that the person has been properly vetted and appointed via the safer recruitment practices.
- 21.5 A volunteer is a person who gives freely of their time, skills and experience. They are not an employee and will not have a contract of employment with the Employer or receive any pay. However, the volunteer is free to refuse to fulfil the role and the Employer is not bound to provide any work. It is also expected that both the Employer and the volunteer will give as much notice as possible if they are unable to meet these expectations.
- 21.6 Any relevant training that is required before the volunteering work is undertaken will be provided including safeguarding and health and safety. Volunteers will not be used as substitutes for employees.
- 21.7 The volunteer will be invited to enter into a volunteering agreement with the Employer. This agreement will identify:
- The volunteer's role and responsibilities;
 - The training that the volunteer is expected to undertake;
 - The policies, procedures, protocols and rules the volunteer is expected to understand and agree to comply with;
 - Any expenses that may be paid to the volunteer;
 - The insurance cover that will be provided for the volunteer;
 - Who will supervise the volunteer, and;
 - The notice that will be given to a volunteer if their role is to come to an end.
- 21.8 The Employer has a responsibility for the health and safety of volunteers who:
- Should at all times follow the Employer's Health and Safety, Child Protection and Safeguarding policies and procedures

- Must read and comply with 'Keeping Children Safe in Education: statutory guidance for schools and staff', and the Guidance for Safer Working Practice for Adults who work with Children and Young People;
- Have a duty to take care of themselves and others who might be affected by their actions;
- Should not act outside their authorised area or work, and;
- Should report all accidents to their supervisor.

21.9 Volunteers are expected to comply with all the Employer's policies and relevant statutory guidance while they are on any of its premises or whilst undertaking any of their volunteering duties.

21.10 The Employer will ensure that volunteers are covered for insurance purposes in respect of personal injury, professional and public liability insurance. The insurance will not cover unauthorised actions or actions outside the volunteering agreement.

22. INDUCTION

22.1 There will be an induction programme for all employees, governors, directors and other volunteers newly appointed to the organisation. The purpose of induction is to:

- Provide adequate training and information about the Employer's policies and procedures and relevant statutory guidance;
- Ensure a clear understanding of the probationary period;
- Clarify and support individuals with the requirements and responsibilities of their new job or voluntary role;
- Confirm the conduct expected of individuals within the organisation, and;
- Provide opportunities for a new employee or volunteer to discuss any issues or concerns about their role or responsibilities.

22.2 The content and nature of the induction process will vary according to the role and previous experience of the new employee, governor, director or other volunteer.

22.3 In relation to safeguarding and promoting the welfare of children and young people, the induction programme should include information about:

- Safeguarding and other policies that promote welfare e.g. child protection, anti-bullying, physical intervention / restraint, intimate care, internet safety, to include Facebook and social media sites, appropriate use of mobile telephones and any local child protection / safeguarding procedures, etc.;
- Safe practice and the standards of conduct and behaviour expected of employees and pupils in the establishment;

- How and with whom any concerns about those issues should be raised, and;
 - Other relevant procedures including disciplinary, capability, attendance at work and probationary periods.
- 22.4 The programme should also include attendance at child protection training appropriate to the person's role.
- 22.5 All new employees, volunteers and workers will be required to read Keeping Children Safe in Education: statutory guidance for schools and staff, and the Guidance for Safer Working Practice for Adults who work with Children and Young People, and sign a declaration in which they commit to agreeing to comply with the requirements of this statutory guidance.

23. CONTRACTORS

- 23.1 The Employer will have arrangements in place with contractors to make sure that the contractor, or any employee of the contractor working at the organisation has been subject to the appropriate level of DBS check if any such check is required.
- 23.2 The Employer will consider obtaining the DBS check for self employed contractors who cannot make an application directly to the DBS on their own account.
- 23.3 The Employer should always check the identity of contractors and their staff on arrival at any of the Employer's premises.

24. MAINTAINING A SAFER CULTURE

- 24.1 The need for continued awareness of safeguarding issues has been reinforced throughout this document. It is important that all employees in the organisation have appropriate training and induction so that they understand their roles and responsibilities and are confident about carrying them out.
- 24.2 Employees, pupils and parents should feel confident that they can raise issues or concerns about the safety or welfare of children and young people, and that they will be listened to and taken seriously. That can be achieved by maintaining an ethos of safeguarding and promoting the welfare of children and young people and protecting employees which is supported by:
- A clear written statement of the standards of behaviour and the boundaries of appropriate behaviour expected of employees and pupils that is understood and endorsed by all;
 - Appropriate induction and training;
 - Regular briefing and discussion of relevant issues, and;
 - Including relevant material from the framework for Personal Social and Health Education in the curriculum.