



engage enrich excel academies

RECRUITMENT AND SELECTION

2025-2026

Date of Approval

HR Committee
14.02.2025-
Interim review
13.06.25

Date of Review

HR Committee
Spring 1 2026

Engage Enrich Excel Academies

181 Frimley Road,
South Camberley Primary & Nursery School Junior Site,
Camberley, Surrey, GU15 2QB

Recruitment and Selection Policy

1. Introduction

This policy has been introduced to provide a framework for the efficient and effective recruitment of all categories of staff at Engage Enrich Excel Academies.

Engage Enrich Excel Academies values the contribution of all staff and recognises that the recruitment of appropriately skilled staff is key to the provision of a safe and successful teaching and learning environment in which pupils can thrive.

The Engage Enrich Excel Academies is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Accordingly, this policy complies with the current DfE guidance document 'Keeping Children Safe in Education'.

2. Aims of the Policy

- To ensure that newly recruited staff possess the most appropriate blend of qualifications, experience, knowledge, skills and abilities to meet the demands of the post and the needs of the school.
- To ensure a consistent and equitable approach to the appointment of all staff.
- To ensure that all relevant equal opportunities legislation is adhered to and that appointees are recruited without regard to gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy, maternity leave or trade union membership.
- To ensure that the recruitment and selection process is accessible to all by giving appropriate regard to the needs of individuals with a disability, with provision of reasonable adjustments where necessary.
- To ensure that all recruitment practices are compliant with DfE safeguarding guidance, with clear links to child protection policies and procedures, thereby ensuring as far as possible that all staff are suitable to work with children and young people.
- To ensure the most cost-effective use is made of resources in the recruitment and selection process.

Annexe 1 - Recruitment and Selection flow chart

3. Responsibilities

The Trustees of the EEEA with appropriate advice from the Headteacher, are responsible for determining the staffing complement of the school and for all appointments to the school staff.

The Trustees, in conjunction with the CEO are responsible for the recruitment of all headteachers, members of the executive team and the central team (see section 6.2).

The Headteacher will have delegated responsibility for the appointment of teachers and other staff outside of the leadership group.

The leadership group includes the following roles:

- deputy headteachers
- assistant headteachers
- heads of site/ standards
- school business managers

Once the selection panel has been agreed (see section 8.1), the chair in conjunction with the panel, will be responsible for drawing up the relevant documentation and planning the selection process.

The selection panel for any position will have responsibility for ensuring that a fair, equitable and non-discriminatory process is maintained throughout the recruitment and selection activities.

4. Safer Recruitment

Matters relating to child protection, safeguarding and the promotion of the welfare of children will be central to the recruitment process, starting with the planning of recruitment needs through to the selection exercise and appointment itself. Particular measures to ensure safe recruitment practice, compliant with DfE advice, are identified throughout this policy. The selection panel have responsibility for ensuring the implementation of these measures. The safeguarding measures noted in this policy are neither exhaustive nor intended to obviate the need to refer to the most recent DfE guidance as necessary.

5. The Planning Process

The LAC in conjunction with the Headteacher, will review the staffing requirements of the school annually and assess the short- and long-term recruitment needs so that, as far as possible, a planned approach to resourcing the school can be taken.

Before the start of the recruitment process, there will be a review of the requirements of the specific role. Where a job description or person specification does not exist (e.g. for new posts) then these will be drawn up for agreement by the selection panel.

Job descriptions and person specifications for existing posts will also be reviewed by the selection panel, to determine whether the roles and responsibilities of the post need to be revised and to update the necessary qualifications, knowledge, experience, skills or abilities required by the postholder.

The person specification will also be assessed to ensure that it does not unlawfully discriminate on the basis of gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy, maternity leave or trade union membership.

Safeguarding Measures

- A statement of the school's commitment to the safeguarding and promotion of the welfare of pupils will be included in both the job description and the person specification.
- All job descriptions will make reference to the responsibility for safeguarding and promoting the welfare of pupils. The job description will clearly set out the extent of relationships and contact with pupils and the degree of responsibility for children and young people that the postholder will have.
- All person specifications will give consideration to the need for the postholder to be suitable to work with children and young people. Qualifications, experience, competencies and qualities needed for the role will be identified, along with an explanation of how they will be assessed during the selection process.
- All shortlisted applicants will be notified that any relevant issues arising from references will be taken up at interview.

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6. Advertising

6.1 All posts

All teaching and non-teaching posts will be advertised internally within the school. All vacant posts will be advertised to ensure equality of opportunity and encourage as wide a field of candidates as possible. This will normally mean placing an advertisement externally. However, where there is a reasonable expectation that there are sufficient, suitably qualified internal colleagues, or colleagues at risk of redundancy, vacancies may be advertised internally before an external advertisement

Posts may additionally be advertised on an appropriate internet jobs site and/or in national/local press.

At a minimum, where possible, all posts will be advertised internally for at least 7 days and where possible, external adverts will be published for a minimum of 14 days. Advertising decisions will be made based on the type of role, likely candidate pool and budget limitations

In certain circumstances a post or promotion opportunity will be ring-fenced for current staff in the first instance. Any such ring-fencing will be done in a consistent and transparent manner.

Occasionally the decision may be taken not to advertise a post. This may occur, for example, when a similar post has recently been advertised and an appointment can be made from the subsequent interviewees, or because a temporary appointment needs to be made as soon as possible to ensure continuity within a post.

6.2 Leadership posts

Headteacher and senior leadership posts will be advertised as the Trust considers most appropriate, within the exception of the headteacher posts, these will be done in conjunction with the HR Committee. As a general rule, such posts will, as a minimum, be advertised on a relevant internet jobs site, and may additionally be advertised in a nationally printed publication.

Where the EEEA Executive team has determined that there is good reason not to advertise a leadership post the decision-making process will be clearly documented. The EEEA Executive comprises of the CEO and COO and the headteachers.

Safeguarding Measures

- All advertisements will include a statement about the school's commitment to safeguarding and promoting the welfare of children and young people.
- Reference will also be made to the requirement for the successful applicant to undertake an enhanced-level check via the Disclosure & Barring Service (DBS).

7. The Application Process

For all posts, information packs will be sent, or made available electronically, to all interested parties. The information pack will generally consist of:

- a job description and person specification;
- an application form, including an equality monitoring form, with details for completion;
- a copy of the school's equal opportunities policy statement;

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- a copy of the school's child protection policy statement;
- a statement of terms and conditions relating to the post (hours, salary etc);
- information about the recruitment process (interview dates etc);
- any other relevant information regarding the post and the school.
- the school's commitment to safeguarding and promoting the welfare of children and make clear that safeguarding checks will be undertaken

Applications received after the closing date will not normally be considered, unless the applicant has given prior notice of a late application and this has been agreed by the selection panel, or there has been a low response to the advertisement.

Applications made through means other than application forms will not be considered, unless a reasonable adjustment has been made to accommodate the needs of an applicant with a disability.

Safeguarding Measures

- All applications must be made using the application form for the position to ensure receipt of relevant personal data, education and employment history, declaration of relationships, details of referees, declaration of criminal record and any disqualifications and a statement of personal qualities and experience.
- Applicants will be asked to attach details of any cautions, convictions, reprimands and final warnings that are not protected (which they may have chosen to omit) as defined by the amendments to the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (2013 and 2020) as well as any other relevant information to the completed application form in a sealed envelope marked as confidential.

8. The Selection Process

8.1 The selection panel

For recruitment of leadership group posts, a selection panel of at least two people will be set up prior to the shortlisting process. The members of this panel will be comprised of the Headteacher and/or one or more of the EEEA Executive team plus any of the following, as appropriate to the post:

- Deputy and/or Assistant Headteacher
- Line manager for the post
- Professional advisers where particular expertise or guidance is required.

For the recruitment of teachers and other staff outside of the leadership group a selection panel of at least two people will be set up prior to the shortlisting process. The members of this panel will be comprised of a member of the leadership group plus any of the following, as appropriate to the post:

- Line manager for the post
- Professional advisers where particular expertise or guidance is required.

Wherever possible, all panel members will have been trained in and/or have relevant experience of recruitment and selection and interviewing.

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Where a candidate is known personally to a member of the selection panel this fact should be declared before shortlisting takes place. It may then be necessary to change the selection panel to ensure that there is no conflict of interest and to ensure equal treatment of candidates.

One member of the selection panel will be nominated as chair of the panel.

Safeguarding Measures

- At least one member of the panel will have completed appropriate safer recruitment training.

8.2 Shortlisting

All shortlisted candidates will be subject to an online search. The school will set clear parameters for the scope and purpose of the search, to ensure a fair and consistent process for each candidate. This includes what sites will be checked, and how far back in time they will go. To minimise the risk of discrimination, the online review will be carried out by someone not directly involved in the interview process. Information recorded from the search will only be shared if it suggests that the candidate:

- Is unqualified for the role
- Poses a potential safeguarding risk
- Risks damaging the reputation of your safeguarding or reputation,

Candidates will be told they will be subject to an online search if shortlisted in the job advert, and that they will have an opportunity to address any concerns at interview. If concerns are found during the online search, a note will be made on the 'Online Search for Shortlisted Candidates' document, along with any screenshots. This will be given to the interviewer, who is safer recruitment trained, to discuss with the candidate in the interview using the Risk Assessment form. The candidate will be given the opportunity to discuss any concerns raised in full for the assessment panel to consider.

Prior to shortlisting, the equality monitoring forms will be removed from the applications. If an applicant has requested reasonable adjustments to a part of the shortlisting process to accommodate a disability then this will be notified to the chair of the selection panel.

The shortlisting process for interview will determine those applicants who best meet the criteria for the post as outlined in the person specification. Decision making will be based solely on the information available on the application forms.

Where shortlisted applicants have disclosed a criminal record or have proceedings pending against them, and/or have had any sanctions imposed by the Teaching Regulation Agency or the National College for Teaching and Leadership / GTC then this will be followed up at interview as necessary. In certain cases, it may be necessary to have a discussion with the applicant prior to the interview.

Where shortlisted applicants have disclosed any cautions, convictions, reprimands or final warnings that are considered to be 'protected' as defined by the amendments to the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (2013 and 2020), then these will be disregarded.

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If a disabled applicant meets the minimum criteria for the person specification then he/she will be shortlisted. *[This is not a statutory requirement but should be included by those schools which have been given permission to use the 'two ticks' symbol by Jobcentre Plus]*

Safeguarding Measures

- Incomplete applications will be rejected and may, at the discretion of the selection panel, be returned to the candidate for completion.
- Notes will be made of any anomalies, discrepancies or gaps in employment so that these can be considered as part of the shortlisting process. Reasons for gaps in employment, repeated career changes, moves from permanent to temporary or supply teaching will also be noted for exploration and verification.

8.3 References

References will be requested for all shortlisted candidates (including internal applicants) prior to interview. The school will comply with the requirements of the Equality Act 2010 by not asking questions about a candidate's health or disability as part of these references prior to a job offer being made (including information relating to levels of sickness absence). It will be for the selection panel to determine whether the referees given by applicants are suitable and appropriate. Any applicants currently working in a school setting will be expected to give the headteacher/principal of that school/college as one referee. References from family members or friends will not be acceptable.

All references subsequently received will be held by the chair of the interview panel who will explore any areas of concern at interview. Once a preferred candidate has been chosen following the interview process, the rest of the interview panel will be given access to the references of that person only, in order to confirm their decision.

Safeguarding Measures

- References will be sought and obtained directly from the referee. References or testimonials provided by the applicant will not be accepted.
- References will seek relevant and objective information and a declaration from the referee that the applicant is suitable to work with children and young people.
- Issues of concern will be raised further with the referee and taken up with the candidate during the interview.
- Where, in exceptional situations, references are not received prior to the interview, any concerns will be resolved satisfactorily prior to any unconditional offer of employment.

8.4 Other checks prior to interview

Where a candidate is claiming specific qualifications or previous experience that is relevant to the job but is not verified by reference checks, these will be verified before interview so that any discrepancy can be explored at interview.

8.5 The interview and selection process

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Prior to the interview and selection process candidates will be given any relevant information, e.g. details of any selection methods that will be used.

Candidates will be told they will be subject to an online search if shortlisted in the job advert, and that they will have an opportunity to address any concerns at interview.

If concerns are found during the online search, a note will be made on the 'Online Search for Shortlisted Candidates' document, along with any screenshots.

This will be given to the interviewer, who is safer recruitment trained, to discuss with the candidate in the interview using the Risk Assessment form. The candidate will be given the opportunity to discuss any concerns raised in full for the assessment panel to consider

Candidates who have a disability or any other particular needs will be given the opportunity to highlight this prior to any selection activities taking place in order that reasonable adjustments may be made to the recruitment process if required.

Whilst an interview is always likely to be used as the primary feature of the selection process, the selection panel will consider whether any additional selection methods are required to supplement the interview. These may include presentations, teaching observation, interaction with pupils, in-tray exercises, psychometric, verbal or numerical tests, according to the requirements of the role. Any psychometric tests used will have been validated in relation to the job, be free of bias, and be administered and validated only by a suitably trained person.

Whichever methods are chosen, the panel will use these to assess the merits of each candidate against the person specification and explore their suitability to work with children and young people. The selection panel will ensure that all candidates are asked the same core questions at interview based on the list of essential criteria for the post, although supplementary questions may differ according to the candidates' answers and backgrounds.

Particular care will be taken to ensure that no questions or selection methods could be viewed as discriminatory.

Safeguarding Measures

- Invitations for interview will stress that the successful candidate will be subject to thorough identity checks and an Enhanced DBS Check. Candidates will be requested to bring with them documentation to verify their ID, i.e. passport, driving licence, birth certificate, etc.
- Candidates will be instructed to bring with them to interview any relevant documentation that will confirm education and professional qualifications. Copies of all documents will be kept on file for successful candidates.
- In addition to assessing the candidate's suitability for the post, the panel will assess the candidate's attitude toward children and young people and his/her ability to support the school's safeguarding agenda and promote the welfare of children. Gaps in employment history and concerns or discrepancies in the application form and references will also be explored.

9. Job Offers to Successful Candidates

9.1 Job offers

Successful candidates will normally be offered the post verbally, followed by an offer letter as soon as possible afterwards. A written offer of appointment will include any terms upon which the offer is made conditionally, e.g. satisfactory completion of an occupational health questionnaire, provision of appropriate documentation to verify entitlement to work in the UK and other relevant details.

9.2 Conditions of Appointment

Any offer of employment at the school will be conditional upon:

- The receipt of at least two satisfactory references, if not already received;
- Verification of the appointee's identity, if not verified following interview;
- A satisfactory Enhanced DBS Check (including a check of the Children's Barred List);
- Verification of the appointee's mental and physical fitness to undertake the role;
- Verification of the appointee's right to work in the UK (including a photocopy of the original evidence provided);
- Verification of the appointee's qualifications, if not verified following interview.

Where it is a requirement of the post the offer will also be conditional upon:

- Verification of professional status, e.g. QTS/QTLS status, successful completion of statutory induction etc;
- A completed declaration form to confirm the appointee is not restricted in the work they may perform under childcare disqualification regulations;
- Verification that the appointee is not subject to a section 128 direction by the Secretary of State;
- Satisfactory completion of a probationary period.

If the successful candidate has lived or worked outside the UK, the offer of employment will also be conditional on such additional checks as the school deems appropriate.

Individuals who have lived or worked outside the UK

Individuals who have lived or worked outside the UK will undergo the same checks as all other staff. This includes obtaining (via the candidate) an enhanced DBS certificate even if the individual has never been to the UK.

In addition, any appropriate further checks will be carried out so that any relevant events that occurred outside the UK can be considered. These checks could include, where available:

- criminal records checks for overseas candidates
<https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants>
- for teaching positions, obtaining a letter from the professional regulating authority in the country in which the candidate has worked confirming that they have not imposed any sanctions or restrictions on that person, and are not aware of any reason why the person may be unsuitable to teach, following guidance from the National Recognition Information Centre for the United Kingdom, UK NARIC. <https://www.naric.org.uk/>.
- Some overseas qualified teachers can apply to the TRA for the award of qualified teacher status (QTS) in England.

Where such information is not available alternative methods of checking suitability will be sought or a risk assessment will be carried out that supports informed decision making on whether to proceed with the appointment.

Further information can be found in DfE Guidance: Recruit teachers from overseas.
<https://www.gov.uk/guidance/recruit-teachers-from-overseas>

If any of the following circumstances come to light during the vetting process the facts will be reported to the Disclosure and Barring Service (DBS) and/or the police, as appropriate:

- Candidates are found to be on the Children's Barred List, or the DBS check shows that the candidate has been disqualified from working with children;
- An applicant has provided false information in, or in support of, his/her application; or
- There are serious concerns about an applicant's suitability to work with children.

10. Appointment and Promotion of Existing Staff

The school values the contribution of all staff within the school community and seeks to retain key skills. The school will support as far as possible the continued professional development of all staff as they seek promotion to new opportunities both within the school and elsewhere. All members of staff are therefore encouraged to consider their suitability for any vacancy within the school. Where a member of staff applies for a vacant post they will be given equal consideration alongside external candidates, based on the essential criteria for the post.

11. Use of Fixed Term and Temporary Contracts

Where it is determined that posts are only of a short-term nature, this will be clearly specified in the job description and on any advertising literature. Posts will only be advertised on a temporary or fixed-term basis for genuine reasons. Most temporary or fixed-term contracts will come to a natural end. Where, however, a fixed duration contract expires and the need for the post remains for a further definite period, then the postholder will usually be given an extension to their fixed period contract.

Where the need for a temporary or fixed-term post becomes a permanent one, there will be no automatic entitlement for the temporary postholder to be offered the permanent contract. It will be for the Headteacher to consider the most appropriate recruitment process in the circumstances. This could include, for example, consideration of the original reason for the post initially being temporary, any subsequent changes to the needs of the school and the original recruitment process that was undertaken.

12. Use of Supply Staff, Volunteers and Contractors

The school workforce is made up of a rich variety of professional and highly skilled and committed people, not all of whom are paid employees. The school values the diversity that this brings to its community as it strives to provide a safe environment and improve the standards of teaching and learning for all pupils. To ensure the continued high standards of contributions, we will:

- Use, as our preferred sources of supply staff, agencies that operate to high quality standards, particularly in terms of recruitment checks and legislative compliance;
- With appropriate adjustment, adopt similar recruitment measures for contractors as for employees, and for volunteers as for paid staff.

13. Employment of Migrant Workers

The school will not employ, as a member of staff, any individual who cannot demonstrate that he/she has the right to work in the UK, regardless of the individual's colour or apparent race, nationality or ethnic origins. Any employee who has a restricted right to work in the UK will be required to provide ongoing evidence of that right during employment.

The school is not currently licensed to sponsor migrant workers who require sponsorship in order to work in the UK under Home Office rules.

14. Monitoring

Engage Enrich Excel Academies is mindful of its commitment to best practice in recruitment and its obligations under both the Equality Act 2010 and DfE safer recruitment guidance and will ensure regular monitoring of all recruitment activity. This will be undertaken with a view to improving future recruitment practices and thereby achieving the aims of this policy. The results of this monitoring and any recommended actions will be reported to the Trust HR/ Personnel committee on an annual basis.

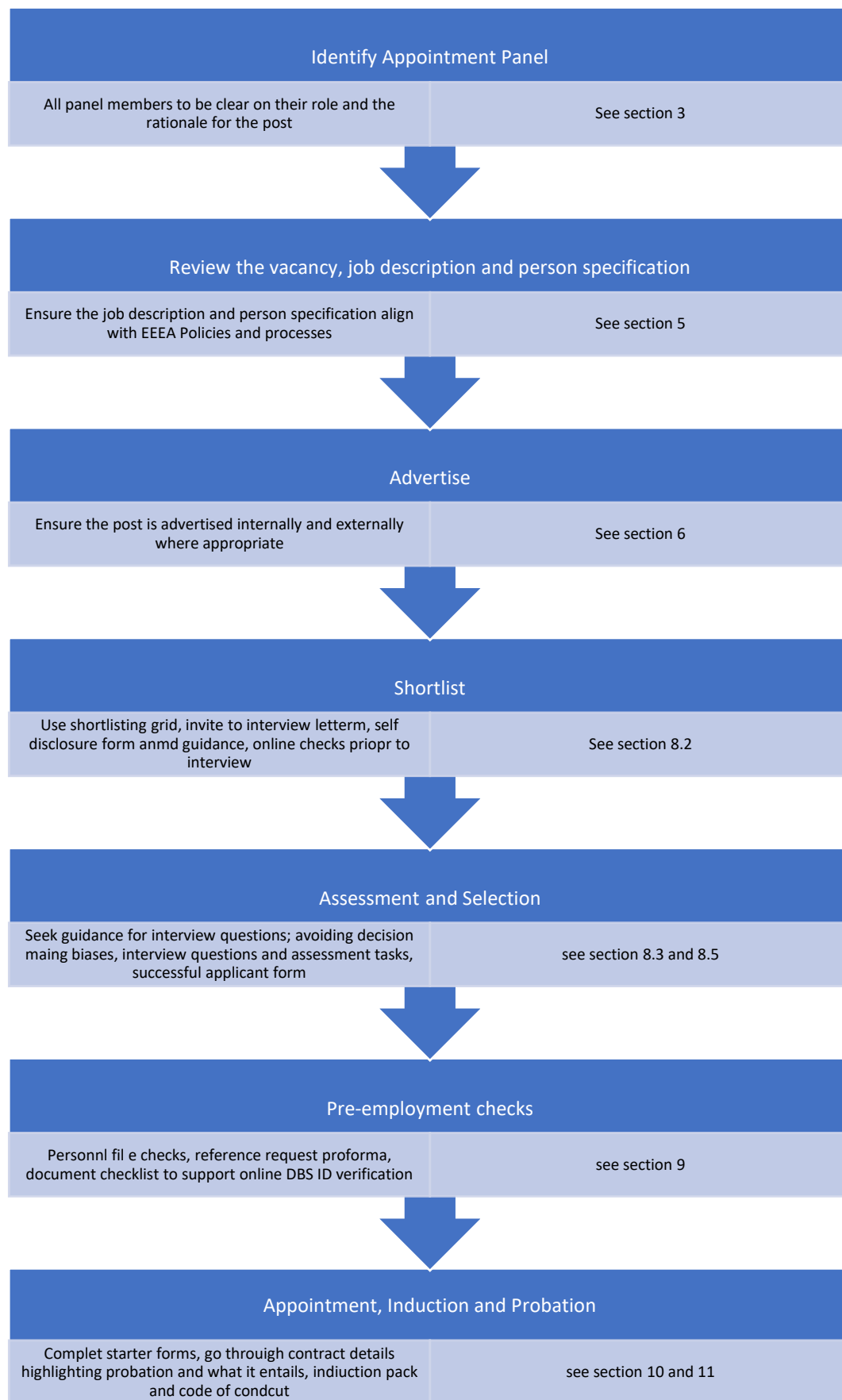
15. Data Protection

Records relating to recruitment and selection activities will remain confidential and accessible only to those who require information either as part of the recruitment decision-making process or for the administration of the process (including monitoring activities for the purposes of this policy or equality policies). Records relating to successful candidates will be placed in personnel files. Records for unsuccessful candidates will be retained in a secure place for a period of six months, after which time they will be securely destroyed. Inappropriate access or disclosure of recruitment data constitutes a data breach and should be reported in accordance with the school's data protection policy. It may also constitute a disciplinary offence, which will be dealt with under the school's disciplinary procedure.

16. Status of Policy and Review

The content and operation of this policy is reviewed as and when deemed necessary by Engage Enrich Excel Academies. The policy is discretionary and does not confer any contractual rights.

Annexe 1 - Recruitment and Selection flow chart



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