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**To: Education and Children Policy Board**

**On: 12 May 2016**

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**Report by: Director of Children's Services**

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**Heading: Standard Circular 16a – The Appointment of Senior Promoted Staff in Primary, Secondary and Special Schools**

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## **1. Summary**

- 1.1. SC16a relates to the appointment of senior promoted staff in primary, secondary and special schools.
  - 1.2. The amendments to the revised circular relate to denominational education.
  - 1.3. Following discussions between the director of children services and the Roman Catholic Church, minor amendments have been made to the existing SC16a to reflect this duty and to enable the local authority to ensure that the best possible candidate is selected.
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## **2. Recommendation**

- 2.1. The education and children policy board are asked to approve the minor amendments being recommended, in italics in the attached appendix, made to SC16a with respect to denominational education.
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## **3. Background**

- 3.1. SC16a relates to the appointment of senior promoted staff in primary, secondary and special schools.
- 3.2. The amendments to the revised circular relate to denominational education.
- 3.3. Section 21(2A) of the Education Scotland Act 1980 states that:  
“A teacher appointed to any post on the staff of any such school by the education authority shall. . . satisfy the Secretary of State as to qualification, and shall be required to be approved as regards his religious belief and character by representatives of the church or denominational body in whose interest the school has been conducted; ...”

- 3.4. The amendments to the circular relates to any denominational schools that may occur in Renfrewshire in the future (Roman Catholic, Jewish, etc).
- 3.5. A working group has been set up to look at the appointment of senior promoted staff in primary, secondary and special schools and following completion of its work a further revised version of this circular will be put forward to the education and children policy board.
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## **Implications of this report**

### **1. Financial Implications**

None.

### **2. HR and Organisational Development Implications**

None.

### **3. Community Plan/Council Plan Implications**

Children and Young  
People

- The appointment of high quality leaders which will have a positive impact on the leadership and management of schools across Renfrewshire.

### **4. Legal Implications**

None.

### **5. Property/Assets Implications**

None.

### **6. Information Technology Implications**

None.

### **7. Equality and Human Rights Implications**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

### **8. Health and Safety Implications**

None.

### **9. Procurement Implications**

None.

### **10. Risk Implications**

None.

### **11. Privacy Impact**

None.

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## List of Background Papers

- (a) Background Paper 1: (delete row if not used or add further rows if required or state 'none')

The foregoing background papers will be retained within children's services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Michael Dewar, acting head of service, 0141 618 7194, [michael.dewar@renfrewshire.gcsx.gov.uk](mailto:michael.dewar@renfrewshire.gcsx.gov.uk)

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### **Children's Services**

MD/LG

1 April 2016

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Children's Services  
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**To: Heads of all Educational Establishments**

Dear Colleague

**THE APPOINTMENT OF SENIOR PROMOTED STAFF IN PRIMARY,  
SECONDARY AND SPECIAL SCHOOLS**

**1. Introduction**

- 1.1 The quality of senior promoted staff (head teacher and depute head teacher) is vital to the effective implementation of the policies of the council and the provision of the best possible education in schools.
- 1.2 Appointments to senior posts are made by appointment panels set up by the authority in accordance with section 14 of the Scottish Schools (Parental Involvement) Act 2006, "the Act", and secondary legislation made under the Act, the Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007, "the Regulations".
- 1.3 This circular describes in detail the authority's strategy and related procedures for the filling of senior posts which satisfy current legislation. They are designed to be equitable and credible and to conform to the authority's equal opportunities policies. Their main aim is to ensure that the best possible candidate is selected.
- 1.4 Consultation on the strategy and key stages within the strategy will be undertaken with Parent Councils to ensure that due regard is taken of their views in accordance with regulation 4 of the Regulations. The authority will give the Parent Council a reasonable time to respond but will set a deadline for responses to be provided within a specific timescale.
- 1.5 Where no Parent Council exists, the authority will invite representation from the Parent Forum to contribute to these consultation procedures.

1.6 The education authority will make appropriate arrangements to ensure that training will be provided to support members of the Parent Council or any person assisting the Parent Council to discharge their function in connection with the appointment process.

1.7 This circular should be read in conjunction with Standard Circular 16.

## **2. The Appointment Strategy**

2.1 The main stages of the recruitment and selection process are:

- (i) the establishment of a person specification and selection criteria, based on the job description;
- (ii) the provision of information about the post through an advertisement;
- (iii) the preparation of a recruitment package which will consist of a school profile, job description and person specification;
- (iv) short listing;
- (v) the appointment process; and
- (vi) post-interview stage.

2.2 Stages within the strategy are considered in some detail in the following sections. For head teacher posts all of the selection arrangements will be overseen by the director or appropriate head of service. For deputy head teacher posts the arrangements will be made by the head teacher and advice will be available from the school's link manager.

2.3 No person who has a material interest in or relating to any matter to which the Regulations relate may participate in the short list procedure or sit on an appointment panel, in accordance with regulation 8(1) of the Regulations. A person will not be deemed to have a material interest by virtue of chairing an appointment panel under the provision made in that regard in regulation 7(1) and 7(2) of the Regulations.

## **3. Information about the Post**

3.1 Senior posts will normally be advertised in the national press and on the council website. The advertisement will contain basic information about the post and the school. It will indicate where applicants can obtain further information and application forms and will state the closing date for applications and to whom they should be sent.

3.2 A more flexible approach may be taken in cases of school mergers. The Joint Negotiating Committee (JNC) Circular 8 gives more detailed advice in this context. Where the authority decides that an internal advertisement is more appropriate, similar selection procedures apply.

- 3.3 School profiles will include information about the aims of the school, its roll and capacity, a brief description of the building and its catchment area and any other relevant details. Sample profiles are attached as appendix 1.
- 3.4 A job description and person specification will be prepared for each post. Consultation will be undertaken with the Parent Council to ensure that due regard is taken of its views in accordance with regulation 4 of the Regulations.

#### **4. Job Description and Person Specification**

- 4.1 The job description will correspond to national and Renfrewshire JNC agreements and will indicate clearly the general duties of the post, reporting arrangements, areas of responsibility and any other relevant factors. Sample job descriptions are attached as appendix 2.
- 4.2 The person specification will conform to a pattern agreed through Renfrewshire JNC and will be based on selection criteria which may vary in detail according to the post. The criteria will include:
- registration with the General Teaching Council for Scotland;
  - appropriate qualifications;
  - previous experience;
  - record of professional development; and
  - evidence of very good leadership skills in the delivery of education and the leadership of improvement and change.

Additional criteria may be added to suit the individual needs of each post.

*Please be advised that subject to Section 21(2A) of the Education Scotland Act 1980, those seeking positions in a denominational school will require to obtain Church Approval for these posts.*

- 4.3 The person specification will describe the kind of person being sought for the post. It will list essential and desirable requirements in terms of qualification, experience and personal qualities. Sample person specifications are attached as appendix 3. Entries in the essential and desirable columns should be tailored to meet the needs of each post.
- 4.4 The criteria should reflect the authority's commitment to equal opportunities.

#### **5. Recruitment Package**

- 5.1 In view of the importance of all applicants having information about the post, the school and the kind of person required before submitting their application, applicants will be invited to request from the school, or from the education and leisure services personnel section in the case of head teacher posts, a recruitment package consisting of an application form, school profile, job description and person specification for the post.

## **6. Short Leet Procedure**

- 6.1 The Parent Council will be invited to participate in the preparation of a short leet of candidates, in accordance with regulation 5(1) of the Regulations. Participation in the process is not mandatory, however.
- 6.2 If a Parent Council decides that it wishes to participate in the short leet procedure, it will nominate a member of the council or another representative to assist it, in accordance with regulation 5(2) of the Regulations. It is envisaged that at least one of the parent representatives will be a parent with a child in the school in question.
- 6.3 Regulations 5(1) and 5(2) do not apply where the education authority decides that the post of head teacher will be filled by redeploying an existing head teacher currently employed elsewhere or by redeploying an existing depute head teacher currently employed elsewhere, in accordance with regulation 5(3) of the Regulations.
- 6.4 In most cases it will be possible to consider applications and decide on a short leet which will be interviewed by the appointment panel. Any candidate who is deemed to be unsuitable or who does not meet the criteria can be omitted. The post will be re-advertised if the leet is reduced to fewer than two, other than in exceptional circumstances.
- 6.5 The leeting process for any head teacher or depute head teacher post must provide for robust professional screening. A sample record leeting sheet is attached as appendix 4.
- 6.6 The director, head of service or head teacher, depending on the post to be interviewed, will arrange an informal and confidential briefing meeting involving members of the Parent Council.
- 6.7 All short leeted candidates should be given the opportunity to visit the school to allow them to be briefed on major issues affecting the school, to meet the appropriate staff and to seek any information about the school which they feel might be helpful to them. Parent Council members to be involved in the interview process will also be invited to attend.
- 6.8 The visits described above are for the benefit of candidates and should not be regarded by Parent Council members or any staff involved in the visit as forming part of the selection process. Travel and subsistence expenses will not normally be paid in connection with such visits.

## **7. Appointment Panels**

- 7.1 Interviews for posts of head teacher and depute head teacher will be conducted by an appointment panel constituted in accordance with regulation 6(1) of the Regulations.



- 7.2 An appointment panel must consist of the agreed numbers of persons nominated by the education authority and the Parent Council. In addition the head teacher of the school is present as chairperson when the appointment of a deputy head teacher is being considered.

## **8. Appointment to Head Teacher Posts**

- 8.1 An appointment panel for the post of head teacher will normally consist of 2 nominees of the Parent Council and 4 nominees of the education authority, in accordance with regulation 6(2) of the Regulations.
- 8.2 The Parent Council can nominate a combination of a parent member or members of the Parent Council or a person who is not a member of the Parent Council, who at its request is assisting it in discharging its functions in connection with the appointment process, in accordance with regulation 6(3) of the Regulations.
- 8.3 The education authority will normally nominate:
- the convener of the Education and Children Policy Board or his/her representative;
  - a head teacher from another school in the appropriate sector. *In the case of Denominational Schools this would be, in normal circumstances a head teacher from a Denominational School.*
  - the director of education and leisure or his/her representative, normally a head of service; and
  - a senior education officer, normally the school's link manager.
- 8.4 The appointment panel will normally be chaired by the elected member, in accordance with regulation 7(1) of the Regulations.
- 8.5 The chair will have both a deliberative and a casting vote, in accordance with regulation 7(3) of the Regulations.
- 8.6 Where, for any reason, a Parent Council has not been established the appointment panel will include representatives of the Parent Forum.

## **9. Appointment to Deputy Head Teacher Posts**

- 9.1 An appointment panel for the post of deputy head teacher will consist of 2 nominees of the Parent Council and 2 nominees of the education authority together with the head teacher of the school, in accordance with regulation 6(2) of the Regulations.
- 9.2 The Parent Council can nominate a combination of a parent member or members of the Parent Council or a person who is not a member of the Parent Council, who at its request is assisting it in discharging its functions in connection with the appointment process, in accordance with regulation 6(3) of the Regulations.

9.3 The education authority will normally nominate:

- a teacher of equivalent rank who will have experience of carrying out the duties of a similar post. *In the case of Denominational Schools this would be, in normal circumstances a teacher of equivalent rank in a Denominational school, and*
- a representative of the director, normally a senior member of staff who will monitor on behalf of the director those parts of the selection process in which he/she is involved.

No two members of the appointment panel nominated by the authority should be members of staff of the same school.

9.4 The appointment committee for the post of deputy head teacher will be chaired by the head teacher of the school or, unless deemed inappropriate by the education authority, by the acting head teacher of the school, in accordance with regulation 7(2) of the Regulations.

9.5 The chair will have both a deliberative and a casting vote, in accordance with regulation 7(3) of the Regulations.

9.6 Where, for any reason, a Parent Council has not been established, the appointment panel will consist of nominees of the authority together with the head teacher of the school in the chair and will include representatives of the Parent Forum.

**10. The Format of the Interview for Head Teacher and Deputy Head Teacher Posts**

10.1 The format of the interview for head teacher posts will be agreed between the director or head of service and the Parent Council at the same meeting at which the short list is considered.

10.2 The format of the interview for deputy head teacher post should be determined in advance by the head teacher and the representative of the Director of Children's Services involved in drawing up the list. Account should be taken of any views expressed by the Parent Council.

10.3 The format can vary provided that it is seen to be credible and fair.

10.4 A formal interview will continue to play a key role in determining which of the listed candidates should be recommended for appointment.

10.5 The minimum time allowed for each candidate should normally be 45 minutes.

10.6 The format may be supplemented in one or more of the following ways:

- i the first part of the interview may consist of a presentation by the candidates on an educational topic of which they will have been informed in advance. Initial questioning may relate to the presentation.

- ii candidates may be invited to prepare a brief paper on an educational issue. Such papers would require to be written under supervision within a prescribed timescale.
- iii a group discussion may be held involving candidates and the appointment committee.

Candidates should be informed in advance of the format to be employed.

- 10.7 The interview arrangements should allow the same time for each candidate. The same broad questions should be asked of each candidate and there should be an opportunity for candidates to clarify essential matters by putting questions to the head teacher. Sample assessment sheets for the evaluation of interview performance are attached as appendix 5.
- 10.8 The interview process will be monitored by the representative of the director on the appointment committee. Any concerns expressed by the director's representative, which cannot be resolved at the time of the interview, will be reported to the appropriate head of service. No recommendation for appointment can be made until the matter has been resolved.

## **11. Post-Interview Stage**

- 11.1 At the end of the selection process the appointment panel will make its recommendation and the post will be offered to the recommended candidate (except in the unlikely circumstances where the candidate is ineligible or where the selection process has been conducted improperly).
- 11.2 All leeted candidates will be given the opportunity to discuss their performance at interview with one of the authority's representatives on the appointment committee. The interview assessment sheet which gives the overall assessment of the candidate will form the basis of this discussion.

Yours sincerely

Peter Macleod  
Director of Children's Services

March 2016



Renfrewshire Council: Children's Services

**ANYTOWN HIGH SCHOOL**

**Sample Secondary School Profile**

*Anytown High School provides non-denominational/denominational education for high school children serving a delineated area of Anytown. Anytown High School was built in 1978 to meet the needs of a modern, comprehensive education. The curriculum is designed to give students a broad, well-balanced experience with the opportunity and encouragement to achieve their maximum potential. An important part of school life is the development of strong links with the community. The school provides a positive (faith) ethos within which pupils have equality of opportunity within a safe and secure learning environment.*

The design of the building has many special features including a fully equipped theatre and an extensive physical education complex. There are good social areas for students with S5 and S6 having their own separate common rooms.

The school is situated just off Main Street, Anytown near the town centre by-pass.

This year there are 1182 pupils on the roll. The capacity of the building is 1250.

The teaching staff numbers 87 and includes the head teacher, 4 depute heads, 12 principal teachers (curriculum) and 4 principal teachers (guidance). There are also 5 technicians, a librarian, 4 clerical assistants and 6 classroom assistants.

The school offers many extra-curricular activities. Football and volleyball are particularly strong although other sports and activities are well supported. Each year the English and music departments stage a full scale production in the theatre.

More information can be had by writing to the head teacher, John Smith at North Street, Anytown, GT16 3TK or by telephoning 01326 442211.



Renfrewshire Council: Children's Services

**RENFREWSHIRE PRIMARY SCHOOL  
ANYTOWN**

**Sample Primary School Profile**

Renfrewshire Primary School provides non-denominational/*denominational* education for primary children serving a delineated area of Anytown. The varied catchment area includes both local and private housing and also includes the new housing developments.

Renfrewshire Primary School was built in 1961 of traditional design. The accommodation comprises eleven classrooms, one resource room, an early stages activity room, an ICT suite a parents' room, a large gym hall with well equipped stage, separate dining room, kitchen and a medical room. There are plans to add additional classrooms and upgrade facilities when the new housing development contributes to a rising roll.

At present there are 238 pupils on the school roll, formed into ten classes. The pupils come from a variety of social backgrounds.

The school provides a positive (*faith*) ethos within which pupils have equality of opportunity within a safe and secure learning environment. A priority for the school is to continuously improve learning and teaching, thereby raising achievements of all pupils.

The pupils are actively encouraged to pursue a healthy lifestyle through our vigorous health promotion programme and annual calendar of health related events.

The staff and the school strive to provide all children with a broad, balanced and differentiated curriculum in line with 5-14 guidelines and a Curriculum for Excellence. A wide variety of additional activities is also provided.

The school openly promotes and rewards positive behaviour. Renfrewshire Primary School promotes team spirit, it has excellent relationships with parents and the wider community and has a very welcoming ethos.





SAMPLE

<b>Renfrewshire Council Children's Services</b>
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**JOB DESCRIPTION**

**Designation of Post:**                      **Head Teacher**

**Name and Address of School:** **Silverton Primary School**  
**North Street**  
**Anytown**

**General Duties**

Responsibility to carry out the list of duties contained in Renfrewshire Council children's services job description – head teacher.
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**Reporting Arrangements**

The head teacher is responsible to the Director of Children's Services
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**Other Duties**

(This part may include specific features of the post which may vary from school to school or highlight particular priorities for the head teacher)
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For example:

**Features:**

- liaison with organisations located within school buildings
- responsibility for special units
- responsibility for pilot projects

**Priorities:**

- primary secondary liaison
- attendance
- PSD
- A Curriculum for Excellence
- learning support
- *Leading the Faith Community (Denominational Schools only)*

<b>Renfrewshire Council Children's Services</b>
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**JOB DESCRIPTION**

**Designation of Post:** Depute Head Teacher

**Name and Address of School:** Silverton Primary School  
North Street  
Anytown

**General Duties**

Responsibility to carry out the list of duties contained in Renfrewshire Council children's services job description – depute head teacher.

**Reporting Arrangements**

The depute head teacher is responsible to head teacher.

**Teaching Duties**

To teach pupils as directed by the head teacher.  
In the event of short term absence, the depute head may be asked to teach classes at any stage.

**Curricular Duties**

Oversee the development and implementation of the Assessment is for Learning programme.  
Responsible for the use of computers throughout the curriculum.  
Together with other members of the senior management team to have an understanding of all aspects of the school curriculum, in particular, have a sound awareness of the principles of the A Curriculum for Excellence.

**Other Duties**

Deputise for the head teacher.  
Supervise supply teachers and arrange for cover for absent teachers.  
Staff development co-ordinator.  
Organise stage assemblies.  
Liaise with P2-P3 staff.  
To promote and maintain good order and discipline among pupils.  
To be responsible for the guidance and discipline of P1-P3 pupils.  
*Support the Faith Dimension of the School  
(Denominational Schools only)*

**Please note that all the above duties may be varied according to the needs of the school as determined by the head teacher**

<b>Renfrewshire Council</b> <b>Children's Services</b>
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**JOB DESCRIPTION**

**Designation of Post:**                      **Head Teacher**

**Name and Address of School:** **St Mary's High School**  
**Main Street**  
**Anytown**

**General Duties**

Responsibility to carry out the list of duties contained in Renfrewshire Council children's services job description – head teacher
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**Reporting Arrangements**

The head teacher is responsible to the Director of Children's Services
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**Other Duties**

(This part may include specific features of the post which may vary from school to school or highlight particular priorities for the head teacher)
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For example:

**Features**

- liaison with organisations located within school buildings
- responsibility for special units
- responsibility for pilot projects

**Priorities:**

- primary secondary liaison
- attendance
- PSD
- post 16
- learning and behaviour support
- *leading the Faith Community (Denominational Schools only)*

<b>Renfrewshire Council Children's Services</b>
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**JOB DESCRIPTION**

**Designation of Post:** Depute Head Teacher

**Name and Address of School:** St Mary's High School  
Main Street  
Anytown

**General Duties**

Responsibility to carry out the list of duties contained in Renfrewshire Council children's services job description – depute head teacher
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**Reporting Arrangements**

The depute head teacher is responsible to head teacher
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**Teaching Duties**

As determined by:
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| <ul style="list-style-type: none"> <li>• The head teacher</li> <li>• The teaching qualifications of the depute head teacher</li> </ul> |
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**Curricular Duties**

Responsibility for the post 16 curriculum and the further implementation of Intermediate 1 and 2 courses.
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**Other Duties**

To be responsible for:
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|---|
| <ul style="list-style-type: none"> <li>• The day to day administration of the school</li> <li>• The timetable</li> <li>• Absence cover</li> <li>• The day to day discipline of pupils</li> <li>• The guidance, curriculum and discipline of S5 and S6 pupils</li> <li>• Returning adults</li> <li>• Overall responsibility for the behaviour support unit located within the school.</li> <li>• <i>Support the Faith Development of the School (Denominational Schools only)</i></li> </ul> |
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Please note that all the above duties may be varied according to the needs of the school as determined by the head teacher

**FURTHER INFORMATION ON THIS POST IS AVAILABLE BY CONTACTING THE HEAD  
TEACHER OF THE RELEVANT SCHOOL**

**Renfrewshire Council  
Children's Services**

**PERSON SPECIFICATION**

**Post:** Head Teacher **School:** Primary

Criteria	Essential	Desirable
Qualification	As required by GTC ( <i>Church Approval – denominational schools only</i> )	Additional qualifications ( <i>Certificate of Religious teaching – denominational schools only</i> )
Experience	Experience in senior promoted post or equivalent	Successful range of experiences in post of DHT or equivalent
Professional Development	Experience of undertaking opportunities for personal development in a range of key issues with particular reference to management of the curriculum	Experience of organising in-school in-service and staff development to meet identified needs <i>for example promoting a positive school ethos, developing the Faith Community in denominational schools, learning and teaching, CFE, GIRFEC</i>
Working with and Leading Others	Proven success in developing and leading a team of staff in pursuing an active role in the school community	<i>Involvement in national, regional and divisional initiatives (Experience of faith awareness/development related activities in school – denominational schools only)</i>
Management Skills	Evidence of effective use of time, personnel and resources in the management of whole school issues	Experience of successfully managing a whole school initiative or issue
Communication Skills	Evidence of good communication in planning, organising and co-ordinating major school activities	Confidence and experience in making formal presentations to a variety of audiences
Curriculum Initiative	Significant positive and enthusiastic contribution to innovative school development	Effective managerial involvement in the implementation of an important curricular initiative
Interpersonal Skills	Supportive of colleagues and highly participative	Proven success in motivating, encouraging and supporting others

Commitment to Current Council Priorities	Direct involvement in ensuring that education of the highest standard is delivered to all pupils	Actively involved in promoting council priorities
Customer Care	A known reputation for treating parents and the wider community as valued customers	Ability in establishing effective procedures for meeting the expectations of all customers

<b>Renfrewshire Council Children's Services</b>
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**PERSON SPECIFICATION**

**Post:** Depute Head Teacher **School:** Primary

<b>Criteria</b>	<b>Essential</b>	<b>Desirable</b>
Qualification	As required by GTC ( <i>Church Approval – denominational schools only</i> )	Additional qualifications
Experience	Considerable successful teaching experience	Experience in a promoted post
Professional Development	Awareness of council initiative towards School Development Planning	Involvement in organising and leading in-school in-service and staff development to meet identified needs
Working with and Leading Others	Experience of developing and leading a team of staff	Active participation in leading staff development activities ( <i>Experience of Faith awareness/development related activities in schools – denominational schools only</i> )
Management Skills	Evidence of effective use of time, personnel and resources	Experience of managing a cross-curricular initiative
Communication Skills	Evidence of ability to communicate clearly, simply and effectively, new ideas to staff at all levels	Experience of giving presentations to parents / staff / groups / workshops
Curriculum Initiative	Initiative in carrying through developments	Responsible for implementing a whole school initiative
Interpersonal Skills	Evidence of good working relationships throughout the school	Ability to motive, encourage and support others
Ethos	Willingness to actively contribute to the corporate life of the school	Leading staff and pupils in activities which enhance the school ethos <i>for example organising fundraising and charity events, Faith awareness/ development of the School, schools shows and concerts</i>

Community Involvement	Experience of working with external groups within a school's community to the benefit of all	Initiative in developments which have enhanced community <i>(or faith – denominational schools only)</i> involvement
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**Renfrewshire Council  
Children's Services**

**PERSON SPECIFICATION**

**Post:** Head Teacher **School:** Secondary

Criteria	Essential	Desirable
Qualification	As required by GTC ( <i>Church Approval – denominational schools only</i> )	Additional qualifications
Experience	Experience in senior promoted post or equivalent	A range of <i>relevant</i> senior management activities
Professional Development	Detailed understanding of staff development and review	Active participation in council or national initiatives
Working with and Leading Others	Proven ability in creating, developing and leading a team of staff	Evidence of success in developing good relationships with the wide school community and outside agencies ( <i>Experience of Faith awareness/development related activities in school – denominational schools only</i> )
Management Skills	Ability to maintain an overview of a variety of whole school issues and to provide direction and support in any of them, as necessary	Success in management of a major whole school change/initiative
Communication Skills	Evidence of high standards of communication in planning, organising and co-ordinating major school activities	A positive attitude in ensuring effective communication in promoting and facilitating partnerships with parents and the business community
Curriculum Initiative	Effective managerial involvement in the implementation of a major curricular change	Responsible for implementing a major whole school development
Interpersonal Skills	Evidence of good working relationships throughout the school	Proven success in motivating, encouraging and supporting a wide range of people
Customer Care	An appreciation of the views of the school's different customer groups and experience on how to deal with these	Ability in establishing effective procedures for meeting the expectations of all customers

Monitoring and Evaluating	Effective use of a variety of monitoring methods, such as meetings, reports, interim evaluations, interviews	Successful involvement in the formulation and evaluation of a major whole school development
Quality Assurance	Understanding of the school development planning process and the use of the plan in the management of the school	Use of performance indicators to establish, monitor and evaluate key areas of development

**Renfrewshire Council  
Children's Services**

**PERSON SPECIFICATION**

**Post:** Depute Head Teacher **School:** Secondary

Criteria	Essential	Desirable
Qualification	As required by GTC ( <i>Church Approval – denominational schools only</i> )	Additional management qualifications
Experience	Experience in senior promoted post or equivalent	A range of <i>relevant</i> management activities at senior level
Professional Development	Evidence of undertaking opportunities for personal development in a range of key issues with particular reference to management of the curriculum	Involvement in national and local initiatives
Working with and Leading Others	Proven ability in developing and leading a team of staff	Evidence of good leadership through contributions to in- service training and/or acting as convener of teams and staff ( <i>Experience of support for Faith awareness / development of the school – denominational schools only</i> )
Management Skills	Ability to involve others in management issues and decisions	Experience of managing a whole school initiative or issue
Communication Skills	Evidence of effective communication in planning, organising and co-ordinating major school activities	Successfully demonstrated skills in giving presentations to parents / staff / groups / workshops
Curriculum Initiative	Ability to take national and local developments and design an implementation programme for school / department	Responsible for implementing a cross curricular initiative
Interpersonal Skills	Sympathetic listener, supportive of staff and pupils	Proven ability in facilitating good communication between senior management and staff
Ethos	Evidence of a commitment to a learning community	Active involvement in activities which create, develop and maintain a positive ethos throughout the school

Community Involvement	Experience of working with external groups within a school's community to the benefit of all	Initiative in developments which have enhanced community <i>(or faith – denominational schools only)</i> involvement
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RECORD OF LEETING FOR A SENIOR PROMOTED POST

Post:	School:	Completed by:	Date:
NAME:			
Qualifications			
Present Post/School			
Experience			
Length of Service			
Professional Development			
Communication Skills			
Curriculum Initiatives			
Working with and Leading Others			
Management Skills			
Interpersonal Skills			
School Improvement / Performance Management			



Renfrewshire Council: Children's Services

**INTERVIEW ASSESSMENT SHEET**

Name of Candidate	Date
Post	

Interview Time	Actual Start	Finish
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**1a Presentation/Responses to Questions**

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**1b Questions**

1.	
2.	
3.	
4.	
5.	
6.	

## 2. Overall Impressions

## 3. Assessment (tick one box)

1	2	3	4	5	6	7	8	9	10

Meets essential  
requirements

Of person specification

Meets some of the  
desirable requirements

of person specification

Meets all or most of the  
desirable requirement of

person specification

## 4. Overall Panel Assessment and Recommendation

Signature

Date