

RECRUITMENT OF STAFF

Policy Statement

The College has ambitions to be the best it possibly can and in so doing aims to ensure the appointment of the best people through a robust recruitment and selection process to ensure the workforce of the College is its greatest asset. Specifically the policy's objectives are to:

- Recruit staff with the appropriate technical and personal skills, and with behaviours that are consistent with the college's ethos in order to meet the organisation's current and future needs.
- Develop and enhance the reputation of the college and strive to ensure that it is an employer of choice and a quality provider of further and higher education.
- Work to a fair and effective recruitment procedure, which is consistent with employment legislation and the college's Equality and Diversity policy.
- To ensure that staff appointed to posts involving teaching responsibilities are qualified to carry out such duties or are working towards an appropriate qualification.
- The college embraces diversity in all its aspects and aims to employ a workforce, which reflects at every level, the community it serves.

General principles of the policy:

1. The college will seek to recruit the best candidate for the job based on merit. The recruitment and selection process will ensure the identification of the person best suited to the job and the college.
2. All internal and external vacancies will be advertised in media appropriate to the vacancy and all external vacancies through at least two channels. However, where it is considered that existing staff have the prerequisite skills, consideration may be given to advertising posts internally only.
3. The college wishes to increase applications from minority groups and from candidates with disabilities; it will make reasonable adjustments to all stages of the recruitment process, and as required, in order for a successful candidate with a disability to take up a position. The college is accredited as a "Disability Confident" committed employer in recognition of the supportive practices in place for the recruitment of disabled staff. The college will encourage disabled candidates to disclose their disability so that appropriate and timely support can be put in place for them.
4. The college will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.

5. The college will provide appropriate training, development and support to those involved in recruitment and selection activities. As a minimum, all staff who undertake interviews will have attended interview skills training. Any member of staff involved in the selection of staff should satisfy themselves that they are appropriately trained and can comply with the requirements of this policy and procedure.
6. Recruitment and selection should enhance the reputation of the college. As such, the college will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
7. The college will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow the implementation of new ideas and approaches.
8. The college will ensure that its recruitment and selection process is cost effective.
9. All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act. Applicants will have the right to access any job selection documentation held on them in accordance with the Data Protection Act (DPA).

Procedures

1. The Appointment of Staff

- 1.1** Human Resources will oversee all appointments and will offer advice and guidance to managers on good practice in the recruitment process

Following approval by the relevant Committee for the post, the following steps need to be taken:

- (i) The line manager will draft the job description, person specification and the advertisement in conjunction with Human Resources who will offer advice, support and guidance on all these aspects.
- (ii) The above documents will then be discussed with the appropriate Senior Manager and subsequently approved by HR.
- (iii) In circumstances where posts are new or there are changes to the previous post, a job evaluation will be undertaken to determine the appropriate salary point and will be approved by the relevant Committee.
- (iv) The line manager will then agree the advertising of the post with the Human Resources Officer. Once agreed, the advertisement will be placed by HR and appropriate information added to the website, including the job description and closing date. Advertising may take place via social media and professional networks e.g. Twitter, LinkedIn but must always adhere to the principles of professionalism and accuracy.

Owner: Head of HR

Approving Body: Policy Committee

Stage of approval: Approved

Date of approval: 8 March 2017

- (vi) A date for short listing and interviewing will also be agreed at this stage and consideration will be given to the methods of selection/practical arrangements to be used depending on the requirements of the post e.g. informal tours, presentations, teaching sessions, lunch etc. The college has a commitment to involve students in the selection process wherever it is practical to do so.
- (vii) All teaching staff applicants will be required to undertake an observed teaching session and will receive feedback. This process will determine whether an interview progresses dependant on the quality of the session delivered.
- (viii) The Human Resources Officer will process the arrangements for selection and ensure managers are kept up to date with the progress made in terms of new recruit start dates (acceptance of offer, references and checks etc)

1.2 Short listing

Short listing will be undertaken by at least two people including a trained line manager via CVMinder within 2 days of the post closing. Any paper applications will be sent to the Manager to enable these to be included within the process. This will then be checked by an HR Officer. Shortlisters will use the agreed method to undertake the shortlisting process. Where requested, paper copies of the applications may be provided by HR if requested. Co-options of specialist staff may be used to assist with short listing.

HR and the other Managers/staff involved in short listing will be responsible for assessing all the applications received against the criteria stated in the Person Specification.

All candidates who disclose a disability and who meet the minimum (i.e. 70%) of the job criteria are guaranteed an interview.

1.3 Interviews and Interviewing Panels

Dates for interviews will be agreed at the time of advertising the post and candidates will be provided a minimum of one week in order to arrange time to attend and prepare for the interview. The HR team will notify candidates if their interview.

The Head or Deputy Head of Human Resources will establish the composition of the interviewing panel however the following staff will normally be included for the following posts:

Senior Postholders:

Principal

3 Governors one being Chair or Vice Chair

Deputy Principal

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Exec:

Principal

Deputy Principal

Campus Principal:

Principal

Deputy Principal

CMT:

Principal

Deputy Principal

Programme Area Manager/Head of Curriculum:

Campus Principal

Deputy Principal/Head of Campus Operations

Head of Area:

Deputy Principal

Line Manager of the post

Support Manager:

Head of area

Campus Principal

Programme Director:

Campus Principal

PAM/Head of Curriculum

Lecturer:

Campus Principal or Head of Curriculum area and

PAM/Curriculum Head or Human Resources Officer

Team Leader:

Relevant Director or Head of Area

Human Resources Officer

All other posts:

Line Manager

Human Resources Officer

Team Leader (optional)

It is not necessary for HR to be present at all interviews, unless specified above. However, if the panel requested support from HR, the representative panel was not a balance of female and male where interviewees of both sexes were attending, or had not received training for interview skills and in 'Safer Recruitment', then a representative from HR would attend in each case. All interviews for one post must be conducted by the same panel. Some positions may require a skills test and for teaching

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positions, candidates will be required to undertake a short teaching session prior to the interview itself. In all cases, if the skills test or teaching session is inadequate, candidates will not progress to interview stage.

All candidates will be asked a standard format of questions, which will have been decided by the interview panel prior to the interviews. This is done to ensure equity in the selection process. All questions must be related to the job requirements and the candidate's suitability to undertake the role. Each interview will be chaired by the most senior member of staff present at the interview. It is the chair's responsibility to ensure that the interview is conducted professionally and in accordance with legislative requirements. In addition, the chair will cover the following points with the candidate:

- advise candidates what happens next
- advise candidates that all employment is offered subject to two satisfactory written references, documented evidence of relevant qualifications and appropriate medical and DBS checks
- check whether candidates require a work permit and seek evidence of eligibility to work in the UK. This should be asked of every candidate to avoid the possibility of inadvertent discrimination.

For Senior positions, a Personal Profile Analysis shall be undertaken and discussed as part of the main interview.

The responsible Senior Manager/Head of Human Resources will determine co-options of specialist staff for interviewing panels.

The interviewing panel will assess each of the short listed candidates using the job description and person specification. A brief record will be made of the assessment on each candidate.

Unsuccessful interview candidates will be dealt with courteously and sensitively; as a minimum they will receive telephone or written notification of the outcome of the selection process from HR as soon as possible after the shortlisting and interviews have been completed. Feedback will be given to candidates if they request it.

Human Resources is responsible for drawing up the letter of appointment and contract and confirming that the candidate selected agrees to the terms and conditions offered. If the individual contract is not immediately available for the successful candidate, prior to commencement of appointment, a blank specimen contract will be issued for information.

All appointments to posts will be subject to checking under the College's Recruitment, Vetting and DBS policy and this should be made clear at verbal offer.

The application forms of unsuccessful candidates will be retained by the College for 6 months and then destroyed. Unsuccessful candidates may ask for feedback, which will be given by the chair of the interview panel.

1.4 Internal Candidates

All vacancies will be advertised internally to afford staff the opportunity of applying for posts.

If staff having applied for a post are not selected for interview they will be given the opportunity for feedback by their line manager/Human Resources.

This exercise will also be repeated if internal candidates are unsuccessful following an interview.