



## **RECRUITMENT POLICY**

### **Purpose**

The College needs to be able to recruit and retain high quality staff as they are its most valuable resource and the key to its success. It also needs to ensure safer recruitment in line with its commitment to the safeguarding of children. A professional approach to recruitment is essential to achieve this.

The purpose of this policy is to:

- ensure that the recruitment, selection and appointment of staff is fair and consistent, does not unlawfully discriminate against any candidate and complies with employment law;
- ensure that safer recruitment procedures are followed, including appropriate vetting checks for all staff before they start work at the College;
- to ensure compliance with all relevant legislation, recommendations and guidance including the statutory guidance published by the Department for Education (DfE), Keeping Children Safe in Education September 2022 (KCSIE), Education (Independent School Standards) Regulations 2014 (ISSRs), National minimum standards for boarding schools (September 2022), Disqualification under the Childcare Act 2006 (DUCA), the Prevent Duty Guidance for England and Wales 2015 (the Prevent Duty Guidance) and any guidance or code of practice published by the Disclosure and Barring Service (DBS); and
- ensure compliance with tax regulations for all staff recruited.

### **Scope**

This policy is applicable to ALL staff recruitment, selection and appointments by Dulwich College. In order for the policy to be effective it is essential that any member of staff who is involved in any aspect of the recruitment of staff is aware of this document and follows it. Ultimately, it is the responsibility of the College Leadership Team (CLT), in conjunction with the HR Department, to ensure that this is the case.

There are sections of this policy which may not be relevant for certain categories of staff, for example advertising for certain casual workers. However, in order to ensure the College complies with legal requirements, the HR Department must be responsible for preparing and issuing the appropriate offer letter and contract to all new staff irrespective of their status.

### **Equal Opportunities**

Dulwich College is committed to promoting equal opportunities in employment. Staff and job applicants will receive equal treatment, regardless of their so-called “**Protected Characteristics**”, i.e. their gender, age, disability, marital or civil partner status, pregnancy or maternity, race, colour, nationality or ethnic origin, religion or belief, sexual orientation; or gender re-assignment.

Recruitment will be conducted on the basis of merit, against objective criteria that avoid discrimination.

All managers must set an appropriate standard of behaviour, lead by example and ensure that those whom they manage adhere to the policy and promote the College's aims and objectives with regard to equal opportunities.

### **Prevent Duty**

The Counter-Terrorism and Security Act 2015 places a duty on schools to have due regard to the need to prevent people from being drawn into terrorism and hate crimes. The College acknowledges that adherence to this policy and safe recruitment practice will help protect children from such risks.

### **Preparation**

Managers should give careful consideration to the vacancy before beginning the recruitment process. Consideration should be given to:

- whether it is necessary to replace all leavers;
- the type of position that is being recruited for;
- details of the duties to be undertaken;
- whether the position is for a fixed period of time, whether it is temporary or permanent, whether it is an existing role or a new role and whether the role is full or part time.

### **Authorisation**

Authorisation should be obtained before the commencement of the recruitment process, in accordance with the College's Staffing Authorisation Procedure (see separate document).

### **Job Description and Person Specification**

A job description and person specification should be drawn up for all new or replacement employee positions. These documents set out the duties of the job and the skills needed to fill it. The appropriateness of drawing up job descriptions and person specifications for casual positions should be discussed with the HR Department. The HR Department will provide assistance with any of the recruitment documents required, including preparation of job descriptions.

### **Advertising**

Managers should discuss the most effective means of obtaining suitable candidates with the HR Department. Normally vacancies (including job descriptions and application forms) will be advertised on the College's

website. If thought appropriate, external advertisements may be placed in the local or national press and recruitment agencies may be used.

The HR Department will normally draft advertisements, which will be submitted to the appropriate manager for approval. All advertisements should have a closing date for applications.

There is a central budget for recruitment advertising and the HR Department will be responsible for the placing of all advertisements.

## **Selection**

All applicants for employee positions must submit a fully completed application form (which may be accompanied by a CV). Application forms can be downloaded from the College website or are available from the HR Department.

Appropriate selection procedures must be used for each position. Procedures may vary from position to position and at its simplest may just involve an interview. Selection procedures may also include a skills test (Word or Excel for example), more than one interview, a tour of the College or other selection tools and, for teaching staff, teaching a lesson and taking up references. At least two people should be involved in shortlisting and conducting the interviews, including one person who has undertaken safer recruitment training. A short note will be kept on file of the reason(s) why an applicant is not shortlisted for interview.

Except where it has been agreed between the HR Department and the Head of Department/Subject (for example Events and Sports Club casual workers), the HR Department will invite the candidates for interview, draw up interview schedules and obtain references.

From a core set of areas for questioning and competencies (including motivation, communication, teamwork and "customer" service) a list of possible interview questions will be drawn up for each interview. The interview panel will agree the final list of questions.

Those interviewing should agree structured questions which include:

- finding out what attracted the candidate to the post being applied for and their motivation for working with children
- exploring their skills and asking for examples of experience of working with children which are relevant to the role, and,
- probing any gaps in employment or where the candidate has changed employment or location frequently, asking about the reasons for this.

Regarding questions that may be asked of job applicants:

- Job applicants should not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic (see page 1). For example, applicants should not be asked whether they are pregnant or planning to have children.
- Job applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with the approval of the Human Resources Department. For example:
  - Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
  - Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.

Before the interview takes place, the HR Department will provide interviewers with copies of application forms and copies of the job advert, job description and person specification.

When all the candidates have been interviewed, the interviewers will decide on the best person for the job. Either the appointing manager or the HR Department will contact the successful candidate, agreeing a start date and salary. Candidates who have not been shortlisted and who have been unsuccessful at interview will also be informed.

All the interview papers must be returned to the HR Department for filing. It is a legal requirement that details of every application must be retained for a period of 12 months.

Candidates who attend interviews for teaching positions will receive re-imbusement for any standard class travel except taxis (up to a maximum of £150). Candidates for operational positions will not normally receive reimbursement of travel expenses as they tend to live locally.

Interviews are not undertaken for Events casual workers. They will come in for one training session. All are then given the opportunity to work on one event after which they are assessed against agreed criteria and deemed appropriate to work or not. If approved, they will be sent a letter and contract by the HR Department.

### **Data Protection Act**

A job applicant is entitled to obtain all documents held by the College in relation to themselves by making a subject access request under the Data Protection Act. For this reason, all members of staff involved in a recruitment process should take care when writing notes about individual candidates (including at interviews) since their notes may ultimately be seen by the individual in question.

## **Safeguarding Checks**

For safeguarding of children purposes, no employee, casual worker or volunteer may start work at the College before the appropriate vetting checks having been carried out by the HR Department.

In order to achieve this:

- 1) Managers are to inform the HR Department before they recruit or employ anyone, giving sufficient notice for the HR Department to carry out the necessary checks.
- 2) The HR Department are to carry out the necessary checks, including Barred List check on the day of receiving the documentation (and to record the checks in the single central register of appointments).
- 3) Managers are not to allow anyone to start working before they have had written confirmation from the HR Department (in the form of a SAFEGUARDING CLEARANCE TO WORK email) that the checks have been satisfactorily completed.

Managers are responsible for adhering to parts 1) and 3) of this procedure and will be accountable for that. The HR Department are responsible for part 2), i.e. carrying out the necessary checks, and are accountable for that.

All interviewees attending interviews will be asked to bring proof of ID and right to work in the UK, a copy of which should be taken at the time of their interview.

## **Appointment**

The HR Department will be responsible for preparing and issuing the appropriate offer letter and contract to the successful candidate. They will also assess whether the candidate is to be in regulated or non-regulated activity and check that all the relevant documents and safeguarding checks are completed or obtained (with satisfactory results), such as:

- Personal details (ie bank details, emergency contact details)
- Identity
- Qualifications where appropriate
- Online searches
- Evidence of right to work in the UK
- Barred List check
- DBS check

- Overseas check where appropriate
- Risk assessment (if DBS clearance has not yet been received)
- References
- Medical declaration or checks (only after the selection decision has been made)
- Prohibition from teaching order where appropriate
- Disqualification from childcare where appropriate
- Prohibition from management directions where appropriate
- Assessment of employment status, i.e.:
  - permanent or temporary employee,
  - casual worker (zero hours) or
  - self-employed.

Self-employed staff will need to be assessed to determine whether their relationship with the College is that of an employee or self-employed for tax purposes (see separate documents regarding Payments to Individuals).

### **Delayed DBS Checks**

The Master may allow the member of staff to commence work without a DBS check being in place:

- after a satisfactory check of the barred list (if the person will be working in regulated activity) and all other relevant checks have been completed satisfactorily
- provided that the DBS application has been made in advance;
- with appropriate safeguards (for example, loose supervision), which will be determined through risk assessment,

**except** for staff working at DUCKS and in the boarding houses who must have a DBS check in place before commencing work.

If the Master allows the member of staff to commence work, the HR Department will send a temporary SAFEGUARDING CLEARANCE TO WORK until such time as a DBS check is in place.

## **Supply Staff**

Before any supply staff (i.e. teaching or operational staff supplied to work at the College by an employment agency/business) start work at the College, the College must receive confirmation from the employment agency/business that the required checks have been carried out to the extent relevant to that person (identity, enhanced disclosure, right to work in the UK, barred list, prohibition from teaching, prohibition from management of an independent school, qualifications and overseas checks).

In addition, the College must check the identity of supply staff on arrival at the College, to ensure that they are the person in respect of whom the checks have been carried out. And they must check their enhanced disclosure certificate (original).

## **Categorisation**

The HR Department will be responsible for the categorisation of all staff appointed into one of the following categories.

1. Permanent employee (full-time or part-time)
2. Temporary employee (full-time or part-time)
3. Overseas
4. Casual worker
5. Self employed visiting (peripatetic) teacher
6. Self employed contractor
7. Volunteer (supervised or unsupervised)
8. Placement

The appropriate contract will be put in place for each category of staff, appropriate checks and paperwork completed and recorded, and the appropriate system of payment followed to ensure tax and regulations are complied with. Employed staff will receive a contract of employment, casual workers will receive a zero hours contract and self-employed staff will receive a contract for services.

## **Induction**

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed, they should report to the HR Department before starting work in order that the induction process can be commenced.

An initial general induction is carried out by the HR Department for Operational Staff, in accordance with the College's induction checklist, which includes making the starter aware of the key policies (including the Safeguarding Policy, Staff Code of Conduct, and Whistleblowing Policy), making them aware that they will have to attend the next child protection training session and ensuring they have read Part 1 of KCSIE. The Manager or Head of Department/Subject is responsible for ensuring the College's induction procedure is followed, including ensuring that the new starter attends the initial general induction with the HR Department, attends safeguarding training and is given appropriate induction training regarding the specific requirements of their department and their role.

Teaching Staff attend a full day of induction at the beginning of their employment which includes safeguarding training,

The induction process is different for Events casuals and Sports Club workers, with the initial general induction being dealt with by the managers in those areas.

### **Document Retention**

Copies of the following documents will be kept on an individual's HR file:

- Identity documents
- Right to work in the United Kingdom
- Professional Qualifications

### **Single Central Register**

The College maintains a register in accordance with Independent Schools Inspectorate regulatory requirements.

### **Reporting to the Disclosure & Barring Service**

The College has a legal duty to make a report to the Disclose & Barring Service, within one month of their leaving the College, concerning any person (whether employed, contracted, a volunteer or pupil) who has harmed, or poses a risk of harm to a child and who has been removed from working (paid or unpaid) with children, or would have been removed had he or she not left earlier.

Consideration will be given to making a referral to the Teaching Regulation Agency where a teacher has been dismissed for misconduct (or would have been dismissed had he/she not resigned first).



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**Policy Owner:** Chief Financial Officer  
**Last Reviewed:** September 2022  
**Date of Next Review:** As required (and no later than September 2023)