



CST RECRUITMENT AND SELECTION POLICY

1. SCOPE

- 1.1 Our people are our most important and valuable asset. Therefore recruitment and selection of the right people is crucial to our credibility, growth and effectiveness.
- 1.2 As the organisation evolves and changes, we want to attract people who show a willingness to learn, adaptability and ability to work as part of a team.
- 1.3 This policy covers CST and its subsidiary organisations. For brevity, the term CST used throughout should be taken to mean CST and its subsidiary organisations.
- 1.4 This policy ensures our recruitment and selection process will:
 - be fair and consistent;
 - be non-discriminatory;
 - conform to all statutory regulations and agreed best practice.

2. PROCESS

2.1 Advertisements

- 2.1.1 Vacancies will generally be advertised externally in suitable media, for example Guardian jobs, LinkedIn or specialist media where appropriate.
- 2.1.2 All vacancies will also be posted on the website, and internal notice boards. CST is keen to facilitate internal promotions wherever possible as development opportunities for our staff.
- 2.1.3 CST may, on occasions, decide to restrict advertisement to internal candidates only. Vacancies, which are restricted to internal candidates only will be clearly indicated on the advertisement.
- 2.1.4 In cases where vacancies are advertised externally, but there are internal candidates, all internal candidates will be selected for interview on the same criteria as external candidates.
- 2.1.5 Employees on maternity leave will receive all advertisements for posts advertised by CST during their period of maternity leave.



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2.2 Application Form

- 2.2.1 Candidates for all posts will be asked to complete a standard application form in order that they can be judged on the basis of comparable information. In some cases, a CV may also be requested.
- 2.2.2 In applying for posts, all candidates will be provided with a job description, person specification, details of the appropriate conditions of service and details about the CST. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.
- 2.2.3 In drawing up the job description, person specification and conditions of service CST will ensure that no job applicant receives less favorable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.
- 2.2.4 Applicants will be asked to specify whether they wish to declare any disabilities, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed, and considered on their merits
- 2.2.5 Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.
- 2.2.6 Only references for short listed candidates for interview will be obtained. References will normally be sought prior to interview, unless the candidate indicates otherwise.
- 2.2.7 References should normally be made in writing or email, but those received by telephone will be accepted, provided that a note of the conversation is recorded and placed on file.

September 2018

Charitable Company Limited by Guarantee, Registered in England, Charity Number 1107640, Company Number 05303883

VAT Registration Number 270 0880 18

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2.2.8 Our office is located on a school site. Therefore applicants will be asked to reveal details of 'spent' and 'unspent' convictions. Successful candidates will be required to provide the necessary documentation in order to complete a Disclosure and Barring check. Posts which require such a disclosure will be clearly indicated on the conditions of service and appointment procedure.

2.2.9 Applicants will also be required to declare if they are related to any member of staff within CST. Canvassing of members of CST is not permitted. No appointing manager or trustee should be put into a position where he or she is asked to interview a person to whom they are related.

2.2.10 It is CST's policy to communicate further with applicants who have not been shortlisted by ensuring they receive an email stating they have been unsuccessful and, if requested by the candidate, offering feedback as to the reasons they have not been shortlisted.

2.2.11 Applicants' details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the recruitment and selection process. The information collected will be solely used for the purposes of equality monitoring.

2.2.12 All completed applications forms are private and confidential and will only be made available to those directly involved in the recruitment and selection process.

2.2.13 All application forms will be collated by the CST office and supplied to the appointing manager and interview panel for shortlisting purposes.

2.2.14 A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post, taking account of CST's responsibilities in relation to Equality legislation. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time to prepare for and make the necessary arrangements to attend the interview.

2.3 Selection Methods

2.3.1 Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons, gender balanced wherever possible. The interviewers



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will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.

- 2.3.2 A set of questions will be agreed by the interview panel in advance and will be developed from the job description and person specification for the post. The panel will seek to develop questions which ask the candidates to give examples of their previous relevant experience.
- 2.3.3 All candidates will be asked the same questions in the same order, and their responses scored. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview.
- 2.3.4 It should be remembered that an interview is a two-way process, and candidates will be given every opportunity to view the premises where they will work and ask questions about CST, to ensure that they have a full understanding of the post for which they are applying and the way ASNA operates.
- 2.3.5 In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.
- 2.3.6 Candidates attending an interview will be reimbursed any reasonable expenses incurred. For travelling expenses this would normally be at the appropriate standard rail fare. A candidate who withdraws or refuses an offer of appointment for reasons considered by CST to be inadequate may not have expenses reimbursed.
- 2.3.7 All appointments will be made strictly on merit and related to the requirements of the job.
- 2.3.8 All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or email.
- 2.3.9 All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place. After this date they will be destroyed.

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2.4 Relevant Checks

2.4.1 All offers of employment will be made conditional upon satisfactory results from the following:

- two satisfactory references;
- confirmation of the right to work in this country
- Disclosure and Barring Service check.

2.5 Probationary Period

2.5.1 All appointments into CST will be made subject to a probationary period of six calendar months. After three months a review meeting will take place between the post holder and their line manager to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the appropriate line manager, employees will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the employee's line manager consider this appropriate.

2.6 Recruitment Monitoring

2.6.1 CST seeks to recruit employees on the basis of their ability and the requirements of the post.

2.6.2 CST wants to ensure that no applicant receives less favorable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work.

2.6.3 In order to meet this commitment, all candidates are asked to complete a recruitment monitoring form enclosed with the application form. All completed monitoring forms will be treated as confidential. The form will be separated from the application form on receipt and those involved in the selection process will not have access to it. The information given by candidates will be solely used for the purpose of monitoring the recruitment process.

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2.6.4 The forms containing these sensitive data will be destroyed immediately after the recruitment and selection process and only aggregate equalities data will be held thereafter.

2.7 Exit Interviews

2.7.1 All employees who leave the employment of CST voluntarily will have an exit interview with their manager before their last day of employment.

2.7.2 Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of CST policies and practices.

2.7.3 The appropriate line manager should record all appropriate information, such as recommendations made for change, or significant issues raised in the interview, whilst bearing in mind confidentiality issues.

3. REVIEW

This procedure may from time to time be reviewed and amended or updated in the light of working experience, employment law and case law and the circumstances of the Charity. An up-to-date copy will be retained in the workplace for employees' perusal.

Authorised signatory

Date 21 September 2018; Revised 2 November 2018

Date of review: July 2019

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