

Ealing School Effectiveness Toolkit

Headteacher and Senior Leadership Recruitment Toolkit for Governors

1. Topic: Headteacher and Senior leader recruitment

The purpose of the document is to provide:

- an outline process for governors involved in the recruitment of a new headteacher
- an outline of the role of School Effectiveness & Schools HR staff who will support the process
- supporting exemplar documentation and resources for each stage of the process that can be adapted to meet the needs of the school

Many of the resources are also suitable for the recruitment to deputy and assistant headteachers posts. Support for headteacher recruitment is provided in partnership with Schools HR and this document has been produced in collaboration with Schools HR.

Proposed time allocation (from School Effectiveness bespoke allocation):

Post	Assessment process	LA officer time allocation (minimum)	Schools HR Consultancy Team
Headteacher	1 day	4 days	There is no limit on the time allocation for schools that purchase HR services.
Headteacher	2 days	6 days	
Deputy / assistant headteacher	1 day	2 days	
Deputy / assistant headteacher	2 days	3 days	

2. Vision Statement

To support school improvement by assisting governing bodies to use a well planned and effective approach to the recruitment of headteachers and other senior leader posts in Ealing.

3. Time line of activities

There are two main aspects to headteacher and senior leadership recruitment:

- Consideration of the model of leadership:** It is essential that a guided and supported discussion takes place in relation to the possible options for school leadership that are now available in addition to the traditional recruitment to a headteacher or senior leader post on a like for like basis. Governing bodies should be supported to consider succession planning options on a regular basis as part of their role in providing strategic direction for the school. Resources to support this process are included in Section 5.
- The staged recruitment process:** There are a number of stages in the process- some are sequential, some may run concurrently and for some there can be discretion about the order and level of focus on the stage depending on the school circumstances -see Section 5.

a. Consideration of the model of leadership

Headteacher vacancy identified

Governing body consider the model of leadership

The latest publication produced in partnership between the National College of School Leadership and the National Governors Association is a practical guide to the headteacher recruitment process.

'A guide to recruiting and selecting a new headteacher' (NCSL & NGA 2012)

<http://www.nationalcollege.org.uk/docinfo?id=181155&filename=a-guide-to-recruiting-and-selecting-a-new-headteacher.pdf>

The law and your options (NCSL & NGA document page 4)

The document outlines sources of legal guidance (The governors' guide to the law)

<http://www.education.gov.uk/schools/leadership/governance/guidetothelaw/b0065507/gttl>

and the main points the governors need to be aware of when a headteacher resigns. It also states:

'The resignation or retirement of a school's serving headteacher can present the governing body with a good opportunity to review the school's future leadership arrangements. The governors might want consider new models of school leadership ranging from entering a federation or a multi-academy, through to becoming a co-operative trust, or remaining a standalone school or academy.'

The link below provides access to a wide range of materials and case studies in relation to alternative models of school leadership. *Please note login to the NCSL website is required to access this site.*

<http://www.nationalcollege.org.uk/index/resources/leadingschools/modelsandpartnerships>

School Staffing (England) Regulations 2009: Part 2: Appointment of headteacher and deputy headteacher

Regulation 15 <http://www.legislation.gov.uk/ukxi/2009/2680/regulation/15/made>

This outlines the current law in relation to the appointment of headteachers and deputy headteachers.

The full text of the section is included as **Appendix 4**.

15.—(1) The governing body must notify the authority in writing of—

(a) any vacancy for the head teacher; and

(b) any post for a deputy head teacher which it has identified as one to be filled.

(2) The governing body must advertise any such vacancy or post in such manner as it considers appropriate unless it has good reason not to.

b. Stages in the process

Once the governing body has decided to recruit a new headteachers rather than an alternative model, the NCSL/NGA document identifies a seven step process. (**Appendix 1**). The stages in this document are developed into more detailed practical stages in the Ealing guidance document. The detailed flow chart can be found in **Appendix 2**.

NCSL/NGA seven step process	Ealing – further practical steps and information
1. Preparation The governing body decides to recruit	Setting up the recruitment process including identifying the panel
2. Definition Clarifying the needs of the school	First recruitment panel meeting – ISR, job & person spec
	Involving stakeholders in the process
3. Attraction Marketing and application pack	Second recruitment panel meeting
	Assessment activities agreed
4. Selection Interviewing and selection process	Short-listing
	Assessment day(s)
	References
5. Appointment	Ratification of appointment
6. Induction	Handover and Induction
7. Evaluation	Evaluation of the recruitment process

4. Approaches to supporting the recruitment of headteachers

Methodologies

- Recruitment of a new headteacher is the responsibility of the governing body of the school and is one of the single most important tasks that you will undertake.
- Successful recruitment is a partnership process between the school governing body, the School Effectiveness Adviser (usually the Link Officer), Schools HR and for church schools the Diocese.
- As soon as a headteacher retirement or resignation is notified to the Local Authority the Link Officer will contact Schools HR and arrange an initial meeting with the Chair of Governors and possibly the current headteacher depending on the circumstances. For a Church school the Diocesan representative will also be involved.
- The School Effectiveness Adviser is the official representative of the Local authority at the short-listing and interview stage and is likely to be involved at the initial stages of recruitment planning including supporting the governing body in the consideration of alternative models.
- The role of the Schools HR adviser is to advise on technical and legal aspects of the recruitment process. They may also be involved in other aspects of the process as required including contributing to questions and tasks in relation to people management and assisting on assessment days, particularly in secondary schools where more people are required.
- The process will be most successful where there are clear roles and time lines for the process and systems of communication are agreed and adhered to.
- It is vital that the governors who are involved in the recruitment process are aware of the demands of the process and are able to commit to time required.
- The length of the process will depend on circumstances but will take at least 10 weeks. Governors should be aware of the notice period required before the successful candidate can take up the post.
- Long term succession planning work by governing bodies can help to address some of the issues well in advance of the actual need arising and should be recommended to them by Link Officers.

Risks

The wider risks relate to:

- the stability of the school if new permanent leadership arrangements for the school are not secured
- the long term success of the school if an inappropriate leader is appointed or an ineffective leadership model is implemented

During the process risks relate to:

- insufficient time spent on planning the process and insufficient time and commitment allocated to the process as a whole
- the quality of the process in terms of attracting and selecting the best candidate
- insufficient stakeholder involvement in the process which may make the initial stages of headship more difficult
- poor communication between all parties involved during the process

The level of support that you require will depend on the experience and mix of skills within the governing body. You may just need guidance with the process and advice on the day of the assessment process or you may need detailed advice and guidance and a much more 'hands on approach' from the SE and HR advisers throughout the process.

5. Resources

This document should be used alongside the **Ealing Headteacher and Senior Leader Recruitment Pack 2012-13** which includes further details on specific aspects of the headteacher recruitment process. A copy of the pack will be provided by the LA Adviser.

'A guide to recruiting and selecting a new headteacher' (NCSL / NGA 2012) can be found at:

<http://www.nga.org.uk/Resources/Useful-Documents/A-Guide-to-Recruiting-and-Selecting-a-New-Headteac.aspx>

School Staffing Regulations 2009

The regulations which govern the appointments of Head, Deputy and Assistant Headteachers are set out in the School Staffing Regulations 2009. In particular paragraphs 15 and 27 (one of these will apply depending on the type of school) should be referred to.

<http://www.legislation.gov.uk/uksi/2009/2680/contents/made>

Sample materials including job and person specifications, adverts, recruitment packs, assessment day tasks, interview questions etc http://www.nga.org.uk/Resources/Useful-Documents/A-Guide-to-Recruiting-and-Selecting-a-New-Headteac.aspx#Interview_questions
<http://clerktogovernors.wordpress.com/2011/01/02/what-is-the-process-for-appointing-a-new-headteacher/>

Succession planning guidance documents can be found at:

<http://www.nationalcollege.org.uk/index/resources/leadingschools/successionplanning.htm>

Induction – guidance on support for new headteachers through the Head Start programme can be found at <http://www.education.gov.uk/nationalcollege/index/professional-development/headstart.htm>

Handing over Headship – document available from your LA Adviser – guidance on the handover process.

6. Impact Evaluation

Success criteria

- Successful leadership model in place in the school.
- High level of response to the advertisement in relation to local and national statistics
- Successful recruitment to headteacher or senior leadership post
- Positive response to the process from all stakeholders including governors, school staff and candidates
- Evidence of the governing body considering succession planning as part of their strategic role in school.

Appendix 1

'A guide to recruiting and selecting a new headteacher' (2012) identifies seven steps in the process for recruiting and selecting a new headteacher.

1. Preparation

- governing body decides to recruit
- time of the year
- Securing professional support for the process
 - HR expertise
 - Educational expertise
 - Administrative expertise
- Sources of support

2. Definition

- Job and person specification
- Recent changes to NPQH
- Pay level

3. Attraction

- Marketing approach
- Hard to fill factors and field sizes
- The right mindset
- Good advertising and routes to market
- What do prospective candidates look for?
- The application pack

4. Selection

- Shortlisting
- Interviewing and selection
- References

5. Appointment

- Key things to consider
- Making the offer

6. Induction

7. Evaluation of the process

Appendix 2

HEADTEACHER RECRUITMENT - SUMMARY TIMELINE OF ACTIVITIES

The actual time scale for the process of headteacher recruitment will vary depending on the individual circumstances of the school.

HEADTEACHER RETIRES OR RESIGNS		
Governing body consider the model of leadership		
Governing body agree they wish to recruit a new headteacher. There will be a variable length of time between this and the beginning of the process.		
Setting up the process	WHOLE GOVERNING BODY MEETING	Week 1
First recruitment panel meeting	AGENDA FOR FIRST RECRUITMENT PANEL MEETING	Week 3
Vision for the school and model of leadership	STAKEHOLDER ACTIVITIES	Week 4
Second recruitment panel meeting Advert agreed and placed and	AGENDA FOR SECOND MEETING OR MATTERS DEALT WITH BY EMAIL ADVERT AGREED AND PLACED	Week 5/6
Assessment activities agreed	ASSESSMENT DAY/S ORGANISATION	Week 7/8
Short-listing	SHORT-LISTING	Week 9/10
Assessment day(s)	ASSESSMENT DAY(S)	Week 11/12
Ratification	FULL GOVERNING BODY MEET TO RATIFY THE DECISION	Week 11/12
Follow up and induction	HANDOVER INDUCTION	Term before appointment First year
Evaluation	EVALUATION OF THE RECRUITMENT PROCESS	Week 12 +

Appendix 3: Detailed time line of activities for governors and SE/HR advisers

Headteacher vacancy identified	HEADTEACHER RETIRES OR RESIGNS Governing body informed. School Effectiveness Link officer and Schools HR contacted. Alternative models considered and agreed or agree to start the recruitment process	
Setting up the process	WHOLE GOVERNING BODY MEETING (set up if one not scheduled) to: <ul style="list-style-type: none"> • Develop a vision for the school and expectations of the new leader • Consider how to involve all stakeholders (staff, students, parents) • Confirm the skills and commitment required for governors to be a member or the Recruitment Panel and the selection of the Panel. • Identify administration support for the recruitment process (clerk or headteachers PA) • Agree communication throughout the process within the governing body, with stakeholders and with the Recruitment Panel Advisers from the LA. • Schedule stakeholder activities and first Recruitment Panel meeting • Consider ISR for post 	Week 1
First recruitment panel meeting	AGENDA FOR FIRST RECRUITMENT PANEL MEETING <ul style="list-style-type: none"> - Agree timescale: dates for further meeting, interview, short-listing, advert etc - Agree tasks for individual members of Recruitment Panel and deadlines - Confirm salary (ISR) for post and wording for advert - Ideas for Person Spec and Job Description and advert - Other documents for recruitment pack Set up email group of recruitment panel plus advisers so that tasks etc can be shared. Decide if further meeting required before short-listing and process for dealing with queries e.g. by e mail	Week 3
Vision for the school	STAKEHOLDER ACTIVITIES to agree the vision for the school and expectations of the new leader. Could include staff meeting/ School Council, parents meetings	Week 4
Second recruitment panel meeting	AGENDA FOR SECOND MEETING OR MATTERS DEALT WITH BY E MAIL <ul style="list-style-type: none"> - Advert finalised and placed in media – Online or Paper or both - 2-3 weeks for application process - Documents for recruitment pack finalised - Assessment day activities discussed - Arrangements for school visits & contact point for queries during advert period - Briefing on the long / short-listing process - Agree further tasks and deadlines 	Week 6
Assessment activities agreed	<ul style="list-style-type: none"> - Assessment day activities finalised - Venue and Rooms organised, catering and base for candidates organised, other staff, student involvement agreed and follow up arranged - Recruitment Panel Members and Advisers allocated to assessment tasks - Scoring methodology for each activity agreed 	Week 7/8
Short-listing	Panel members shortlist individually prior to the meeting Recruitment Panel meet to reach agreement on candidates to call to interview/assessment. Letters to be sent to unsuccessful candidates. Assessment day activities finalised Call for references for long/short-listed candidates	Week 9/10
Assessment day(s)	Records kept for all activities to justify decision Recruitment Panel Members make the decision, LA can advise Successful candidate and unsuccessful candidates informed. Arrangements for feedback from LA adviser. Arrangements for next steps with successful candidate. Decision on next steps if no candidate appointed.	Week 11/12
Ratification	FULL GOVERNING BODY MEET TO RATIFY THE DECISION – usually on the same day or as soon as possible after the assessment day(s).	Week 11/12
Follow up and induction	Meeting with Chair of Governors. Arrangements for handover and induction.	Term before & first year
Evaluation	Evaluation of the recruitment process	Week 12

Appendix 4

School Staffing (England) Regulations 2009: Part 2: Appointment of headteacher and deputy headteacher Regulation 15 <http://www.legislation.gov.uk/uksi/2009/2680/regulation/15/made>

Appointment of head teacher and deputy head teacher

15.—(1) The governing body must notify the authority in writing of—

(a) any vacancy for the head teacher; and

(b) any post for a deputy head teacher which it has identified as one to be filled.

(2) The governing body must advertise any such vacancy or post in such manner as it considers appropriate unless it has good reason not to.

(3) Where the governing body advertises any such vacancy or post, it must appoint a selection panel, consisting of at least three of its members, other than a governor who is the head teacher or (as the case may be) a deputy head teacher, to—

(a) select for interview such applicants for the post as it thinks fit and, where the post is that of head teacher, notify the authority in writing of the names of the applicants selected;

(b) interview those applicants who attend for that purpose; and

(c) where it considers it appropriate, recommend to the governing body for appointment one of the applicants interviewed.

(4) If, within a period of seven days beginning with the date when it receives notification under paragraph (3)(a), the authority makes written representations to the selection panel that any applicant is not a suitable person for the post, the selection panel must—

(a) consider those representations; and

(b) where it decides to recommend for appointment any person about whom representations have been made, notify the governing body and authority in writing of its reasons.

(5) Subject to regulation 12(2) and, where appropriate, regulation 12(4), where the person recommended by the selection panel is approved by the governing body for appointment, the authority must appoint that person, unless the governing body has determined that the person is to be appointed by the governing body otherwise than under a contract of employment pursuant to regulation 12(1)(c).

(6) If—

(a) the selection panel does not recommend a person to the governing body;

(b) the governing body declines to approve the person recommended by the selection panel; or

(c) the authority declines to appoint the person that the governing body approves,

the selection panel may recommend another person for appointment in accordance with this regulation (but this does not prevent it from recommending an existing applicant).

(7) Subject to regulation 12(2) and, where appropriate, regulation 12(4), where the governing body decides for good reason not to advertise and conduct a selection process to fill the vacancy or post in accordance with paragraphs (2) to (4), the authority must appoint the person identified by the governing body to fill the vacancy or post, unless the governing body has determined that the person is to be appointed by the governing body otherwise than under a contract of employment pursuant to regulation 12(1)(c).