

# Recruitment and retention of Primary, Secondary and Special school Head Teachers 2010/11

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## Education, Children and Families Committee

13 September 2011

### 1 Purpose of report

- 1.1 The purpose of this report is to provide an update on the recruitment and retention of Head Teachers to Primary, Secondary and Special schools in the City of Edinburgh for school session 2010/11.

### 2 Summary

- 2.1 The report provides details on the recruitment to Head Teacher posts in Primary, Secondary and Special schools. The City of Edinburgh is attracting a good number of quality candidates for Head Teacher positions. The recruitment process is working well and there is a high degree of satisfaction with the quality of candidates appointed. Recruitment to Head Teacher posts in Roman Catholic Primary Schools and Special Schools has been more problematic but measures have been put in place to encourage and support prospective applicants in these areas. The Children and Families Department is committed to providing a comprehensive programme of support to encourage and develop leadership for aspiring, new and experienced Head Teachers. The report details the leadership programme which is in place and is being developed further to support the continuing professional development of school leaders thus allowing us to retain a highly skilled workforce.

### 3 Main report

#### Primary and Secondary Schools

- 3.1 During session 2010/11, 15 Head Teacher appointments were made, ten in the Primary Sector and 5 in the Secondary Sector (Appendix 1).
- 3.2 Currently there are three acting Head Teachers in Secondary Schools and three acting Head Teachers in Primary Schools.

3.3 Advertising and recruitment to all of these posts was carried out using MyJobScotland, which is the national recruitment portal for local authority jobs in Scotland, and the Times Educational Supplement Scotland. Applications forms were submitted electronically via MyJobScotland.

The recruitment process was carried out in line with the agreed procedures and comprised the following stages.

Screening of Applications: Senior Education Manager (SEM), Quality Improvement Officer(QIO) and Assisting Head Teacher.

Long leet interviews; SEM, QIO, Assisting Head Teacher and two parents.  
Short Leet Interviews: Convenor of Education Children and Families Committee (chair), one other member of Committee, SEM, QIO and two parents.

The average completion time for recruitment from the date of advertisement was just under 8 weeks.

3.4 The number of candidates applying for each post, the number long leeted and the number short leeted is shown in Table 1.

**Table 1**

| <b>School</b>    | <b>Number of Applicants</b> | <b>Number Long Leeted</b> | <b>Number Short Leeted</b> |
|------------------|-----------------------------|---------------------------|----------------------------|
| Craiglockhart PS | 9                           | 4                         | 2                          |
| Hillwood PS      | 7                           | 5                         | 3                          |
| Liberton PS      | 7                           | 7                         | 4                          |
| St Francis RC PS | 4                           | 2                         | 2                          |
| Blackhall PS     | 11                          | 5                         | 3                          |
| Dalmeny PS       | 9                           | 7                         | 3                          |
| St David's RC PS | 0                           | 0                         | 0                          |
| Gilmerton PS     | 6                           | 5                         | 3                          |
| Duddingston PS   | 8                           | 4                         | 2                          |
| East Craigs      | 14                          | 7                         | 3                          |
| Firrhill HS      | 15                          | 8                         | 3                          |
| Castlebrae CHS   | 12                          | 8                         | 3                          |
| Queensferry CHS  | 34                          | 8                         | 3                          |
| WHEC             | 14                          | 7                         | 3                          |
| Balerno CHS      | 19                          | 8                         | 3                          |

- a) Within the Primary Sector the average number of applications received per post is just under seven point five. It has to be highlighted however that the number of applicants for HT in RC schools is significantly lower with St Francis RC Primary School attracting four applicants and St David's RC Primary School attracting no applicants.
- b) An acting Head Teacher has been appointed to St David's RC Primary School.
- c) Within the Secondary sector the average number of applications received per post is just under nineteen.
- d) All successful candidates in the Primary Sector were from schools in Edinburgh.
- e) In the Secondary sector, three successful candidates were from schools in Edinburgh and two were from out with the Authority.

### **Special Schools**

- 3.5 Five Head Teachers have been appointed to acting or permanent posts in session 2010/11.
- 3.6 Permanent appointments have been made at St Crispin's, Pilrig Park and Rowanfield. Acting appointments have been made at Woodlands and Panmure St Ann's.
- 3.7 Overall, the number and quality of candidates applying for posts in the Primary and Secondary school sectors has resulted in high quality appointments being made. As indicated in 2.3(a) however, there continues to be an issue with Head Teacher recruitment to Roman Catholic Primary Schools. Similarly the recruitment of Head Teachers to Special Schools has been difficult. Head Teacher recruitment in both of these areas is being addressed as follows.
- 3.8 Within the Special School sector where the number of applicants was too small or there were no applicants for a particular post even after two national advertisements, acting appointments were made to ensure continuity of leadership. The secondment of staff to these acting posts from mainstream schools or other special schools was a positive and proactive approach to enable applicants to build on their existing skills in a Head Teacher post with support from the Service Manager, a mentor and colleagues from the Special Head Teacher network. All Head Teachers in this position have increased in confidence and reported that they felt well supported. A leadership event for managers in Special Schools took place with a focus on building capacity from within. A keynote speaker from the National CPD team contributed to this event which was very highly evaluated. As a result of this opportunity, Depute Head Teachers from the Special Schools plan to establish a network to share practice and increase knowledge and understanding of the senior manager role across Special Schools. Whilst recruitment in this area continues to be an issue, these strategies are supporting the building of capacity within and across the Special School sector.

## **Roman Catholic Schools**

- 3.9 In response to the small numbers of candidates applying for promoted posts in Roman Catholic Schools, an Archdiocesan Recruitment Strategy Team was set up by Cardinal O'Brien. This group is currently being chaired by Ted Brack, the RC representative on the Education Children and Families Committee, and contains two current Primary Head Teachers from Edinburgh and Andy Gray, Head of Planning and Performance within the Children and Families Department. The team has prepared an action plan to identify, support, develop and ultimately produce the Roman Catholic school leaders of the future. A number of events have been held in the Archdiocese with the most recent taking place in June 2011 for primary and secondary delegates. The programme focussed on three areas: a) Building a leadership profile. b) What a Local Authority looks for in a successful candidate. c) Preparing for interview.
- 3.10 All of the events have been well attended and evaluations have been highly positive. Coaching and mentoring has been offered by the team and to date nine delegates have signed up for this. The Recruitment Strategy Team will continue to meet to discuss other strategies to promote recruitment to Head Teacher posts in Roman Catholic schools.

## **Workforce Learning and Development**

- 3.11 The Children and Families Department is committed to providing a comprehensive and structured programme to encourage and develop school leadership for aspiring, new and experienced Head Teachers. Details of this are as follows:
- 3.12 Information about recently appointed new leaders is communicated by the Director of Children and Families in her regular update to staff.
- 3.13 The Leadership Framework has been revised by Workforce Learning and Development and is ready for publication on the ORB in September 2011. This document provides profession specific frameworks which highlight the skills, knowledge and behaviours of leaders at different stages of the career path with suggested professional development opportunities. This framework can be used as a self evaluation tool.
- 3.14 A series of three network events took place on 2010/11 for Depute Head Teachers (DHTs). Each session provided the opportunity for DHTs to share ideas and network. Keynote presentations were also made by the Director of Children and Families and the National CPD Co-ordinator. Participants were given the opportunity to learn about Solution Focussed Approaches and Peer Consultation. There are four dates scheduled for 2011/12. These sessions will have a focus on leadership of learning and teaching. A GLOW group was set up for the participants involved in the Developing Deputes course in 2010/11.

- 3.15 In response to the Donaldson Report – Teaching Scotland’s Future, a focus group of colleagues from Workforce Learning and Development and Schools and Community Services will be set up to look at professional development for Head Teachers. This may include opportunities to network and share thinking around specific areas of leadership building on current Head Teacher events in a Curriculum for Excellence. The National Partnership group, set up in response to the report, will provide additional information about the professional development of school leaders.
- 3.16 Workforce Learning and Development has collated preliminary information about setting up inter-establishment job exchanges. Further work on this will be carried out in this area in 2011/12. Currently four Head Teachers are fulfilling secondment opportunities to broaden their experience in the following roles: 1. Quality Improvement officer. 2. Inclusion Co-ordinator. 3 Co-ordinator for Secondary School Management Reductions. 4. Acting Head Teacher in another Secondary school. All of these secondments are also providing opportunities for senior staff to assume the role of Acting Head Teacher thus providing valuable experience of school leadership.
- 3.17 A self evaluation form entitled ‘My Interview Experience’ has been devised for interviewees. This form provides a number of key questions which enable colleagues to reflect on their performance at each stage of the interview process and to prepare for feedback after a long or short interview. Feedback is offered to all candidates by the Senior Education Manager. A course which has a focus on application for Head Teacher posts is currently being developed and will be finalised during the current school session.
- 3.18 Workforce Learning and Development has created a record of specific professional development opportunities being undertaken by Head Teachers including field assessment, mentoring and presenting at professional development events.
- 3.19 All newly appointed Head Teachers and Acting Head Teachers are offered a Head Teacher mentor as part of the induction process. The Workforce Learning and Development team set up the initial meeting between the mentor and mentee to provide guidance on the mentoring role.
- 3.20 Coaching opportunities continue to be promoted through the CPD updates and the Workforce Learning and Development News. The Council wide coaching bank for leaders and managers is also publicised.
- 3.21 Workforce Learning and Development continue to manage the recruitment of participants for the Standard for Headship programmes. An emphasis within the recruitment process is placed on readiness and preparation for headship.

#### **4 Financial Implications**

- 4.1 There are no additional financial implications arising from this report

#### **5 Equalities Impact**

- 5.1 There is no direct equalities impact arising from this report

## 6 Environmental Impact

6.1 There are no adverse environmental impacts arising from this report

## 7 Conclusions

7.1 Edinburgh Schools are attracting a good number of quality candidates for Head Teacher positions. The recruitment process is working well and there is a high degree of satisfaction with the quality of candidates appointed. Recruitment to Roman Catholic Primary Schools and Special Schools has been problematic but measures have been put in place to encourage and support prospective applicants in these areas. The Children and Families Department remains committed to providing a comprehensive programme of support to encourage and develop leadership for aspiring, new and experienced Head Teachers. The Department sees this as a priority and will continue to develop this work to ensure that it attracts and retains high quality leaders in its schools. The issue of promoting inter-establishment job exchanges as a way of providing professional development for Head Teachers is currently being explored.

## 8 Recommendations

8.1 The Education, Children and Families Committee is asked to:

- a) Note the contents of this report;
- b) Acknowledge the success of the Head Teacher recruitment process;
- c) Acknowledge the measures being taken to address recruitment issues in Roman Catholic and Special Schools;
- d) To recognise the work of the Children and Families Department in promoting leadership development and to approve proposals for future developments in this area.

**Gillian Tee**  
Director of Children and Families

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Appendices            1. Head Teacher Appointments 2010/11

Contact/tel/Email    David Wright

Wards affected        All

Single Outcome Agreement    National Outcomes 3 and 4

Background Papers

## Head Teacher Appointments 2010/11

| <b>School</b>    | <b>Date Advertised</b> | <b>Appointment Committee Date</b> |
|------------------|------------------------|-----------------------------------|
| Craiglockhart PS | 31 August 2010         | 10 November 2010                  |
| Hillwood PS      | 14 October 2010        | 8 December 2010                   |
| Liberton PS      | 14 October 2010        | 15 December 2010                  |
| St Francis RC PS | 11 February 2011       | 30 March 2011                     |
| Blackhall PS     | 21 February 2011       | 27 April 2011                     |
| Dalmeny PS       | 21 February 2011       | 4 May 2011                        |
| St David's RC PS | 21 February 2011       | N/A                               |
| Gilmerton PS     | 25 March 2011          | 1 June 2011                       |
| Duddingston PS   | 8 April 2011           | 9 June 2011                       |
| East Craigs PS   | 10 June 2011           | 16 August 2011                    |
| Firrhill HS      | 20 August 2010         | 5 October 2010                    |
| Castlebrae CHS   | 24 September 2010      | 8 November 2010                   |
| Queensferry CHS  | 4 February 2011        | 31 March 2011                     |
| WHEC             | 22 April 2011          | 6 June 2011                       |
| Balerno CHS      | 20 May 2011            | 27 June 2011                      |