

DRIVING FORWARD PROFESSIONAL
STANDARDS FOR TEACHERS



The General Teaching Council for Scotland Appointment Process Guidelines

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1 Introduction

These guidelines should be read in conjunction with the Appointments Scheme and lay down the procedures to be followed when appointing individuals to serve on GTC Scotland's Council, Committees and panels.

A diagram illustrating the end to end process that is associated with making appointments is attached as Appendix A – these guidelines are for use throughout this process.

In these guidelines, references to:

- ❖ “AC” means GTC Scotland's Appointments Committee;
- ❖ “Appointments Scheme” means the GTC Scotland Appointments Scheme 2011, as may be varied, updated, substituted or replaced from time to time;
- ❖ “Council” means the Council of GTC Scotland;
- ❖ “GTC Scotland” means the General Teaching Council for Scotland; and
- ❖ “Membership Scheme” means GTC Scotland's Code of Conduct and Membership Scheme 2011, as may be varied, updated, substituted or replaced from time to time.

2 Appointments Procedure

GTC Scotland staff are responsible for identifying a need to appoint or re-appoint panel or Council members and, consequently, for initiating and planning the appointments procedure. The appointments process will be administered throughout by GTC Scotland staff.

In order to ensure that the appointments process may be scrutinised and audited, it is imperative that records are gathered in respect of all stages of the process and that these are stored. Such records should be retained in accordance with GTC Scotland's Retention of Records Policy and for a minimum of two years.

Stage 1 – Establishing the Appointments Committee

The Appointments Committee will be established by the Council in accordance with the Appointments Scheme and the provisions set out in these guidelines below (with references to the AC being read as references to the Appointments Panel responsible for establishing the AC).

Stage 2 - Preparing the Role and Person Specification

A role and person specification for the vacancy in question must be produced to clearly and accurately detail the duties associated with the post, as well as the knowledge, skills, experience and competencies required of the post holder.

A standard form of role and person specification is attached (Appendix B) - this pro forma should be adjusted as appropriate and be agreed by the AC.

Stage 3 - Advertising

The content of an advert should be well thought out and constructed to meet the requirements of the post as well as current market trends. The advert should include the following:

- ❖ Post title
- ❖ Role specification summary
- ❖ Job specification summary
- ❖ Any remuneration
- ❖ Appropriate administrative details (e.g. closing date etc)

All vacancies will be publicised through GTC Scotland's website. Vacancies may also be drawn to the attention of candidates through other appropriate sources, bearing in mind the need to ensure that applications are made by as wide a range of applicants as practicable.

Stage 4 - Application Packs

Application packs should be prepared in relation to the role in question and made available to all applicants. As a minimum, in addition to general information about GTC Scotland, these should contain:

- ❖ An application form, including a detachable equality monitoring section
- ❖ The role and person specification
- ❖ An indication of the time commitment associated with the post
- ❖ Details of any remuneration
- ❖ Details of the AC's role and remit
- ❖ Details of the application process, including interview and appointment timescales
- ❖ Details of GTC Scotland's complaints process and equal opportunities policy
- ❖ Details of any expenses incurred in connection with the appointment process that may be reimbursed
- ❖ Contact details that may be used to raise any queries about the application process or role
- ❖ A statement setting out how long application information will be retained for and how any appointment will be publicly announced

The application form should enable candidates to describe their skills, knowledge and experience relative to the criteria and should be prepared taking equality and diversity considerations into account, both in terms of its form and content.

The application form should also have a section that enables candidates to detail any actual or perceived conflicts of interest that will or may arise should they be appointed.

The part of the application form that captures an applicant's personal details should be formed so that it can be separated from those sections that provide descriptions of the applicant's skills, knowledge and experience.

Stage 5 - Selection

This stage should ensure anonymity. Selection will be based on an applicant's descriptions of his/her skills, knowledge and experience and how these compare to the person specification.

All decisions made as part of the selection process should be documented. This should be done using an appropriate evaluation form unless a high volume of applications makes the use of such a form impracticable and another appropriate, but pragmatic, arrangement has been put in place instead.

Unless there are exceptional circumstances that cause the AC to determine that it is in the interests of fairness to proceed otherwise, no application should be accepted if it is received after the advertised closing date.

Part A- Application Sifting

Applications will be sifted by the AC using a consistently applied assessment framework that references the person specification.

An initial sift of applications, excluding those that do not meet the essential criteria contained in the person specification, may be delegated to GTC Scotland staff or an external recruitment agency but must be undertaken by individuals who are competent to do so.

Part B – Shortlisting

A shortlist of candidates for interview will be identified by the AC at the conclusion of the sifting process and, at this point, the candidates' names will be disclosed.

The shortlisted candidates will have demonstrated that their skills, knowledge and experience most closely match the criteria outlined in the person specification. No candidate will be shortlisted if the essential criteria identified in the person specification have not been met.

If the AC is of the view that a strong shortlist has not been produced, the AC may seek additional applications by taking such steps as are viewed appropriate and necessary in the circumstances. If the number of shortlisted candidates is less than the number of vacancies requiring to be filled, such steps must be taken. Should this delay the process and impact upon candidates, candidates should be informed accordingly.

If a candidate is known to a member of the AC, this should be declared to the AC and the Code of Conduct set out in the Membership Scheme should be considered by the AC in determining how to proceed in view of any such interest.

Stage 6 - Interviewing

Efforts will be made to accommodate candidates in arranging the interview schedule but if a candidate is unable to attend on an interview date identified, the AC has discretion as to whether to offer an alternative date.

The AC will agree the form and content of the interview process to be undertaken appropriate to the particular appointments round and taking equality and diversity considerations into account, both in terms of form and content. The interview process will provide applicants with fair and equal opportunities to demonstrate their merit.

GTC Scotland staff will provide the AC with a pro forma interview evaluation form – the criteria on this form will be the same as those published in the person specification. The AC will identify on this form the agreed candidate rating, the key performance points that influenced the AC's determination and, ultimately, the agreed decision to appoint or reject the candidate. This form will be completed and agreed by the AC for each candidate interviewed. This form may be used should any feedback be requested by a candidate.

Assessment of candidates should be based on the information provided by them as part of their application and interview. If, however, specific information comes to the attention of the AC (or any of its members) that may call into question a candidate's suitability for appointment or the credibility of the appointment process, this may be shared, investigated appropriately to verify its accuracy and, if it is determined to be accurate, considered. Any candidate concerned will be notified of the additional information under consideration. Any impact that this has on the timescale for determining interview outcomes will be notified to candidates appropriately.

Candidates should be notified of the interview outcome with the minimum of delay. Successful candidates must be issued with a letter of appointment agreed by the AC. This letter should contain details of:

- ❖ the period of appointment
- ❖ the role
- ❖ the estimated time commitment
- ❖ training and development (including induction training)
- ❖ any remuneration or entitlement to claim repayment of expenses

The appointment letter must also state that the appointee is bound by the terms of the Membership Scheme and that appointment is subject to GTC Scotland being satisfied:

- (i) with the vetting or disclosure checks carried out in respect of the individual (where applicable); and
- (ii) that appropriate references have been provided (where applicable – see the paragraph headed "References" below).

The appointment letter must be signed and returned by the candidate to confirm his/her acceptance of the terms.

References

Written references must be pursued for the successful applicants by GTC Scotland staff to verify the information provided by these applicants and to confirm that they are a fit and proper person to be appointed. Such references may be pursued either before or after the appointment letter (described above) is issued.

The references will be provided to the AC Convener or the AC members to determine whether they are satisfactory. Where any reference is provided to the Convener only and he/she forms the view that it is unsatisfactory, it will be circulated to the other members of the AC for a decision to be made.

Disclosure

GTC Scotland staff will arrange for the necessary steps to be taken to ensure that appropriate vetting or disclosure checks are carried out in respect of successful applicants.

Feedback

Requests for feedback on interview performance will be dealt with by GTC Scotland staff solely using the AC's sift or interview outcomes (as documented).

Stage 7 - Reporting

Publication

Appointments that are made should be publicised on GTC Scotland's website and in any other appropriate way.

Council

The AC should report to Council on the appointments made by it.

Stage 8 - Review

Following each appointments round, GTC Scotland staff and the AC should reflect on any lessons learned in order to continually improve procedures. Points to be considered include how many applications were received and the source of these to evaluate the cost effectiveness of the advertising used, as well as to consider any equality and diversity concerns. Matters should be reported appropriately at meetings of the AC.

3 Supplementary Guidance

3.1 Re-appointments and Extensions

GTC Scotland staff should establish sufficiently far in advance how many individuals whose terms of office are due to end are eligible, and wish to be considered, for uncontested re-appointment or term extension.

The benefits of re-appointment and extension include continuity, the retention of skills, experience and knowledge as well as cost savings. However, an uncontested re-appointment should not be granted automatically.

The AC will determine whether individuals should be offered an uncontested re-appointment or extension based on fair and transparent performance assessment criteria. Individuals should not be re-appointed in this way unless they have performed their duties to a satisfactory standard (as

determined with reference to the Council's prescribed member and appointee performance review process). The AC's determination should be appropriately documented.

Should the AC decide not to offer an uncontested re-appointment or extension, the vacancy arising will be filled using the standard appointments procedure and the individual concerned may apply as part of that process.

The decision on re-appointment or extension must be made as early as possible to allow for the full appointments procedure to be carried out in the event that such re-appointment or extension is not granted. The individuals concerned should be notified in writing of the decision as soon as reasonably practicable.

GTC Scotland staff should ensure that re-appointed member information is updated appropriately at the time of re-appointment.

3.2 Reserve Lists

As part of the selection process, the AC may compile "reserve lists" of those candidates who met the relevant criteria but who were not ultimately appointed due to the level of competition at that time. Should a vacancy arise within 12 months of a selection process having been conducted, the AC may appoint an individual from the appropriate reserve list provided it views it as fair and appropriate to do so.

3.3 Use of External Recruitment Consultants

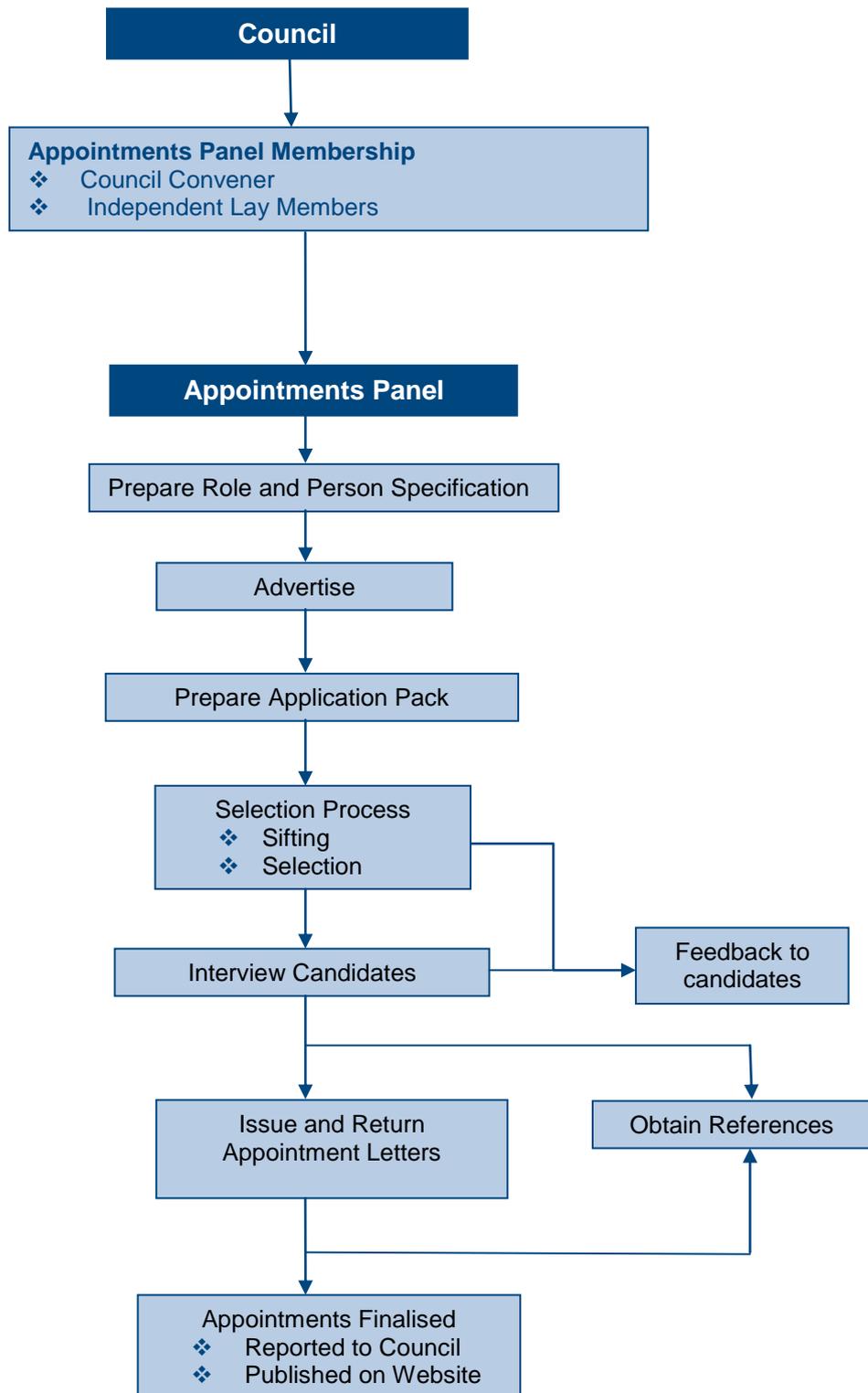
If the decision is taken by GTC Scotland staff, and the AC, to use external recruitment consultants, the Appointments Scheme and these Guidelines still apply and GTC Scotland staff must ensure that the consultants adhere to them. Records associated with the selection and interview process should be passed to GTC Scotland in order that these may be retained appropriately.

3.4 Complaints

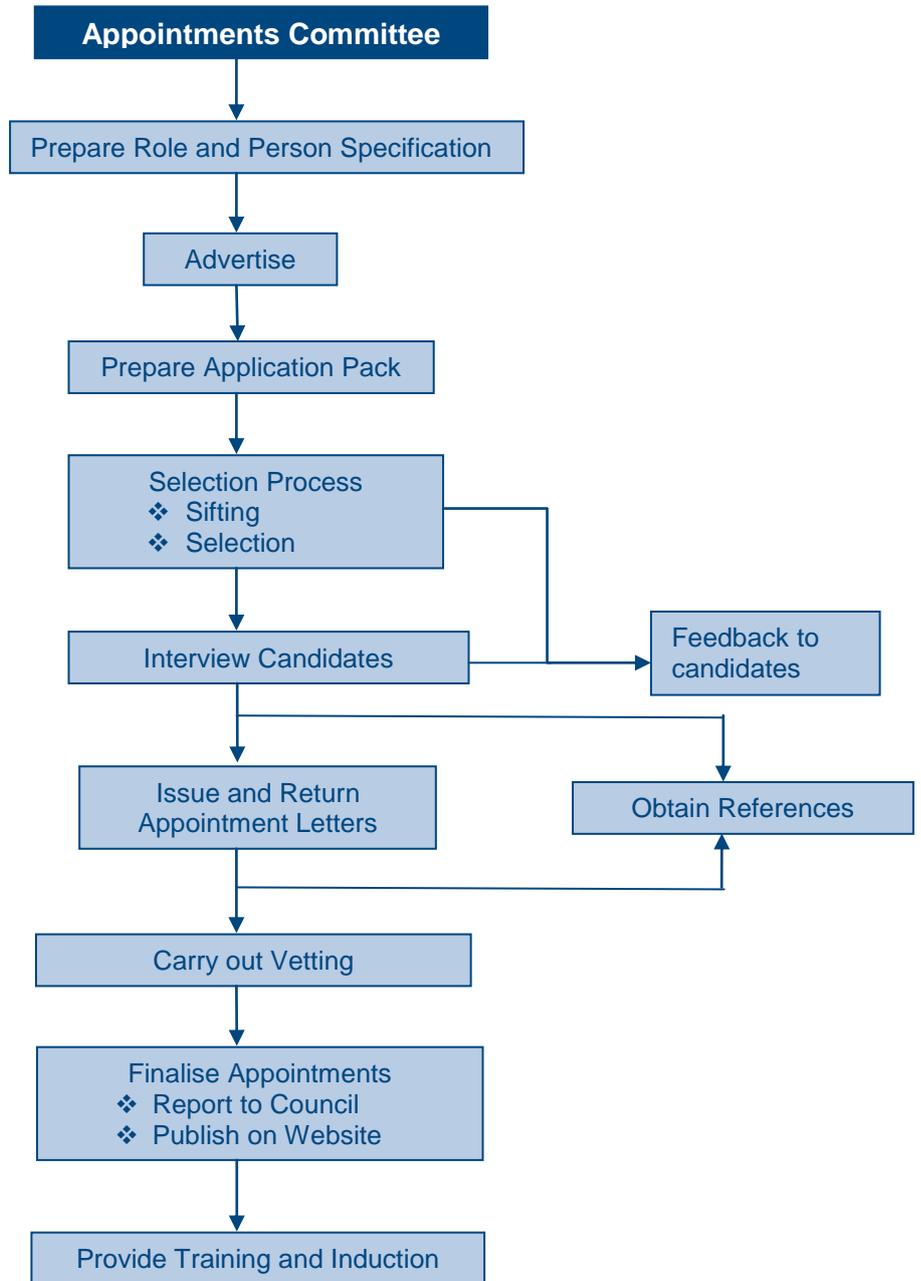
Any complaints relating to the appointments process, and the application of these Guidelines, will be processed in accordance with GTC Scotland's published complaints policy.

Appointments Process

Appointment of the Appointments Committee



Appointment of Appointed Members



Pro Forma Role and Person Specification

Appointments Committee Member

The role of a GTC Scotland Appointments Committee Member is, as part of the Appointments Committee, to select and recruit appointed members of Council or appointed members of GTC Scotland's panels or committees. A GTC Scotland Appointments Committee member will:

- ❖ Have knowledge of, and adhere to, the legal and procedural frameworks which govern the functions of the Appointments Committee
- ❖ Agree the role and job specification for vacant posts
- ❖ Agree and oversee the recruitment process, including application sifting and interviews
- ❖ Oversee the appointment process, including issuing letters of appointment
- ❖ Confirm the appointment of individuals, including reviewing references
- ❖ Report appropriately on the appointments made
- ❖ Work in trust and confidence with other Appointment Committee members and GTC Scotland staff

Candidates must demonstrate the following skills and experience:

- ❖ Intellectual flexibility
- ❖ Team worker
- ❖ Assertiveness
- ❖ Effective communicator

It is desirable that candidates also demonstrate knowledge and experience of recruitment or appointment work.

Any candidate for a registrant Appointment Committee member position must be included on GTC Scotland's register of teachers.

Any candidate for an independent lay member position will not be, nor ever have been, included on GTC Scotland's register of teachers. In addition, such an individual will not be eligible to be included on GTC Scotland's register of teachers, nor hold a teaching qualification recognised by GTC Scotland.

Council Member

The role of a GTC Scotland Council Member is to carry out the following:

- ❖ Establishing and maintaining the vision, purpose and values of GTC Scotland in order to contribute to improving the quality of teaching and learning in Scotland and to maintain and improve the professional standards of teachers in Scotland
- ❖ Establishing the strategic direction of GTC Scotland and overseeing the development of strategies, plans and policies
- ❖ Monitoring the performance of GTC Scotland and ensuring appropriate corrective action is taken to address any areas of concern
- ❖ Appointing, appraising and arranging the remuneration of GTC Scotland's Chief Executive
- ❖ Holding GTC Scotland's senior executive team to account in terms of their performance
- ❖ Establishing and keeping under review a system of delegation to clarify those matters reserved to the Council, and those that have been delegated
- ❖ Establishing and maintaining an effective communications strategy
- ❖ Performing ambassadorial and advocacy roles for GTC Scotland
- ❖ Developing and maintaining relationships with GTC Scotland's stakeholders
- ❖ Ensuring that GTC Scotland acts legally and within its statutory authority
- ❖ Ensuring that GTC Scotland uses its resources properly and has effective financial monitoring, internal control and risk management frameworks in place
- ❖ Approving GTC Scotland rules and policies and seeking to ensure that these are complied with
- ❖ Ensuring that GTC Scotland meets its responsibilities as a good employer
- ❖ Convening and participating in the business of meetings of GTC Scotland's Council, adjudicatory panel hearings and committees as appropriate

Candidates must demonstrate the following skills and experience:

- ❖ Public interest involvement/focus
- ❖ Strategic thinker
- ❖ Intellectual flexibility
- ❖ Team worker
- ❖ Assertiveness
- ❖ Effective communicator
- ❖ Interest in the education sector
- ❖ Appropriate knowledge and experience (with reference to the below)

Candidates will have knowledge and experience in *at least one* of the areas identified in the table below. It is desirable that knowledge and experience is evidenced in more than one of the areas identified.

| Knowledge and Experience | Evidence |
|---------------------------------|--|
| Governance | Knowledge and experience of governance of an organisation or business area in the public or private sector in any of the following areas: regulation/compliance/secretariat, strategic/ business planning, equality and diversity, finance, risk and performance/change management, human resources, pension funds, service delivery, IT, research and policy development or communications/media. |
| Policy | Knowledge and experience of policy work in an organisation. |
| Professional Development | Knowledge and experience of meeting, maintaining or upholding professional standards, including via undergraduate courses as well as continuing professional development. |
| Finance | Knowledge and experience of financial work in an organisation, responsible for leading teams and managing budgets/resources. Possibly holds a finance/accountancy qualification. |
| Audit or Risk Management | Knowledge and experience of audit or risk management in an organisation, responsible for overseeing such processes. Possibly holds a professional audit or risk management qualification. |
| Legal | Knowledge and experience of relevant legal work. For example, experience of working within court functions or tribunals, whether as a decision maker or solicitor/advocate. |

Candidates will not be, nor ever have been, included on GTC Scotland's register of teachers. In addition, candidates will not be eligible to be included on GTC Scotland's register of teachers, nor hold a teaching qualification recognised by GTC Scotland.

Any appointment will, amongst other things, be subject to satisfactory references and satisfactory vetting/disclosure checks (or appropriate membership of Scotland's Protecting Vulnerable Group Scheme).

Panel Members

A GTC Scotland panel member will:

- ❖ Have knowledge of, and adhere to, the legal and procedural frameworks which govern the functions of the [### Panel];
- ❖ Analyse and interpret evidence and information in order to make balanced decisions, giving clear reasons for the decisions based on the elicited facts and taking into account any relevant guidance produced by GTC Scotland;
- ❖ Prepare for panel hearings appropriately and actively and constructively participate in decision-making and debate;
- ❖ Work in trust and confidence with other panel members and GTC Scotland staff.

Candidates must demonstrate the following skills and experience:

- ❖ Intellectual flexibility
- ❖ Team worker
- ❖ Assertiveness
- ❖ Effective communicator

It is desirable that candidates also demonstrate knowledge and experience of relevant legal work. For example, experience of working within court functions or tribunals, whether as a decision maker or solicitor/advocate.

Any candidate for a registrant panel member position must be included on GTC Scotland's register of teachers.

Any candidate for a lay panel member position will not be, nor ever have been, included on GTC Scotland's register of teachers. In addition, such an individual will not be eligible to be included on GTC Scotland's register of teachers, nor hold a teaching qualification recognised by GTC Scotland.

Any appointment will, amongst other things, be subject to satisfactory references and satisfactory vetting/disclosure checks (or membership of Scotland's Protecting Vulnerable Group Scheme where appropriate).

GTC Scotland aims to promote equality and diversity in all its activities

GTC Scotland

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INVESTORS IN PEOPLE
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Direct weblinks

Main site:
www.gtcs.org.uk

Probation department:
www.gtcs.org.uk/probation

Probation site for teachers:
www.in2teaching.org.uk

Registration department:
www.gtcs.org.uk/registration

Professional Update:
www.gtcs.org.uk/professional-update

Professional recognition:
www.gtcs.org.uk/professional-recognition

Fitness to Teach:
www.gtcs.org.uk/fitness-to-teach

Research:
www.gtcs.org.uk/research