Appointing your new Headteacher

A Guide for Governing Bodies of Community Schools

Additional support is available for Faith Schools via the Diocesan Bodies

Acknowledgement

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**Introduction**

Appointing a headteacher is one of the single most important tasks that governors undertake. This Headteacher Appointment Pack has been designed to support governors through the appointment process.

Schools in the 21st century are more complex and flexible organisations than ever before and the role of leading them is a multi-faceted one, demanding new skills and different approaches. At the same time there is the looming recruitment challenge; in England, 45% of headteachers, deputy headteachers and assistant headteachers are aged over 50 and not enough new leaders are rising to fill the gap when they retire. A key problem is that many of those with the potential for leadership are deterred by the increasingly wide-ranging and demanding nature of the role.

Although the most common outcome of the process undertaken by a governing body following the retirement of their headteacher is the appointment of a successor in the traditional manner, an increasing number of schools across the country are considering alternative forms of school leadership. Should you wish to explore this further it should be discussed with your Local Authority Officer (LAO) prior to setting an initial meeting to begin the process of recruiting a new headteacher at which it will be formally recorded that governors have considered other leadership options.

The aim of this pack is to provide guidance to governors as they work with the Local Authority, to ensure that they are fully prepared and fully informed to make the best choice of person to be the headteacher of their school. Your LAO will support you to ensure that you follow Knowsley’s policy with regard to the recruitment and appointment process.

The LAO who is linked to your area will be involved throughout. At all times please refer any questions or concerns or queries to him/her.
Some Important Points to Remember

- The process, from start to finish, must be:
  - Fair
  - Objective
  - Transparent

- Although LAO support is free of charge, the school is responsible for the cost of the advert, travel expenses and incidental interview expenses e.g. provision of lunch and refreshments.

- At least one member of the Governing body must have undertaken the Safer Recruitment Training.

- As a governing body you will determine the composition of the selection panel for the process and this decision should be clearly minuted. Ideally, this should contain a gender mix and an odd number of governors to avoid the possible need for a casting vote (the law requires a minimum of three governors).

- Members of the formal interview panel must be present at shortlisting. Governors not on the selection panel cannot act as substitutes. Only those governors designated (who have volunteered for the selection panel) may shortlist and only those present for the shortlisting should participate in the final interview process when the new headteacher is selected. At the end of the process, the selection panel makes its recommendation for appointment to the full governing body for ratification on the evening of the day of the final interview.

- The whole governing body may wish to be involved at the outset of the appointment process by agreeing the job description and person specification. However, to involve the whole governing body in the full range of activities in the selection process may be impractical and unwieldy, and at interview can be particularly difficult.

- Governors should declare any personal or professional connection with a candidate.

- Staff governors are fully entitled to be members of the selection panel and participation of a staff governor in the process is strongly recommended. The only occasion that a teacher or governor would be excluded from participation would be if he/she might benefit personally by the appointment of a particular candidate. A deputy head who is a governor and who might become an applicant for the headship must declare his or her interest and withdraw from all discussion about the selection process.

- If a governor (usually a teacher governor) has a professional or pecuniary interest in the appointment, or non-appointment of a headteacher, governors should debate and agree the extent of the role that the governor should play in both the shortlisting and the final interview.

- Gossip and “hearsay” do not form part of a professionally conducted appointment process.

- The appointment process is two way. Governors are selecting the best person for the job but candidates are also deciding if the job is the right career move for them.

- The governing body needs to give careful consideration to the extent to which the outgoing headteacher should be involved in the process. Whilst it is important that the outgoing headteacher is kept informed, in general terms, of the progress being made in the appointment of his/her successor, direct involvement in the selection process would not be recommended. The headteacher may be particularly helpful when preparing the information pack and making arrangements for the interview day.
The Role of the Local Authority

Local Authority Officers (LAOs)

As a representative of the Directorate of Children and Family Services, the designated LAO has a right to be present at the final interview and will advise and offer guidance to governors on all aspects of the appointment process.

The interview process can be completed in one or two days and guidance will be given by the LAO.

Local Authority Officers (LAO’s):

- are knowledgeable about issues relating to good practice
- are able to advise governors on any legislation relating to Employment, Sexual Discrimination, Equal Opportunities or Race Relations Acts and Safer Recruitment
- can advise governors on technical and professional issues relating to the interview process
- have no voting powers but are there to support and assist governors
- are skilled at keeping detailed notes throughout the formal interviews these can be used by governors during their deliberations and will enable feedback to be given to candidates
The Appointment Process

There are four stages in which governors are involved in making a successful appointment. Each stage is equally important and requires time, preparation and, in some cases, follow-up work by the governing body.

The time between the initial meeting and the interview day is, on average, about eight weeks although governors’ decisions at the initial meeting can influence timescales to some extent.

### Initial Stage

Governors meet with an LAO to decide whether they wish to:
- a) appoint a substantive Headteacher or
- b) explore other models of leadership

If a: proceed to stage 1
If b: contact your LAO

### Stage 1

**The Initial Meeting of the Governors**
(This may take up to 2 hours and involves all governors able to attend, and LAO)

### Stage 2

A. Selecting the candidates to be interviewed (shortlisting)
B. Deciding the programme for the interview day
(This may take up to 3 hours and involves all governors able to attend and LAO)

### Stage 3

**Conducting the interviews and making the final selection**
(This will take one or two days, as agreed, and an LAO at final interview)

### Stage 4

Full governing body meeting to ratify appointment

### Stage 5

Ensuring good induction procedures for the newly appointed headteacher
Resignation Timescales

Governors need to be mindful of resignation dates for existing headteachers and deputy headteachers. With agreement governors may waive the resignation period.

<table>
<thead>
<tr>
<th>Resignation Date</th>
<th>Start Date</th>
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<tbody>
<tr>
<td><strong>Headteachers</strong></td>
<td></td>
</tr>
<tr>
<td>30th September</td>
<td>1st January</td>
</tr>
<tr>
<td>31st January</td>
<td>1st May</td>
</tr>
<tr>
<td>30th April</td>
<td>1st September</td>
</tr>
<tr>
<td><strong>Deputy Headteachers and Main Pay Scale (MPG) Teachers</strong></td>
<td></td>
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<tr>
<td>31st October</td>
<td>1st January</td>
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<tr>
<td>28th/29th February</td>
<td>1st May</td>
</tr>
<tr>
<td>31st May</td>
<td>1st September</td>
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</table>

Safer Recruitment

- Candidates will have been asked to bring proof of identification and evidence of their qualifications with them on the day of the interview.

- These documents, which must be original copies, have to be checked before the interviews begin - the LAO will assist governors with this formality.

- In the event of a candidate failing to provide evidence of qualifications and identification on the day of interview, then their appointment can still be made but it would be subject to verification by the production of these documents within seven working days.

- At least one governor on the formal interview panel is required to have completed Safer Recruitment training.

**Required Proof of Identification:**

- Driving Licence
- Passport
- Proof of National Insurance Number
- Birth Certificate
- Change-of-name documentation, if relevant
- Current (issued within the last three months) utilities bill confirming address
Essential Proof of Qualifications:

- Evidence of participation in NPQH training (if not a current head or somebody who has had experience as a substantive head)
- Certificates which corroborate qualifications referred to on the application form

Administrative Duties

The school will be responsible for administrative duties in respect of the appointment process (in practice this will probably be undertaken by the Clerk to Governors and may be in addition to duties detailed in job description).

These duties may include:

- Place the advertisement

- Collate and send to applicants:
  - covering letter
  - person specification
  - job description
  - school information pack

- Photocopy application forms for:
  - selection panel
  - LAOs

- Write letters inviting short-listed candidates for interview
- **NB:** The letter will include medical forms and instructions relating to proof of identification and qualifications

- After shortlisting, send for, and screen, references for child protection issues and collate and pass these to the designated LAO

- Type the programme for the interview day

- Copy programme for candidates, governors and relevant LAOs

- Confirm the appointment with the successful candidate and send CRB Forms

- Collect and store documentation after the interviews. (Due to Freedom of Information legislation, all documentation and written comments are held for a period of six months after the interviews. They are then shredded.)
Timeline for headteacher appointment process

The usual period required to complete all the steps of the appointment process, starting with the initial meeting between LA Officers and governors is eight weeks although this timescale may vary to some extent depending on the decisions made at the initial meeting.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Week</th>
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</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Please bear in mind resignation timescales when planning dates (see page 9)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Safer recruitment training must be completed by one or more of the appointing panel prior to the formal interview (see page 10)</td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td>Initial meeting with governors - to include everything listed in the check list on page 14</td>
<td>Week 1</td>
</tr>
<tr>
<td>Step 4</td>
<td>Advert placed in TES – governors can choose to have an advert which appears once in hard copy and remains on the TES website until the closing date or simply have an online TES advert. The advert will also appear on the Knowsley Council website until the closing date.</td>
<td>Week 2</td>
</tr>
<tr>
<td>Step 5</td>
<td>Closing date</td>
<td>Week 4</td>
</tr>
<tr>
<td>Step 6</td>
<td>Shortlisting meeting</td>
<td>Week 5</td>
</tr>
<tr>
<td>Step 7</td>
<td>Interviews</td>
<td>Week 7</td>
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Stage 1 – The Initial Meeting of the Governors

- Prior to the initial meeting it is essential that all governors are familiar with the contents of this handbook

- At the initial meeting the governing body will be supported by an LAO, who will, wherever possible, support governors throughout the whole appointment process.

- The LAO will check that people present at the initial meeting are all current governors. No governor who is eligible and considering applying for the vacant post should be present at this meeting. They may attend subsequent meetings if they decide not to apply.

- By the end of the meeting(s), governors will have a clear understanding of the appointment process and will have completed the ‘Checklist for Headship Process’, which is shown on the next page.

- At this meeting the governors will agree the following:
  - The person specification
  - The job description
  - The ISR (Individual School Range)
  - The wording and dates of the advertisement and the closing date for applications
- The date of the shortlisting, together with the names of the governors who will receive the applications for consideration
- The date of the interview
- The names of the governors to be on the selection panel
- The governors who will prepare the information pack on the school to send to candidates
- The type and format of information that governors wish to send to potential applicants (see Appendix 4)
- The breakdown of school costs including the advertisement, the potential expenses to be made available to candidates and the incidental expenses on the day of the interview
- The arrangements for receiving a list of suggested interview questions from the LAO and for the governor interview panel to review them
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<thead>
<tr>
<th>Check</th>
<th>Comment</th>
<th>Completed</th>
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<tbody>
<tr>
<td>Composition of the Governing body</td>
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<tr>
<td>Have governors formally considered alternative models of leadership e.g. executive or federated headship?</td>
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<tr>
<td>Safer Recruitment</td>
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<tr>
<td>Administration Work</td>
<td></td>
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<tr>
<td>Advertisement Appears</td>
<td>Where:</td>
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<td>When:</td>
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<tr>
<td>Closing Date</td>
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<tr>
<td>Shortlisting Date</td>
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<td></td>
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<tr>
<td>Interview Date</td>
<td></td>
<td></td>
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<tr>
<td>Govs to receive applications</td>
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<td></td>
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<tr>
<td>(Add names)</td>
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<td></td>
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<tr>
<td>Formal interview panel</td>
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<tr>
<td>(Add names)</td>
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<tr>
<td>Wording of advertisement</td>
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<tr>
<td>Salary point and ISR</td>
<td>Group:</td>
<td>NOR:</td>
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<tr>
<td></td>
<td>ISR:</td>
<td></td>
</tr>
<tr>
<td>Person Specification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Govs to prepare School Information, including PFI information where relevant, and deadline</td>
<td></td>
<td></td>
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<tr>
<td>(Add names)</td>
<td></td>
<td></td>
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<tr>
<td>School Information</td>
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<tr>
<td>(Hard copy or CD)</td>
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</tbody>
</table>
The Job Description and Person Specification

What sort of headteacher do we need?

When any vacancy occurs in a school there is an opportunity to re-appraise the duties to be carried out and the skills required to fulfil them. This applies equally to headteacher appointments. It is important for governors to be aware of the increasing range of demands placed on headteachers and take them into account when making the appointment.

Governors may wish to refer to the National Standards for Headteachers (http://www.tda.gov.uk/leaders/leadershipsupport/standardsframework.aspx) These standards are used in the training programme for those aspiring to headship.

Job Description

- A sample job description will be provided by the LAO
- A copy of the current Conditions of Service for headteachers is available in school

Person Specification

- This is central to the selection process. It affects:
  - Who applies for the job
  - Who is shortlisted for interview
  - The interview process
  - The assessment of the suitability of each applicant

- This document identifies the attributes which are either “essential” or “desirable” in order to undertake the duties of the role effectively

- The Person Specification will be used to determine which applicants will be shortlisted

- Essential Criteria – These are prerequisites for any applicant to be considered for shortlisting. An applicant who does not fulfil all of the essential criteria cannot be interviewed. Governors should be mindful of the danger of limiting their field by selecting an excessive number of essential criteria.

- Desirable Criteria – These are the attributes which governors consider in a successful applicant.

- An example person specification will be supplied by the LAO. This can be modified as required to meet the specific needs of your school.

- The job description and the person specification must be referred to throughout the process to help to ensure that the right person is appointed.
The Individual School Range (ISR)

- Governors need to consider the salary they wish to pay their new headteacher.
- This is an opportunity to review the demands of the job, and to take into account the financial situation of the school.
- Account should be taken of recruitment and retention issues. Governors need to offer a salary range which will encourage suitable candidates to apply, but which is within the constraints of their short and long term budget.
- Governors must ensure that there is sufficient differential between the salary of the headteacher and deputy or assistant heads as stated in the School Teachers' Pay and Conditions Document.
- Governors will need to agree an Individual School Range (ISR) which is the 7 point scale for the salary of the new Headteacher (see Appendix 2).
- The ISR depends significantly upon the group into which the school falls.
- Candidates can be offered the post at different points on the scale if this is due to differences in their levels of experience and/or qualifications.
- However a newly appointed headteacher cannot initially be paid above the fourth point on the agreed 7 point scale.
- The LAO will be able to provide governors with recent information about the numbers of applications being received, data about salary scales and benchmark information about the salaries being paid in schools of a similar size.

Advertising the Post

- Changes in the regulations now allow governors to advertise ‘in such manner as it considers appropriate’.
- There are exceptional circumstances in which governors do not need to advertise a headteacher post, these include:
  - If there has been an acting Head, providing the person has the NPQH qualification, or acting deputy head in place for more than 3 years +.
  - Merging schools where there is just one acceptable candidate currently in post in one of the schools.
  - Where the governing body has followed the appropriate recruitment process on at least 3 occasions but have been unable to appoint.
  - If it is known that a school is likely to close (for whatever reason), appointing a head or deputy on a temporary basis from within rather than recruiting from outside (knowing the post is coming to an end).
- Advertisements will also appear on the Knowsley Council website vacancy page.
- Experience has shown that advertising in local papers is very expensive and does not result in any greater expression of interest.
- Most applicants use electronic means to look for posts e.g. websites.
Governors need to agree and provide the following information in the advertisement:

- name and address of school
- school group and the current number on roll
- the ISR (see guidance on page 27 and Appendix 2)
- address for further information and application forms
- closing date for applications
- brief description of post, including the start date and whether it is teaching or non-teaching
- significant features of the school may also be included.

Guidance on advertisements will be provided by the LAO.

NB: Adverts are expensive if printed in the TES. Governors need to consider:

- current rates;
- the budget available (governors are responsible for paying the cost of the advert. Latest figures have shown these to be in the region of £1500).

TES Online – All online vacancies are listed for four weeks (or until the closing date)
The Information Pack

- People who are interested in the post will require further details of the school.

- Governors will need to appoint a committee to agree the content and wording of the information pack.

- Governors should aim to have the information pack ready by the first day of the advertising period.

- It is not the quantity of information provided in the pack which is most important but the quality. What makes your school special and a desirable place in which to work?

- The information in the pack is what will “sell” a school and consequently it forms a very important part of the recruitment process. **It is your only chance to make a strong first impression.**

The information pack should include:-

- A letter from the Chair of Governors which includes references to distinctive features of the school that governors are proud of and wish to promote
- Details of the location of the school
- Details of links to the school website if available – information on the website does not need to be replicated in the pack
- The school prospectus – it is strongly recommended that governors ensure that enough copies are available for each potential applicant – photocopies of a prospectus lose clarity, especially if the original was in colour, and this will give a poor impression of the school

The information pack could include:-

- A CD-ROM of documentation and/or a DVD or video. (It is advisable not to use Microsoft Publisher for the CD-ROM as many people do not have easy access to the program
- A more detailed statement about the employer’s commitment to safeguarding and promoting the welfare of children. You may wish to include the school’s Policy for Child Protection to emphasise the school’s commitment to safeguarding children.
- School Development Plan (salient points or whole documents)

The information pack does not need to include:-

- Ofsted Inspection reports, as these will be available on the Ofsted website

**Stage 2 A – Selecting the candidates to be interviewed**

Shortlisting is a confidential process and applications must only be discussed with governors on the selection panel.

- An LAO will aim to attend this meeting to support governors.

- The initial meeting of governors will have determined who will take part in the shortlisting process.

- It is essential that the governors on the formal interview panel are present at shortlisting in order to ensure consistency and fairness.
Each governor involved in the process will receive, prior to the shortlisting meeting, a pack of applications to be read and assimilated. A grid will also be provided so that each candidate’s application can be analysed against the person specification.

It is essential that governors complete this activity thoroughly before the shortlisting meeting.

Application Forms should be scrutinised very carefully by Governors. You should check that:

- it has been completed fully
- the information provided is consistent and does not contain any discrepancies
- there are no unexplained gaps in employment
- in their forms and letters of application candidates have responded to the essential criteria and at least some of the desirable criteria set out in the person specification
- whether a candidate is registered disabled,
- in the case of internal candidates it is essential that the same criteria are applied as for all other candidates. It is not relevant to include ‘what governors know already’ if it is not included in the application.

Following this analysis governors will be able to sort the applications into three groupings for discussion at the meeting:

| Applicants do not fulfil all of the essential criteria in the Person Specification | Cannot Interview |
| Applicants fulfil all of the essential but few or none of the desirable criteria in the Person Specification | May Interview |
| Applicants fulfil all of the essential and many of the desirable criteria in the Person Specification | Proceed to Interview |

At all times during the process governors need to be mindful of Equal Opportunities (EO) Legislation and Knowsley Council’s EO Policy. Every applicant must be considered carefully and information gained on individuals MUST be kept confidential to the selection panel.

LAO’s are usually contacted by unsuccessful applicants who were not shortlisted to find out the reason why they were not successful in reaching the final interview. Governors will be asked to agree the reasons why applicants have not been shortlisted, in terms of their strengths and their weaknesses set against the person specification, so that they can give clear advice to applicants on how they can improve their applications for future headteacher posts.

Governors must be certain that they would be happy for any candidate who reaches the final interview process to become their Headteacher – it is particularly important to consider this when local or internal candidates are under consideration.

After shortlisting, the next step is the formulation of a suitable programme for the interview day.

Governors should confirm the travelling and accommodation expenses that shortlisted candidates will be entitled to claim, the details to be included in the letter inviting them to interview.
Stage 2 B – Deciding the programme for the interview day

- In order for the programme to run smoothly, governors need to give attention to practicalities such as:
  - common courtesies e.g. introductions and welcomes
  - accommodation e.g. interview rooms, waiting areas, furniture needed
  - hospitality arrangements e.g. tea, coffee and meals
  - plans and route maps

- Governors need to decide a programme of activities which will help candidates to demonstrate their knowledge and understanding of teaching, learning and leadership and management skills.

- The LAO will have provided sample questions for the interview panel to adapt to their needs prior to the day of interview. However the programme must build in time for governors to agree any specific questions that need to be asked during the formal interview based on candidates’ performance during the morning activities and to discuss what they expect from answers.

- Activities should give candidates the opportunity to carry out the following activities:-
  - visit classrooms during teaching time
  - meet informally with staff and governors

- Activities could give candidates the opportunity to carry out some of the following activities:-
  - teach a group of pupils for approximately twenty minutes
  - take an assembly
  - read a story to a group of pupils
  - meet pupils (possibly School Council) to be asked prepared questions.

(NB The activities above all enable judgements to be made with regard to how candidates relate to pupils so it is not necessary to use more than one from the list)

  - undertake an oral or written in-tray exercise
  - undertake a data exercise – this can be incorporated into the programme for the formal interview
  - take part in smaller panel interviews or short presentation covering aspects such as:
    - curriculum and assessment
    - teaching and learning
    - leadership and management

- Your LAO will ensure that you are aware of:
  - the purpose of the activity
  - your involvement in it
  - how to record your observations
  - when you will be sharing observations and information with fellow governors on the selection panel
- Your LAO will provide suitable pro forma to record your notes and thoughts about each candidate and their performance in all the activities.

- It is important to ensure equal opportunities for all candidates e.g.
  - by not using Knowsley data that would be unfamiliar to candidates from out of borough
  - by not using the school’s data when there is an internal candidate
  - by not setting up a teaching activity which includes pupils from the class of an internal candidate

**Stage 3 - Conducting the interviews and making the final selection**

*Good Practice when Interviewing*

- Candidates are often very nervous when being interviewed. Governors need to remember that the purpose of the interview is to:
  - put candidates at their ease
  - enable candidates to give of their best

- When questioning candidates:
  - Agree an order of questioning.
  - The person asking the question should maintain eye contact with the interviewee – it is not necessary for all members of the interview panel to ask, pre-determined questions.
  - The core questions to be asked of each candidate should be agreed beforehand but supplementary questions can be asked by any member of the panel to probe issues that have not been completely or satisfactorily addressed in the initial answer.
  - The chairperson usually welcomes the candidate and asks the first and last question.
  - The first question should aim to establish a rapport with the candidate.
  - At the end of the interview the chairperson should ask the candidate if they have any questions and confirm they are a firm candidate for the post.

- Ensure the balance between questions and answers allows the candidate to speak for 80% of the time.

- Do not ask questions on: *religious beliefs political activities or beliefs, personal circumstances, or other questions which might breach Race Relations or Equal Opportunities Legislation. *(For faith schools additional guidance is available from the Diocesan Authority).

**The Formal Interview**

- Governors are advised to convene at least thirty minutes before the first interview to:
  - check arrangements are in order
  - ensure the interview room is arranged correctly
  - agree the wording of questions and order of questioning
  - to decide whether the chair has the casting vote although the necessity for a casting vote should be eliminated if an odd number of governors have been selected to conduct the interview
• Consider if the candidate with the furthest distance to travel should be interviewed first.

• Formal interviews usually last for at least an hour, although the time should allow for interviews to overrun.

• When all interviews have been completed discussions on each individual candidate’s performance will take place.

• At the end of the interview process governors consider all information gained from:
   the application form
   the planned activities and formal interview
   informal feedback from the day
   confidential references

• Governors must make a decision either to:
   appoint one of the candidates interviewed (subject to formal ratification by the full governing body)
   not appoint and consider the next steps

• The person specification must be used by the panel throughout the process.

• It can prove easier to eliminate any obviously weak candidates first and then concentrate on the remaining candidates.

• Confidential references should be considered at the end of deliberations.

• Once a decision has been made the Chairperson should contact the successful candidate immediately and offer them the post.

• There will be an agreement as to whether the chairperson or LAO contacts the unsuccessful candidates to offer feedback.

• Under the School Standards and Framework Act, the Director of Children and Family Services has the responsibility for making written representation to the governors selection panel if any of the candidates are considered to be unsuitable for appointment. (Code of Practice on LA School Relations - Annex 3). The LAO attends the process on behalf of the Executive Director of Children and Family Services (however the Executive Director may elect to attend him/herself) and has the responsibility to advise formally if she or he is of the professional view that a preferred candidate should not be appointed or considers another candidate to be more suitable for the post. This will be formally recorded and will be confirmed in writing to governors.
Stage 4 - Arranging good induction and mentoring procedures for the newly appointed head

The LAO will inform the following people of the name of the new appointee:

- Service Director
- Children Services Managers as appropriate

Induction

- The induction programme should help the new headteacher to understand:
  - The current strengths and areas for development in the school
  - What priorities have been agreed
  - Personnel issues
  - The current school organisation
  - Issues related to the day-to-day running of the school

- The Local Authority has a responsibility to ensure a smooth, efficient and effective transfer of key information on the financial and administrative status of schools at the change of headship. In order to ensure that this process runs smoothly we suggest that schools adopt the following guidelines:
  - The outgoing headteacher and their deputy headteacher/assistant head/senior teacher will make available the key documents – a comprehensive list will be provided by the LAO
  - The current headteacher should then convene a meeting between himself/herself, his/her deputy/assistanthead/senior teacher, the newly appointed headteacher, chair of governors and the school’s LAO.
  - At this meeting all documentation should be officially handed over to the newly appointed headteacher and the change of headship audit form completed.
  - Information will be sent to newly appointed headteachers by the LA (shortly after they have taken up the post), outlining the professional development opportunities available to them through the NCSL in conjunction with Knowsley CPD.

Mentoring

- The LA appointing officer will liaise with the Lead Development Headteacher regarding which of the trained mentors available would be likely to represent a good ‘match’ for the newly appointed Headteacher
- Governors are responsible for supporting the induction and mentoring processes for their new headteacher
- An LAO will contact the new head within weeks of them taking up the appointment in order to discuss the effectiveness of the induction and mentoring arrangements that have been put in place and offer further support as required.

Local Authority Induction Programme

The Local Authority will provide an induction programme for newly appointed headteachers, normally commencing in the autumn term. This consists of a variety of face to face sessions covering aspects such as:

- School self evaluation
- Data/Raiseonline
- Performance management
- Finance
- Human Resources
Appendix one – Salary Information

Group 1
Possible ISR Range
L6 - L12
L7 - L13
L8 - L14
L9 - L15
L10 - L16
L11 - L17
L12 - L18

Group 2
Possible ISR Range
L8 - L14
L9 – L15
L10 – L16
L11 – L17
L12 – L18
L13 – L19
L14 – L20
L15 – L21

Group 3
Possible ISR Range
L11-17
L12-18
L13-19
L14-20
L15-21
L16-22
L17-23
L18-24

<table>
<thead>
<tr>
<th>Group</th>
<th>Range of spine points</th>
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<tbody>
<tr>
<td>1</td>
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<tr>
<td>2</td>
<td>L8-L21</td>
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<td>7</td>
<td>L24-L39</td>
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<tr>
<td>8</td>
<td>L28-L43</td>
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The leadership scale is a 43 point scale. (see Standard Teachers Pay and Conditions document (STPCD) for current salary rates)
Appendix two – School Information Pack

SCHOOL DETAILS - APPOINTMENT OF HEADTEACHER

The Post
The post presents an exciting opportunity to provide positive and enthusiastic leadership for this friendly and popular village primary school. The successful candidate will be expected to take up the position from ……………(or earlier if possible).

School Mission/Vision Statement
Insert your school’s mission statement

Church schools - information about the setting of the school within the parish and Diocese

Staff
Insert your staff list

Curriculum
A brief statement about the school’s distinctive curriculum

Budget
State current financial year budget and whether the school is currently within budget

Extra Curricular Activities
State what extra curricular activities are in the school

Friends of ………… School
Statement about the parental support

Community Links
How the school is involved in the local and wider community

The Area
Describe the local area

School Buildings and Grounds
Describe

Governing body
Number and committee structure
Appendix three – Example Letter from the Chair of Governors –
(personalise to your school as necessary)

Dear applicant

Thank you for your interest in the position of Headteacher at xxxxxxx school. The Governors and I are very pleased to send you the enclosed information about our school. I hope you will find it helpful and on behalf of the whole school community, I would like to take this opportunity of extending you a very warm welcome.

Following the retirement/resignation of our long-serving and well-respected Headteacher, we are looking for someone who can combine strategic vision and drive to take the school forward, with an approachable and caring nature, to help us build on our reputation for offering children with a wide range of backgrounds and needs, the very best start in life. The Governors are proud of the school’s success. We are committed to promoting an ethos and culture of celebration, whilst providing a friendly and inclusive environment with a strong pastoral care system that values every member of the school community.

When you have looked at our last OFSTED Report, you will see that we are a xxxx school, already on the journey to becoming outstanding. That, simply put, is our vision. If your values and ambitions mirror ours and you believe you can deliver that vision, then we would be delighted to receive an application from you.

Visits to the school are most welcome, if you would like to arrange one, please contact the school on xxxxx or email address. Applications close on date and time and interviews will take place on date. Shortlisting will take place week beginning date. Applications should be returned to insert details.

Yours faithfully

Chair of Governors