



Human Resource Matters for Governors

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ETIQUETTE



It is good to see colleagues but you can turn your **camera** off if you wish.



We will all remain on mute unless we have a question we would like to ask.



If we wish to ask a question we will either use the raise hand function and/or use the chat. Please also use the chat facility to make any useful comments



HUMAN RESOURCE MATTERS



The why, where and how governors are involved in supporting school policies and procedures and the processes for HR policy consultation and ratification

Hearings & panels & decision making

Safer Recruitment



POLICIES & PROCEDURES

Why are governors involved in supporting school policies and procedures?



- **Delegated role and responsibility under regulation**
- **Broad expertise**
- **Ensure fairness and transparency**
- **Not just HR but a wide range of school policies (the ‘where’)**
- **Fit for purpose**
- **Ensure compliance**



POLICIES & PROCEDURES

How are school policies and procedures consulted upon and ratified?

- **Consultation – what's the process?**
- **Ratification – what does this mean?**
- **Implementation – how is this done?**



HR POLICIES & PROCEDURES



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WELCOME TO THE SCHOOLS HR CO-OPERATIVE!



Our mission is to support schools to manage their human resources to the best effect. This helps you to focus on your core objective of enabling the children in your care to receive a better education, with improved life chances, in a safe environment.

Our day job is to provide comprehensive HR support and services so that you can focus on your day job of educating the children in your care.



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HR POLICIES & PROCEDURES



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Welcome to The Schools HR Co-operative

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Coronavirus Hub

Guidance for educational settings, including FAQs and links to useful resources during the Coronavirus (COVID-19) pandemic

Model Policies

Access to our model policies, procedures, forms, and letters

Service Level Agreement (SLA) Portal

Access to the SLA portal to enter and submit your SLA information and print or download your submitted SLA forms

Advice & Guidance

Advice and guidance to help you effectively manage your human resources

Contracts Management

Includes access to pay scales, conditions of service documents, and information about job evaluation and probation

Absence Cover Scheme

Find out more about the scheme charges, level of cover, and claims process

Health & Wellbeing

Information about our Occupational Health and Employee Assistance Programme (EAP) services

NQT Induction Programme Information

Guidance information for Induction Tutors and Mentors

News & Announcements

Access to news and announcements, including website FAQs, and current/future Headteacher and Admin



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HR POLICIES & PROCEDURES



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Model Policies

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A

[Adoption Pay and Leave Policy for Support Staff](#)

This model policy sets out adoption leave and pay entitlements and procedure for employees to request leave who have been matched by an adoption agency with a child for the purposes of adoption on or after 05 April 2015.

Policy reviewed and updated: 04/2015

[Adoption Pay and Leave Policy for Teachers](#)

This model policy sets out adoption leave and pay entitlements and procedure for employees to request leave who have been matched by an adoption agency with a child for the purposes of adoption on or after 05 April 2015.

Policy reviewed and updated: 04/2015

[Agency Workers Regulations](#)

The Agency Workers Regulations 2010 ("the Regulations") came into force on 1st October 2011 giving agency workers the entitlement to the same basic employment and working conditions as if they had been recruited directly, if and when they complete a qualifying period of 12 weeks in the same job. However, some of the new rights apply from the first day of an agency worker's assignment ("day 1 rights").

Policy reviewed and updated: 01/2019

[Alcohol & Drug Abuse Policy](#)

The purpose of this policy will be to ensure that employees' use of alcohol or drugs does not impair the performance of their duties and the safe, efficient and effective running of the school, or result in risks to the health and safety of themselves, other employees, pupils and the general public, during working hours.

Policy reviewed and updated: 01/2019

[Annual Leave Policy](#)

This policy applies to all employees in schools and academies. However, there are exceptions in the application of the policy and these are detailed in this model policy.



HR POLICIES & PROCEDURES



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Disciplinary Policy & Procedure

Policy created: 05/2011
Policy reviewed and updated: 02/2019
Scheduled date of next review: 08/2021

Contents

1. Scope
2. Policy
3. Local Authority's Entitlement to give advice
4. Authority to take Disciplinary Action
5. Investigation/Suspension
6. Stage 1: Informal Stage – Informal Management Meeting
7. Stage 2: Formal Stage – Disciplinary Hearing
8. Stage 3: Appeal Hearing
9. Disciplinary Sanctions
10. Referral to external professional agencies (Disclosure and Barring)

Update Information

This model policy will be subject to ongoing review and may be amended prior to the scheduled date of the next review in order to reflect changes in legislation, statutory guidance, or best practice (where appropriate).

1. Scope

The procedure applies to all staff directly employed by schools and academies. The procedure is not to be used to deal with matters of unsatisfactory performance due to lack of capability and absence due to ill health. Separate procedures exist to deal with matters of this nature.

For academies, all reference to the Headteacher should, where appropriate, be replaced with Principal/Head of School, and all reference to the Governing Body should, where appropriate, be replaced with the Academy Trust.

Where the Headteacher is the subject of disciplinary proceedings, all reference to Headteacher should be replaced with Chair of Governors.

The recognised trade unions have been consulted.

2. Policy

This policy is to help and encourage all employees to achieve and maintain the required standards of conduct and provides a fair and consistent method of dealing with alleged failure to observe those standards as well as helping employees recognise and resolve any shortfall. It encompasses the following principles:

- No formal disciplinary action will be taken against an employee until the case has been fully investigated and a disciplinary hearing has taken place.
- The employee will be advised of the nature of the allegation and given the opportunity to prepare and

Related Letters

- [Notification of Fact-Finding Meeting](#)
- [Notification of Suspension](#)
- [Notification of Suspension Review](#)
- [Notification of Disciplinary Hearing](#)
- [Notification of Outcome of Disciplinary Hearing](#)
- [Notification of Appeal Hearing](#)
- [Notification of Outcome of Appeal Hearing](#)

Related Forms

- [Front Sheet and Opening Statement from Headteacher/Chair of Panel](#)
- [Suspension Risk Assessment](#)



PANELS

- Feel more confident in being on a panel?
- Understand the expectations of being on a panel?
- Why are we asked to be on a panel?
- Implications of decision making?
- How do we come to a decision?
- What authority does the panel have?
- How do we deal with aggressive behaviours?
- What's involved in the role of the Chairperson?
- Can we defer a decision?
- How is a panel constituted?
- Who are the players within the process?



PANELS

- How is the panel constituted?
- What are the panel's duties?
- What are the panel members' duties?
- What types of panels are we talking about?
- What are the outcomes of a panel decision?
- What are the implications for the employee?
- What are the implications for the organisation?



COLLABORATION ON PANELS

- What is collaboration?
- What reasons would there be to collaborate?
- What are the regulations on collaboration?
- Who can we collaborate with?



DISCIPLINARY PANELS

WHO ARE THE PLAYERS?

- Commissioner
- Headteacher / Principal
- Investigating Officer
- Employee
- HR Advisor
- Union representative
- Witnesses
- **Panel**
- **Appeals Panel**
- ACAS
- Employment Tribunal
- Employment Appeals Tribunal
- European Courts of Justice
- Law courts



HOW DO WE GET IT RIGHT?



- Information presented (presenting officer)
- Preparation (timely paperwork)
- Clean skins (no previous knowledge)
- No bias (no conflict of interest)
- Common sense (what would be reasonable)



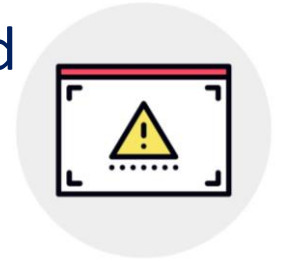
WHAT INFORMATION DO WE NEED?

- Report (provided by the Investigating Officer [IO])
- Associated documentation (appendices to support case put forward)
- Communication (to employee and witnesses etc.)
- Witnesses (statements and providing information at hearing)
- Policy & Procedure (up-to-date or relevant at time)
- Relevant guidance and regulation (usually relied upon by policy)



COMMON ISSUES

- Selecting the Chairperson
- Poor reporting
- Missing information
- Missing dates
- Incorrect timelines
- Irrelevance
- Inflammatory report language
- No logic
- Witnesses not called
- Witness statements not signed
- Bias
- Failure in procedure
- Timeframes not adhered to
- Inflexibility
- Witnesses not interviewed
- Support not offered
- Late introduction of evidence
- Fresh evidence presented at hearing



COMMON ISSUES (CONT)

- Aggressive union representation
- Poor union representation
- Anecdotal evidence
- Missing dates
- Misinformation
- Biased witnesses
- Other issues introduced
- Further investigation required



HOW DO WE DEAL WITH COMMON ISSUES?

- Preparation

- Full document review at the earliest time
- Identify any significant gaps
- Decide whether enough information to make a balanced judgement
- Decide whether specialist or expert advice or information is needed
- Collaborate with other panel members.



- Deferment

- Consider deferring the hearing
- Set out the reasons for any deferment and interim actions required
- Re-set the date.

But of course the best remedy is to ensure they don't occur in the first place



RECRUITMENT PANELS

The role of governors on recruitment panels and the importance of Safer Recruitment training.



Key Role for Governors:

- **To help leadership assess the suitability of the candidate**
- **To ensure as far as can be assessed that the appointment is safe**



RECRUITMENT PANELS

To help leadership assess the suitability of the candidate



- **What types of recruitment should you be involved in?**
 - **Leadership?**
 - **Middle management?**
 - **Teaching staff?**
 - **Teaching support staff?**
 - **School administration posts?**
 - **Site management posts?**



RECRUITMENT PANELS

Leadership, Middle Management & Teaching Posts Assessment

- **Shortlisting**
- **Interview panels**
- **Observations**
- **Planning**
- **Observations on observations & feedback**
- **Data Analysis**
- **Financial Analysis**
- **Assemblies**
- **Pupil panels**
- **Presentations**



SHORTLISTING

SHORTLISTING REVIEW - CANDIDATE NAME:

	COMMENTS
CANDIDATE RATING	
OUTCOME	
EDUCATION AND DATES	
EMPLOYMENT AND DATES	
REFERENCES - LAST HEADTEACHER AS REFERENCE - BUSINESS EMAIL ADDRESS FOR CONTACTS - I.E. NOT HOTMAIL ETC	
SPAG - SPELLING, PUNCTUATION AND GRAMMAR	
DFE DATA	
MOST RECENT OFSTED REPORT	
QUERIES	



RECRUITMENT PANELS

Assessing the suitability of the candidate



- **Pedagogy**
- **Attitude** (towards education, children, the curriculum etc)
- **Motivation** (to leave current job, to choose your school and your post)
- **Presence and presentation** (level of confidence and ability to inspire)
- **Articulation** (clear, concise, succinct communication)
- **Preparation** (commitment, planning, logic)



SAFER RECRUITMENT

To ensure as far as can be assessed that the appointment is safe



- **Safer Recruitment Workshop**
- Sign up for the next sessions if you haven't done this element of Safer Recruitment training
- Refresh if it's been a long while since you attended the last workshop – there are always new things to learn



QUESTIONS



- **What haven't we covered?**
- **What else would be useful?**



CONTACT DETAILS



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