

PRIMARY SUPPLY POLICY STATEMENTS

**PRIMARY SUPPLY RESPONSE to STANDARD 1:
VETTING**

Summary of PRIMARY SUPPLY's Policy on Vetting:

In keeping with our absolute responsibilities to the public as well as our statutory legal obligations, PRIMARY SUPPLY thoroughly vet all of its supply teachers by running exhaustive background, character, medical, criminal and professional checks. Such checks are made before an initial appointment and repeated during service. Any circumvention of our strict procedures is taken seriously and may result in instant dismissal of all parties concerned.

Expansion of PRIMARY SUPPLY's Policy on Vetting:

All of our procedures comply fully with all relevant DfEE / DfES / DCSF circulars, the Employment Agencies Act and EU guidance, as well as letters from the DES and Melvyn Barker mentioned in REC guidelines (of which we have copies available to all staff).

Our pre-employment checks are rigorous and in excess of those legally required. Teachers are not available for placement until all necessary pre-employment checks have been completed. Furthermore, we are committed to selecting and offering for placement employees who are suited to the placement stipulations given by the school. We are also committed to offering our teachers those placements that match the requirements they have of employers. PRIMARY SUPPLY has its own computer database. It also uses spreadsheets and paper copies which accommodate all of the peculiarities of teacher selection including pre-employment checks. Our database utilizes many information categories that facilitate accurate candidate search and selection. We recognize that an employer and employee both need to feel 'suited' to each other and therefore we allow both parties a major part in the proceedings leading up to placement. We proactively seek and utilize evaluative information offered by schools and teachers and, where relevant, are committed to sharing this (subject to the provisions of Data Protection acts). All teachers are treated equally, regardless of age, disability, gender, nationality, race, religion and sexual orientation.

Ultimately PRIMARY SUPPLY has a policy to err, if ever, on the side of caution. We take our responsibilities very seriously, as must all employers in this sector. If there is any question about a teacher's suitability then our response must be to not employ them

How PRIMARY SUPPLY's Policy on Vetting is Implemented:

- PRIMARY SUPPLY is registered with the CRB in its own right (through our own management company. Our registration number is 20087300000.
- PRIMARY SUPPLY has a written disclosure policy and disseminates this to all parties.
- We are thoroughly practised in processing CRB checks including those via a 2nd agency, and for the moment we continue to use the portability scheme.
- If we receive no reply to a query under the portability scheme, we make our own CRB checks.
- Such checks are of the 'full enhanced disclosure' variety.
- PRIMARY SUPPLY will accept a letter from a LEA confirming a teacher to be already on their supply teachers register and to be therefore CRB checked, as long as that letter is less than 6 months old.
- Otherwise PRIMARY SUPPLY has prospective teachers fill out and return the CRB disclosure form.
- Because the CRB charge for processing this check, the teacher is asked to pay for this. Ordinarily we'd ask for a cheque.
- PRIMARY SUPPLY (West Midlands) has been operating since 1st August 1997 and during that time it has always ensured that CRB and List 99 checks are carried out before a teacher is used.
- CRB checks are being repeated every 3 years or sooner, and we are currently up to date on this score. Our next cyclic review is in August 2006.
- List 99 checks are made every autumn for all staff.
- We are thoroughly familiar with the nature and provenance of a broad range of proofs of status and ID, including teaching qualifications and Enhanced Disclosure documents.
- We ask for photo ID to be presented at the time of the face-to-face interview.
- The face-to-face interview is conducted before a teacher is given any work.
- Photo ID is ordinarily a passport or driving licence, but in rare circumstances another form of photo ID (such as an EU resident's ID card) may suffice. It has to appear to be incontrovertible.
- No document is assumed to be genuine or original. Sadly we are too well aware that technology allows the forgery of anything. We always verify if in doubt (certainly with a copy, where it has been necessary to accept one).
- PRIMARY SUPPLY is familiar with NARIC evaluations of overseas candidates' qualifications but we don't often use OQTs.
- In some circumstances a teacher cannot provide original certification. Copies are only acceptable if we can obtain a verification of authenticity. Confirmation of teacher or graduate status should be obtainable by telephone enquiry, and thereafter confirmed in writing, but PRIMARY SUPPLY will obtain the telephone number itself and take all reasonable steps to avoid fraud.
- Records of documents seen at (or before and after) interview are made on files. Copies are kept. These are signed and dated by consultants,
- Proofs of address stretching back for 5 years and as recent as during the previous 3 months are required. Any breaks in documentation which cover longer than 3 months are investigated.
- We are thoroughly au fait with, and automatically run, List 99 checks.
- List 99 checks are run even if that teacher is already being CRB checked.
- Occasionally we are approached by teachers with an existing and apparently valid CRB check. In such circumstances we could call the counter-signatory. Such calls are automatically followed up in writing, since we are obliged to ensure that we have a black-and-white verification.
- We utilize a standard Health Declaration for all teachers and, where merited, a Medical Referral procedure / Long-Term Illness Query. All teachers must complete a medical form. We also have standard literature to use in the event of a subsequent concern over medical (including mental) health.
- On odd occasions a letter may be required from a GP to specifically confirm a candidate's

fitness to teach.

- Teachers who are unemployed are advised that the costs of medical checks to gain employment are usually paid for by the Benefits Agency (i.e. the state). Ordinarily doctors do not charge in any event.
- PRIMARY SUPPLY will not offer work to teachers whose pre employment checks are unsatisfactory. This decision - what is and what is not satisfactory - rests with senior management.
- We have a system in place to notify schools of incomplete checks (itemized, it states clearly which checks – e.g. List 99 - are satisfactorily completed, and ensures a work permit is issued where relevant – but obviously not by us!)
- Teachers are asked at interview if they are registered with the GTC. They are told that registration is ordinarily a legal obligation (on them, not us) but that a short period of grace is allowed. We have a system to chase teachers to ensure they join. But we operate no compulsory or putative system.
- PRIMARY SUPPLY recognizes the dangers of allowing anybody who has not been fully checked into a school. This means that we would not recommend that headteachers invite candidates onto their premises until all checks are satisfactorily completed. If headteachers are made aware of the situation, then if they wish to still see a candidate for an interview then we require a written acceptance of responsibility for taking that risk. Headteachers are then asked to meet and greet the teacher and ensure that they are escorted at all times until they leave the premises.
- 'Clean' Disclosures enable prioritization of candidates. Those which feature spent or unspent convictions, police cautions or other information provided by the police are referred to our MD, who will ordinarily refuse the application on the grounds that our policy is to err only on the side of caution. Nevertheless, we are mindful of our responsibilities regarding the rehabilitation of offenders – providing offences are in no way related to the suitability of candidates for teaching.
- Following recent advices for the CRB, we are prepared to exclude teachers from short-listing if a client has already expressed a wish that candidates must have entirely clear enhanced disclosures or similar.
- PRIMARY SUPPLY requires prospective employees to show us their passports. UK residents present no problems. Clearly EU residents have the right to work here (and, as our map shows, we are aware of those countries which are currently member states). Otherwise we require a valid (and verifiable) working visa or permit. On the occasions when UK residents have no passport, then they should have a National Insurance number. This will be required anyway for the payroll.
- Our responsibility to maintain confidentiality is invariably outweighed by our answerability in respect of public interest. PRIMARY SUPPLY considers public interest, and public relations, to being intrinsic to its commercial success. Any concerns are therefore promptly reported to the appropriate authorities, whether or not the matter involves an embarrassing revelation for it as an organization or for a member of its staff

**PRIMARY SUPPLY RESPONSE to STANDARD 2:
INTERVIEWS**

Summary of PRIMARY SUPPLY's Policy on Interviews:

It is PRIMARY SUPPLY's policy to utilize only suitably-trained and sector-experienced staff, who are able to properly ascertain applicant potential and explain PRIMARY SUPPLY's modus operandi as well as our expectations, to conduct and document face-to-face interviews with supply teachers prior to their appointment.

Currently on our MD interviews intending teachers. And that is invariably face-to-face.

At PRIMARY SUPPLY we will continue, as we grow, to make a clear distinction within the organization between those who are trained in recruitment and selection to the level that qualifies them to interview and those who are restricted to a non-interviewing administrative support role.

All PRIMARY SUPPLY staff, regardless of their role, are trained and monitored in the use of the company's hardware and software systems, our policies and processes. Nobody is given responsibilities and left unchecked in their execution without proper supervision to ascertain their competence and reliability. Newly-recruited office staff are thus gradually induced and trained on the job, with their duties never exceeding their competence.

We have in effect adopted our Quality Mark application (which we accept will need to be modified before the process is complete) as a training and operations manual – as well as a sales-tool. Thus existing staff and newcomers are made aware of the conventions by which we are expected to operate. Newcomers will be supervised on work which is contained within just one standard at a time, allowing induction within bounds which can be easily monitored by fully-experienced colleagues.

Expansion of PRIMARY SUPPLY's Policy on Interviews:

PRIMARY SUPPLY aims to hold informative, useful teacher recruitment interviews reflecting the beginning of a successful professional working relationship between teacher, agency and school. Interviews have four main purposes:

- Examination of evidence, namely identity, certification and qualification, permission to work in the UK, health history
- Gain a clear understanding of the teacher's career history - namely experience, skills, knowledge, strengths, training record.
- Formulate a clear picture of the teachers' desires, specifications and areas of possible professional development for future work opportunities.
- Share ethos of agency and our procedures.

How PRIMARY SUPPLY's Policy on Interviews is Implemented:

- Interviews are only conducted by qualified and experienced interviewers; administrative staff are not allowed to conduct interviews.
- We make a distinction (see CVs) between staff who can – and those who cannot – conduct interviews.
- Each interviewer we use has, and will continue to have, the appropriate qualifications and/or training they need in order to become a skilled interviewer.
- Interviews are conducted face-to-face. No alternative is permissible.
- PRIMARY SUPPLY has taken advice on how to overcome the logistical problems of interviewing all candidates face to face.
- Interviews are not always pre-arranged. When a candidate arrives without a prior arrangement to be interviewed, we would only proceed if they were presenting themselves with all of their documents. In practice this seldom happens, but subject to documents being in order we have no reason to turn a candidate away at that stage
- Proper written records (which utilize standard and non-standard questions in 'open' and 'closed' form) are kept of all interviews (and we are looking at the implications of voice-recording all interviews).
- Employment gaps are raised with candidates and their responses documented and verified.
- Interviewers are required to interview together occasionally and to discuss teacher performance on a regular basis in order to achieve a standard of quality within the agency.
- Candidates and consultants are made aware of our policy on discrimination, and PRIMARY SUPPLY is intrinsically ethnically enlightened. We have a form to fill in and these are occasionally collated and reviewed by senior management to ensure that we have been, on the balance, even-handed.
- Any questions asked which may be construed as 'personal' (e.g. concerning dependent children or finances) are posed in conjunction with a ryder which confirms that it is only raised in the best interests of matching the candidate with a suitable post in which they will be happy and content.
- Referees named by the teacher are contacted by the interviewer and references used to support information gleaned during interview
- Teachers are required to name recent professional referees
- Interviewers are required to evaluate teacher performance with our client schools and debrief teachers working for the first time
- Client visits to schools are also used to inform our interviewing process

**PRIMARY SUPPLY RESPONSE to STANDARD 3:
INDUCTION MATERIALS**

Summary of PRIMARY SUPPLY's Policy on Induction Materials:

PRIMARY SUPPLY undertakes to provide its staff at induction with an unambiguous contract which fully documents in respect of pay, terms and conditions as well as other entitlements, the compensation package that its supply teachers receive in exchange for pre-agreed professional services.

We also seek, at this point, to remind teachers of their obligations in respect of the professional services they are expected to render in return for their remuneration.

Expansion of PRIMARY SUPPLY's Policy on Induction Materials:

Our induction pack contains a broad raft of materials which is designed to be readily identifiable, not so onerous that it will not be read, and so that it broadly complies with what teachers need to know. The Induction Pack is given to teachers at the time of their face-to-face interview, and its contents explained. Moves are afoot to provide all of this information on a CD to be given to all of our teachers and revamped on an annual basis.

How PRIMARY SUPPLY's Policy on Induction Materials is Implemented:

- PRIMARY SUPPLY is mindful of the statutory requirement under the Conduct of Employment Agencies and Employment Business Regulations 2003 that we state the type of work we seek for our temporary workers, and we define this as teaching, supervision within the classroom and outside where duties (e.g. physical education and field-trips) require it, to include preparation and marking, to include playground and dinnertime supervision as and when required, and to comply with any reasonable request in keeping with best practice made by the school or education authority as employers.
- PRIMARY SUPPLY is an 'Employment Agency' as well as an 'Employment Business'. But technically we'd be classed as an 'Employment Business'.
- The contents of our induction pack are regularly updated and upgraded in keeping with developments (e.g. the recent changes regarding legal entitlement to paid vacations, for which we have identified, following advices from within the REC, 1/12th of pay as being an appropriate sum to be taken in lieu of holiday entitlements).
- This pack is given at interview (unless it is clear - or likely - that the candidate will not be employed).
- Currently our contents include (but are not restricted to) the following: Terms and Conditions of Engagement, Time-Sheets (which we expect to have returned though we realize this is not a legal requirement), Term Dates, TimeSheet Deadlines & Pay Dates, an Induction Checklist, Useful Addresses, Tax Information, a copy Circular 10/98 (Section 550A of the Education Act 1996: The Use of Force to Control or Restrain Pupils) and timesheet envelopes. It is anticipated that these will largely be delivered on disk, with specimen hard copies provided for reference, in the near future.
- Pension arrangements are to be made by teachers, but we do provide some information and advice.
- Teachers are told that they are entitled to paid leave under the Working Time Regulations 1998. But that leave is restricted to the weeks ordinarily reserved for school holidays. This messaging appears on pay-packets, along with the notification that *'PRIMARY SUPPLY pays its entire staff well above the minimum wage, and in compliance with their legal obligation it includes a component within the gross wage (which can vary from employee to employee) that, at 1/12th or 8.33%, is in lieu of holiday pay.'*

**PRIMARY SUPPLY RESPONSE to STANDARD 4:
REFERENCES**

Summary of PRIMARY SUPPLY's Policy on References:

It is **PRIMARY SUPPLY's** absolute responsibility to not only take up professional references and weigh them thoroughly but to also ascertain the validity of their provenance by ensuring that referees themselves are reliable professionals who can genuinely and objectively vouch for candidates' abilities and good character.

Where testimonials are employed in lieu of references, as is occasionally the case and for good reason, similarly stringent safeguards are employed.

Expansion of PRIMARY SUPPLY's Policy on References:

PRIMARY SUPPLY operates what we consider to be a thorough and seamless system, reliant on a computer system which is fully-integrated with our paperwork and administration, to ensure that every reasonable professional care is taken to filter out unsuitable applicants. In the event of any employee subsequently proving to be unsuitable, we re-examine our procedures to ensure the same event will not recur.

How PRIMARY SUPPLY's Policy on References is Implemented:

- We ensure that the nominated referees are themselves qualified and suitable professionals, usually by contacting them at their own place of work (in the case of retired teachers, or for any other *bona fide* reason, PRIMARY SUPPLY uses its discretion whilst safeguarding standards).
- We ensure that referees are able to comment with authority on the teacher's professional abilities and have recent knowledge of that teacher's performance.
- References may be taken over the telephone, and a positive response can drive a candidate forward quickly, but PRIMARY SUPPLY is well aware that it risks catastrophe by not ensuring that verbal references are followed up in writing. Nothing can happen until such references are secured.
- Ordinarily a referee is expected to be senior to a candidate, but consultants will use their discretion in unusual circumstances (e.g. a semi-retired headmaster may call on his long-serving former deputy head for a reference rather than ask the incoming headteacher who doesn't know him). Common sense should prevail!
- In the instance of a 'nil return' from a referee, where a 'nil return' is a contact failure rather than a poor reference, the teacher is contacted for an alternative referee.
- We have started to ask for 3 references to speed up our process, but we realize we can engage staff once we have 2 of them back and they are satisfactory.
- In the instance of just one of the references being marginally sub-standard, then a 3rd referee will have to be contacted anyway.
- Ordinarily testimonials will be acceptable but the same vetting process applies. Provenance and validity as a gauge of candidate suitability must be established.
- When an applicant is genuinely unable to provide two or more professional teaching referees for a reason which precludes a poor teaching record (most commonly they have only recently entered the profession) then PRIMARY SUPPLY will ordinarily accept other professional referees supported by character referees and/or verifiable testimonials.
- The information revealed by the referees is used in conjunction with other pre-employment checks in deciding which sort of work to offer the teacher.
- We investigate any shortfall in reference provision.
- Ordinarily references are, of course, subject to Data Protection legislation. So they are not shared directly. But this may be necessary (if, for example, it is in the public interest).
- Once in service for PRIMARY SUPPLY, placement references are of course usually available, and PRIMARY SUPPLY will then use these as gauges of its teachers' performance

**PRIMARY SUPPLY RESPONSE to STANDARD 5:
OVERSEAS RECRUITMENT**

Summary of PRIMARY SUPPLY's Policy on Overseas Recruitment:

In respect of overseas recruitment, PRIMARY SUPPLY has no involvement and has no OQTs whatsoever on its books. But this may change now in the light of our necessity to ensure we are not seen as being prejudiced.

**PRIMARY SUPPLY RESPONSE to STANDARD 6:
SOLICITING SCHOOL FEEDBACK**

Summary of PRIMARY SUPPLY's Policy on Soliciting School Feedback:

As an essential part of its TQM program, PRIMARY SUPPLY actively solicits feedback from schools in respect of the performance of the supply teachers and those on long-term contracts employed on their premises. Complimentary and constructive comments are passed on whilst complaints are responsibly processed and acted on. Recurrent nil returns trigger our follow-up mechanism.

Expansion of PRIMARY SUPPLY's Policy on Soliciting School Feedback:

PRIMARY SUPPLY is ever-mindful of the necessity to uphold standards and, indeed, to test them in keeping with our broader philosophy of the best tenets of learning and examination. Without performance data teachers cannot be evaluated, and we therefore proactively solicit and chase returns from client-employers.

How PRIMARY SUPPLY's LTD's Policy on Soliciting School Feedback is Implemented:

- We employ feedback forms for all teachers – on short or long-term placements.
- These forms are posted out, unless we happen to be in the schools when we organize the mailing.
- We employ a determined chase system to ensure that feedback materializes.
- We aim to have teachers generate 5 positive evaluations.
- We have a system, and complementary literature, to inform teachers of the feedback which pertains to them.
- As with all of PRIMARY SUPPLY's procedures, all parties are provided with hard copies of the relevant documentation. Forms are in the process of being saved to systems disks which will generate feedback that, where possible, is returned and relayed electronically to the teachers and those within PRIMARY SUPPLY who are responsible for their supervision

**PRIMARY SUPPLY to STANDARD 7:
EMPLOYING SCHOOL FEEDBACK**

PRIMARY SUPPLY's Policy on Employing School Feedback

PRIMARY SUPPLY's policy is to rapidly pass all feedback from schools to at least one appropriate party, allowing it to be usefully employed to either reinforce good practice or to halt, or otherwise remedy through sanctions or staff development, any unsatisfactory performance.

Expansion of PRIMARY SUPPLY's Policy on Employing School Feedback:

PRIMARY SUPPLY actively reviews all feedback, believing that performance testing is as important for teachers as it is for their pupils. Data does not lie unused; it is usefully employed as promptly as is practicable, and where urgency is appropriate we will immediately refer the matter to our MD.

Data is collected on a regular basis i.e. at least once a term from each school, but often more frequently. Certainly consultants will informally seek feedback during every call to a school once a sale of supply days has been made. Broadly speaking we distinguish between positive and negative feedback. Key comments are relayed in writing to our teachers on a standard form.

In recognition that most teachers have identifiable weaknesses which correlate with development needs, we will where necessary / possible recommend remedial action which might (for example) include a change of school or INSET training.

Where appropriate we will take sanctions with an under-performing teacher, and should that underperformance merit dismissal and/or referral to a 3rd party then we will do so without hesitation. In the main, we have few sanctions available and cannot discipline supply teachers.

How PRIMARY SUPPLY's Policy on Employing School Feedback is Implemented:

- Feedback regularly solicited i.e. at least termly via standard forms.
- Feedback likewise referred to teachers, in +ve and –ve form, with recommendations where appropriate.
- Worrying feedback must be reported immediately to our MD.
- INSET or other professional training is recommended, and provided if possible, where appropriate as a remedial action.
- School changes are considered as a remedy where a better match of school and teacher is envisaged elsewhere (as in, for instance, problems which are put down to a personality clash in the staffroom).
- Any feedback which has implications for health and safety, or for the physical and emotional welfare of children, is referred without delay by PRIMARY SUPPLY those it deems to be the appropriate 3rd parties – at the discretion of our MD but erring on the side of caution

**PRIMARY SUPPLY RESPONSE to STANDARD 8:
TERMINATIONS**

Summary of PRIMARY SUPPLY's Policy on Terminations:

In the event of a supply teacher clearly failing to perform to the high standards set by PRIMARY SUPPLY, even should that performance failure not necessitate the involvement of the GTC, the DCSF or the police, it is our policy to discipline and/or terminate employment where necessary under the provisions stipulated within the contract.

Expansion of PRIMARY SUPPLY's Policy on Terminations:

It is obviously necessary to have in place procedures for terminating the engagement of teachers where appropriate. Provisions in the teacher's contract deal with termination. We also deal with complaints about a teacher or complaints from a teacher discipline of a teacher and child protection including procedures for reporting and referring matters to the General Teaching Council, the Department for Education and Skills and the police where there has been a case of professional incompetence or misconduct.

How PRIMARY SUPPLY's Policy on Terminations is Implemented:

The PRIMARY SUPPLY contract clearly states that: 'The Teacher is not obliged to accept any Assignment offered by PRIMARY SUPPLY but if he or she does so, during the Assignment and afterwards, as appropriate, he or she will:

- At all times act in a professional manner.
- Co-operate with the school staff and accept the direction, supervision and instruction of any responsible person in the school.
- Observe any rules and regulations of the school to which attention has been drawn or which the teacher might reasonably be expected to be aware of or ascertain.
- Unless arrangements have been made to the contrary, conform to the normal hours of work currently in force at the school.
- Take all reasonable steps to safeguard her/his own safety and the safety of any other person who may be present or affected by his/her actions on the assignment and comply with the health and safety policy of the school.
- Not engage in any conduct detrimental to the interest of PRIMARY SUPPLY and/or the school'.
- Notwithstanding these provisions, and the presence of an 'errors and omissions' clause at the conclusion of the contract, PRIMARY SUPPLY also provides its teachers with an incontrovertible Code of Discipline, a Policy on Misconduct, and Contractual Provisions for Terminations. All of these reflect what is broadly agreed to be best practice and an approach which upholds exemplary professional standards. Copies of these documents are available to employers too, and will be provided in electronic form on indexed CD in the near future.
- In the event of a termination, PRIMARY SUPPLY has an absolute duty to inform the police, the GTC, the Secretary of State at the DCSF, and the school concerned.
- Likewise PRIMARY SUPPLY has an unequivocal duty to inform the same parties in the event of any instances of what might be termed 'professional misconduct'.
- In keeping with this agency's unequivocal responsibility to follow the guidance of the National Network of Investigation and Referral Support Co-ordinators we are required to properly manage allegations of child abuse against supply workers in schools. In the event of misconduct that prompts immediate intervention, we are obliged to promptly provide:
A statement of reasons for ceasing to use the teacher's services
Records relating to the cessation of the use of a teacher's services or any contemplated cessation, including notes, minutes or meetings, interview notes, and evidence supplied to or obtained by the agency
Records relating to the conduct which eventually led to the cessation of the use of the teacher's services
Information in support of your decision to engage the teacher any relevant information that can demonstrate that at the time of engagement there was no reason to believe the teacher was unsuitable for the position to which they were supplied
Investigative confidentiality since it is not always appropriate to make a teacher aware of an accusation.

PRIMARY SUPPLY

P.O.BOX 8043, LEICESTER, LE21 3AB. TEL: 0116 271 6470

PRIMARY SUPPLY RESPONSE to STANDARD 9:

Not applicable

**PRIMARY SUPPLY RESPONSE to STANDARD 10:
PROFESSIONAL DEVELOPMENT**

Summary of PRIMARY SUPPLY's Policy on Professional Development:

Wherever practicable it is PRIMARY SUPPLY's policy to provide in-house professional development as soon as is practicable and affordable. We are also committed to liaising with professional clients and colleagues to enhance our own awareness of opportunities for in-service training, and we pledge to keep our supply teachers aware of such events and the benefits of availing themselves of them. We have recently discussed collaborative arrangements, at the instigation of our consultants, which will involve our cost-sharing with other supply agencies.

Expansion of PRIMARY SUPPLY's Policy on Professional Development:

All teachers recognize that delivering education is a challenging responsibility and that professional development is a continual process which begins with initial teacher training and necessarily continues through INSET during the course of their careers.

PRIMARY SUPPLY is committed to these principles and to playing a part in the maintenance of high standards in education. We are therefore dedicated to the ongoing and accredited professional development of our teachers as part of our responsibilities as an employer.

How PRIMARY SUPPLY's Policy on Professional Development is Implemented:

- Our supply teachers can expect to be informed of, and given the opportunity to access, a range of training and development opportunities from a range of sources during their supply teaching career.
- We see it as our responsibility to seek out information on courses which our teachers would be welcome to attend, and to relay that information to our teachers in writing; to that end we have utilized the resources of Ads Infinitum as consultants, and they have made approaches to the OU, the British Council and local LEAs for information which they are sharing with us.
- We are looking at mounting our own professional development courses in conjunction with other rival agencies, pooling resource in order to guarantee numbers and improve provision as well as the incidence of such training days.
- PRIMARY SUPPLY offers its teachers full use of its Teacher Desk facilities - including Internet access - and office machinery within normal working hours.
- We frequently have qualified teachers in our offices and they offer free advice as well as practical help in the preparation of materials and lesson-plans (we are developing a Lesson Plan Bank which will ultimately go online) on request.
- Our teachers are offered free copies of the National Curriculum and advised of its availability and location online.
- We aim to facilitate training opportunities for teachers within their placement schools as well as the provision of documents and access to information.
- We aim to identify INSET opportunities as part of our teacher evaluation programme and to address these issues appropriately.
- Written feedback on courses attended is actively solicited and intelligently utilized.
- Teachers are asked which courses they would like to be able to attend, and where possible provision is made accordingly.
- Teachers not on PRIMARY SUPPLY's books will be made welcome at our training days (it's good PR to be facilitators, and such occasions anyway provide recruitment opportunities).
- All of these training, appraisals, assessments and qualifications are recorded in each teacher's personnel information folder.
- Teachers are offered a bonus payment for every day's service subsequent to each training day they attend.
- As PRIMARY SUPPLY develops its Teachers CDs and website, we anticipate improving this provision. In particular we are actively working on the development of a 'Course Noticeboard' on the website; when this becomes available all teachers and employers will be notified (and reminded on a regular basis) of its presence and purpose.

**PRIMARY SUPPLY RESPONSE to STANDARD 11:
TEACHER PREPARATION**

Summary of PRIMARY SUPPLY's Policy on Teacher Preparation:

As part and parcel of PRIMARY SUPPLY (WEST MIDLANDS) LTD professional support of its supply teachers, we provide our supply teachers with ready access to an array of essential resources including the National Curriculum, PCs, photocopiers and other office machinery, as well as assistance on request with the preparation of teaching materials.

Expansion of PRIMARY SUPPLY's Policy on Teacher Preparation:

Because we are operated by school governors, PRIMARY SUPPLY is the first to recognize its responsibility to assist and support teachers' preparation, and provides access to CPD and curriculum materials and equipment as required.

How PRIMARY SUPPLY's Policy on Teacher Preparation is Implemented:

- Supply teachers are given access, on request, to relevant core materials through the company.
- They are offered copies of the National Curriculum (which they may collect, by prior arrangement, from our offices).
- Equipment (PCs, laminators, binders and photocopiers as well as desktop items like staplers and hole-punches) are likewise available during office hours. On occasion items may be loaned to teachers. We also advise teachers who may not be able to access our facilities, perhaps because of reasons of time or distance, where they should seek assistance. If we can help we do!
- Within reason, consumables such as paper, files, pens, paperclips, staples and tape are also freely available from our offices.
- As our document bank illustrates, we do have circulars which are sent out, from time to time, along with routine mailings to teachers. In due course we intend to put such notifications on disk (i.e. teacher-side CDs).
- PRIMARY SUPPLY tries to ensure that our teachers can prepare adequately for their placements. To facilitate this we offer the administrative know-how provided by support staff. Although we are not educators ourselves, we are within reason happy to assist with not only lesson-plans but with creating materials and in teaching skills such as spreadsheet use.
- In the case of NQTs, we advise these teachers and their mentors that they should work together. Both teachers and mentors are free to use our facilities.
- PRIMARY SUPPLY has begun to build a Lesson Plan Bank which will be indexed in accordance with the National Curriculum and KeyStage references, offering incentives for contributors, and pouring resource into developing this in electronic form for the company website as well as putting it onto our Teacher CD.
- Teachers are clearly told of these facilities in writing. They are actively encouraged to use them (we love to see our teachers so they're made welcome!) And they are reminded of the availability of these facilities from time to time. Such details are also to be accommodated on our Teacher CD.

**PRIMARY SUPPLY RESPONSE to STANDARD 12:
ASSIGNMENT BRIEFINGS**

Summary of PRIMARY SUPPLY's Policy on Assignment Briefings:

Wherever possible PRIMARY SUPPLY teachers are, as a matter of policy, thoroughly briefed before they depart for their assignments. They should therefore be aware of where the school is, to whom they are to report, what they are to teach and when, as well as how to solicit assistance if necessary during the teaching day.

Expansion of PRIMARY SUPPLY's Policy on Assignment Briefings:

Long-Term Placement teachers almost invariably receive written assignment briefings. However, as a general rule this is not practicable for Daily Supply teachers (no agency can, during the morning rush, document everything in writing). Nevertheless, verbal briefings are given and on request teachers are sent faxed and/or emailed information. This information is supplemented as soon as possible, if only on arrival, by the school. Ultimately it will include details of:

- The timetable
- Directions
- Details of classes to be taught
- Information about any pupils with special educational needs
- Other adults (i.e. teaching assistants)
- Line management arrangements

How PRIMARY SUPPLY's Policy on Assignment Briefings is Implemented:

- At the outset PRIMARY SUPPLY actively solicits travel directions from all of its client schools, where possible in email form to enable them to be quickly forwarded to teachers on request. Emanating from the school, this is an incontrovertible source and thus saves time for all those concerned whilst reducing the scope for errors or omissions
- Such travel directions can also be faxed and/or relayed verbally over the telephone by PRIMARY SUPPLY's support staff.
- PRIMARY SUPPLY also actively solicits induction information from all of its schools, likewise where possible in email form to enable them to be quickly forwarded to teachers on request. Emanating from the school, this is an incontrovertible source and thus saves time for all those concerned whilst reducing the scope for errors or omissions.
- Such induction information can also be faxed and/or relayed verbally over the telephone by PRIMARY SUPPLY's support staff.
- PRIMARY SUPPLY has advanced notice of a placement then it is of course possible – and reduces stress during the morning rush – to forward travel and induction briefings as and when they are required.
- Long-Term Placement teachers receive a full assignment briefing in writing.
- PRIMARY SUPPLY has flow-charts which clearly document the processes involved for teachers on both daily supply and long-term placement.

**PRIMARY SUPPLY RESPONSE to STANDARD 13:
CONTINUOUS PROFESSIONAL DEVELOPMENT**

Summary of PRIMARY SUPPLY's Policy on Continuous Professional Development:

In common with their full-time colleagues, supply teachers need to be provided with opportunities to undertake reckonable further training. It is PRIMARY SUPPLY's policy to facilitate that training and associated test programs, and to maintain proper records of each member of its teaching supply staff's continuous professional development.

Expansion of PRIMARY SUPPLY's Policy on Continuous Development:

PRIMARY SUPPLY has forms to record further training which are kept in the teacher's individual files. Training, assessments, qualifications and appraisals are all noted.

Non-teaching staff likewise have records kept of their CPD.

How PRIMARY SUPPLY's Policy on Continuous Development is Implemented:

- Teachers are actively encouraged to take part in CPD.
- Teachers are encouraged to inform us of CPD because it makes them more marketable.
- In some cases teachers are rewarded, through increased rates, for their CPD.
- Records are maintained to facilitate monitoring – there is an individual qualification, training and feedback form which needs to be upgraded on an annual basis.
- Data on CPD is periodically collected and used, because PRIMARY SUPPLY is enthusiastic in respect of its encouragement, for marketing purposes.
- Non-teaching employees who extend their expertise are similarly rewarded and their achievements noted.

**PRIMARY SUPPLY RESPONSE to STANDARD 14:
EDUCATIONAL INITIATIVES**

Summary of PRIMARY SUPPLY's Policy on Educational Initiatives:

Keeping abreast of change is vital to good educational delivery, and PRIMARY SUPPLY has a firm policy commitment to regularly advising its supply staff of developments in the curriculum as well as innovations in respect of materials and new thoughts on best practice.

We are acutely aware that this should be the case for both teachers (on supply or on longer-term contracts) and for office staff. In the case of the latter, we deem it important that they have at least a passing familiarity with the changing world of those for whom they're acting as consultants.

Expansion of PRIMARY SUPPLY's Policy on Educational Initiatives:

PRIMARY SUPPLY is, to an extent, acquainted with classroom practice and educational initiatives. Nevertheless, we take a number of practical steps in order to foster contemporary awareness.

How PRIMARY SUPPLY's Policy on Educational Initiatives is Implemented:

- Our Managing Director will try to attend REC meetings whenever possible and will endeavour to examine (and shares) the minutes.
- The company purchases and makes available copies of the Times Educational Supplement, using these as sources for news on educational initiatives which may have a direct impact on our teachers or responsibilities.
- Copies of critical articles are sent out to teachers with pay advices
- The General Manager himself liaises with many of PRIMARY SUPPLY's clients, employing those professional links to keep herself advised of important changes; such initiatives are conveyed to those teaching and non-teaching staff on a need-to-know basis.
- The company offers its teachers free copies of the National Curriculum (by prior arrangement since stock may need to be ordered in)
- Returning teachers are identified at interview and offered help in the form of 'catch-up' sessions if need be.

PRIMARY SUPPLY as a general rule is willing to reward, via an incremental rise in daily rate, any teacher who attends a recognized course – whether or not it has been organized by or is under the auspices of PRIMARY SUPPLY – which improves that teacher's marketability. Awareness of contemporary initiatives in education is recognized as part and parcel of that marketability

**PRIMARY SUPPLY RESPONSE to STANDARD 15:
NEWLY QUALIFIED TEACHERS (NQTs)**

Summary of PRIMARY SUPPLY's Policy on Newly Qualified Teachers:

PRIMARY SUPPLY takes every effort to give effective professional support to both newly qualified teachers and immigrant teachers for whom the UK's National Curriculum is unfamiliar, making induction as smooth as possible and thereafter easing entry into the profession.

Expansion of PRIMARY SUPPLY's Policy on Newly Qualified Teachers:

NQTs constitute perhaps 7.5% of our workforce, and we offer discounts for their long-term employment to help them settle in an individual school.

Although PRIMARY SUPPLY does not at present mount its own induction courses for NQTs, it does nevertheless proactively liaise with client organizations to encourage them to take all practicable steps to make induction into the profession a pleasant learning experience, and one which will encourage their retention for long service.

Clearly it is PRIMARY SUPPLY's best interests to foster successful induction of teachers for whom the working environment is very new, demanding, often stressful and occasionally frightening. We aim to reduce churn and, ideally, facilitate either a lengthy supply career or to manage a long-term placement.

How PRIMARY SUPPLY's Policy on Newly Qualified Teachers is Implemented:

- NQTs are identified at interview, and notes are made on their CVs (both hard copies which go into their personal files and electronic notes within the computerized system).
- NQTs are, wherever possible, put into long-term placements (a little less stressful than daily supply).
- NQTs are treated as an important asset; they do, after all, have potentially the longest careers in front of them.
- NQTs are, to a great extent, protected from induction in underperforming schools.
- As part of the negotiating process schools are asked to provide mentoring.
- PRIMARY SUPPLY offers easy access to advice within its offices
- We have a policy statement for dissemination amongst NQTs, and those who deal with them.

**PRIMARY SUPPLY RESPONSE to STANDARD 16:
TEACHER PROFILES**

Summary of PRIMARY SUPPLY's Policy on Teacher Profiles:

PRIMARY SUPPLY undertakes to provide client schools with comprehensive, up-to-date and accurate profiles of the supply staff in their employ, matching the most appropriate personnel with the assignment in hand.

Expansion of PRIMARY SUPPLY's Policy on Teacher Profiles:

This information is supplied on request, for long-term assignments, in the form of a CV generated from PRIMARY SUPPLY's own database. In the case of daily supply this is likewise provided on request. But these tend to be taken to meetings rather than posted or faxed.

How PRIMARY SUPPLY's Policy on Teacher is Implemented:

- All teaching-staff profiles are regularly updated and that information is retained - to drive selection using client-driven criteria - within personnel files.
- Teachers are asked to keep PRIMARY SUPPLY aware of any changes to the information on their profiles, as such information affects their employability. We request updates if information is absent.
- Clients who are booking teachers on long-term placements are sent the CVs of prospective employees on request.
- Clients who are booking teachers for daily supply will be sent the CVs of prospective employees on request.
- The database matches candidates with schools according to an array of criteria. PRIMARY SUPPLY's pool of teachers enables a good match to be made in most cases. The system is as objective as is practicable, and this is borne out by the high levels of customer satisfaction it achieves.
- Out-of-date / due List 99 Status will be chased as required.

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PRIMARY SUPPLY RESPONSE to STANDARD 17: OPERATIONAL TRANSPARENCY

Summary of PRIMARY SUPPLY's Policy on Operational Transparency:

PRIMARY SUPPLY is committed to communicating its policies and modus operandi to its clients, providing regular reassurance that its recruitment and vetting procedures are seamlessly professional in their execution.

Expansion of PRIMARY SUPPLY's Policy on Operational Transparency:

PRIMARY SUPPLY has a clear and incontrovertible document, distributed to all clients, which states the vetting procedures which we undertake before, after and during periods of service. The same information is likewise included in direct mailings in which we reiterate our commitment to upholding the standards set by the REC.

All of our documents are divided into S, A and T (i.e. school-side, agency-side and teacher-side documents). This enables distribution - via the packing list at the point of induction - to those who should receive them. However, our manual (put together for the purposes of the Quality Mark, and to allow us to keep on top of standards for the biannual audits, but also compiled for the purposes of day-to-day operational efficiency, training and sales) is also shown to schools to reinforce the perception that the systems which we have in place are wholly compliant with all legal and professional obligations.

All of our documents are stored electronically on disk in folders marked as S, A and T (i.e. school-side, agency-side and teacher-side documents). PRIMARY SUPPLY is gradually moving to systems which will involve distribution of disk-based packs which will be mirrored by our website.

How PRIMARY SUPPLY's Policy on Operational Transparency is Implemented:

- We have a procedural statement for vetting which states the checks we make before, during and after periods of service.
- Those checks are indeed all carried out, very visibly so, and transparently. Checks on our procedures to ascertain thoroughness are invited.
- Clients are aware from the point-of-sale that PRIMARY SUPPLY is committed to satisfy every legal and professional obligation.
- At latest, on the morning of arrival every school has the opportunity to have a copy of all of the information on file for the teacher(s) they will employ on that day.
- Sales literature such as direct mail carries unequivocal guarantees of these procedures being rigorously adhered to.
- Clients are invited to ascertain that any procedure has been carried out in accordance with all current regulations.

These procedures are clearly set out in the School-Side CD currently in development

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PRIMARY SUPPLY RESPONSE to STANDARD 18: FINANCIAL TRANSPARENCY

Summary of PRIMARY SUPPLY's LTD's Policy on Financial Transparency:

Here at PRIMARY SUPPLY our commitment to openness in respect of all financial transactions is absolute and designed to make us above reproach, with any potential changes to contracts and/or remuneration being discussed and documented from the outset with teachers and schools alike.

Expansion of PRIMARY SUPPLY's Policy on Financial Transparency:

PRIMARY SUPPLY recognizes that transparency in dealing with schools is important, especially in relation to charges. We agree charges with schools in advance. We agree pay with teachers in advance. We inform schools in advance of any significant changes to previous rates.

How PRIMARY SUPPLY's Policy on Financial Transparency is Implemented:

- We provide clients with a rate-card on which scales of charges are clearly listed.
- These cards are clearly time-sensitive and replaced on an annual basis.
- Schools are likewise provided with our Terms and Conditions at the point of induction, when all documents beginning with an 'S' should be within their pack. On occasions this will have to follow a teacher – where our first use as an agency is in an emergency. Nevertheless we operate to all industry-wide best practices, so a dispute over terms is unlikely and would in any case not be worth the loss of goodwill.
- We agree charges in advance and have had a dispute-free trading history (no court cases).
- We likewise provide teachers with a rate-card which is clearly time-sensitive and on which fees are clearly listed.
- Teacher remuneration is also clearly stipulated on their contract.
- We inform all our supply teachers and schools alike about temporary-to-permanent conversion fees charged to the school should they be employed directly by the school either during or following an assignment.

**PRIMARY SUPPLY LTD RESPONSE to STANDARD 19:
COMPLAINTS PROCEDURES**

Summary of PRIMARY SUPPLY's Policy on Complaints Procedures:

PRIMARY SUPPLY has a policy of investigating each and every complaint, logging its progress and keeping every party fully informed of the procedures and outcome including the results of any appeal.

We realize that complaints may come from a client school or from a teacher. Or, possibly, they may come from another 3rd party. But we need to have a rapid and effective system to deal with each one in an equitable and fair manner.

Expansion of PRIMARY SUPPLY's Policy on Complaints Procedures:

We recognize the need to promptly, formally and methodically follow up complaints and concerns (from schools and teachers alike). This may be in relation to complaints about the other, or about our agency.

A copy of our complaints policy is given to both school clients and supply teachers. That policy shows how complaints are responded to, investigated and dealt with. It also details how the complainant is kept informed throughout the process, and explains how dissatisfied parties can take the matter further if not satisfied with the outcome.

We are obviously prepared to deal without prejudice with complaints from and involving our teachers, our client schools, and our own agency.

We do make provision for an escalated dispute to be settled by 3rd party arbitration, and have a general policy to err on the side of fairness.

How PRIMARY SUPPLY's Policy on Complaints Procedures is Implemented:

It is our steadfast intention to work pro-actively and communicate effectively with clients in order to proactively avoid the development of unsatisfactory situations and, failing that, to reactively resolve them. We have defined three types of negative feedback:

- A complaint about our service
- A complaint about a teacher's performance
- A complaint about a school

There are three main categories of serious complaint about a teacher's performance:

- A serious incompetence/error of judgment
- A less serious incompetence/error of judgment made repeatedly
- A child protection issue

All complaints are dealt with by our MD and the process followed is detailed on the relevant flow-chart. Comments from clients are taken seriously and always referred to the MD, even if resolved. The number of complaints is a key performance indicator, and can illuminate a deficiency (or success) in an area of organizational or professional development. This information is utilized and shared with teachers alongside other feedback.

PRIMARY SUPPLY will not continue to offer work to teachers whose performance is deemed unsatisfactory. In cases of serious complaint/negative feedback about a teacher, PRIMARY SUPPLY adheres to and follows advice given by the DCSF and GTC colleagues.

Should we feel unhappy about the way a school treats a teacher (or allows that teacher to be treated) we will of course review the situation, evaluate any risk to the teacher concerned or to other teachers who might be sent to the same school, and whether we wish to continue supplying the school's needs.

Teachers are informed of the Appeals Procedure that we operate. In the first instance that involves referral to our MD. But thereafter, if agreement is not forthcoming, we have clearly set out in writing a further mechanism that involves 3rd party arbitration. PRIMARY SUPPLY is committed to accepting the recommendations / judgments emanating from such independent arbitration.

As with other policies and procedures, the way in which PRIMARY SUPPLY deals with complaints is unequivocally documented on its new School-Side and Teacher-Side CDs.



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**PRIMARY SUPPLY RESPONSE to STANDARD 20:
LIMITED COMPANY CONTRACTORS**

Summary of PRIMARY SUPPLY's Policy on Limited Company Contractors:

PRIMARY SUPPLY has a policy of treating all teachers, whether they are directly employed by us or through a school, whether they have been or are operating as a limited company in their own right, in an equitable manner. Other than in matters of payment, no distinction is to be drawn between LCCs and those on PAYE.

Expansion of PRIMARY SUPPLY's Policy on Limited Company Contractors:

We recognize the need to treat all teachers (and, indeed, support assistants and the like) on the same footing. In point of fact, for our agency there is little point in drawing any distinction whatsoever in the treatment of LCCs and PAYE workers. We have enough procedures to contend with, in any event, without operating separate tiers!

How PRIMARY SUPPLY's Policy on Limited Company Contractors operates:

The law has recently changed in respect of Limited Company Contractors (LCCs). In accordance with that, and with REC guidelines, we will:

- Sign, on request, a statement identifying any LCCs with whom we are contracted.
- Provide a copy of that contract (within our REC Quality Mark application's evidence).
- Provide a copy of the contract with the school(s) concerned where an LCC is involved.
- Confirm that LCCs are made aware of responsibilities, where they exist, and provide evidence that we have done so.

As with other policies and procedures, the way in which PRIMARY SUPPLY deals with LCCs and PAYE workers is unequivocally documented on its new School-Side and Teacher-Side CDs.