

## Recruitment of Staff

### **POLICY STATEMENT:**

EKC Group 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 Group 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 Group's ethos in order to meet the organisation's current and future needs.
- Develop and enhance the reputation of the Group 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 Group'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 Group embraces diversity in all its aspects and aims to employ a workforce, which reflects at every level, the community it serves.

EKC Group partner with the charity SAFERjobs (company registration: 10440381) to help protect people from potential recruitment scams.

SAFERjobs CIC was created by the Metropolitan Police to raise awareness and combat criminal activities that may be attempted on those seeking a job, (for example, fake background screening checks defrauding job seekers) and is now a registered charity with cross-government support offering free services to job seekers. The ultimate aim is to protect job seekers and agency staff from exploitation.

The SAFERjobs logo and text is displayed on our adverts and as part of our application process to raise awareness amongst job seekers. The SAFERjobs logo is a sign of authenticity to workers that our process is safe and legitimate, and that workers have a place to get free advice should they have any concerns.

By working together EKC Group are taking a strong stance against fraud and helping to reduce the incidence of this crime. **General principles of the policy:**

1. The Group 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.

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2. Human Resources will oversee all appointments and will offer advice and guidance to managers on good practice in the recruitment process
3. All vacancies will be recruited through the group online platform to ensure a fair and consistent approach to shortlisting and robust pre-employment checks. Assistance will be provided for any applicant that has difficulty accessing or using the recruitment platform.
4. In most circumstances vacancies will be advertised externally (whilst encouraging internal applicants) with the aim of increasing diversity amongst our workforce and avoiding any indirect discrimination. There may be exceptions to this including role enhancements and when roles are ring-fenced during restructures, for example.
5. The Group 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 Group is accredited as a 'Disability Confident' employer in recognition of the supportive practices in place for the recruitment of disabled staff. The Group will encourage disabled candidates to disclose their disability so that appropriate and timely support can be put in place for them.
6. The Group 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.
7. The Group 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.
8. Recruitment and selection should enhance the reputation of the Group. As such, the Group 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.
9. 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.
10. The college will ensure that its recruitment and selection process is cost effective.
11. All documentation relating to applicants will be treated confidentially in accordance with Data Protection Legislation. Applicants will have the right to access any job selection documentation held on them in accordance with that Legislation and details relating to candidates unsuccessful at interview will not be held on file by the Group after six months at which point they will be destroyed/deleted.

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12. Applicants for posts will be asked to declare any personal relationship with a Group employee as part of their application, and any recruiting manager or member of an interviewing panel must also declare any personal relationship to an applicant both at shortlisting and interview stage. Adjustments within the shortlisting process and recruiting panel may have to be made accordingly. Consideration will be given as to whether there is a conflict of interest leading to a necessary change in process or panel and each case will be judged on the circumstances pertaining to it at the time.

## **PROCEDURES:**

### **1. Vacancy Approval**

- 1.1 Once a vacancy has been identified the recruiting manager will complete a staffing request form which will include all the details of the post, how it will be funded and essentials for advertising and recruitment.
- 1.2 The recruiting manager must review the job description and make any relevant changes which will be overseen by Central HR to confirm whether job evaluation is required.
- 1.3 In circumstances where posts are new, a job evaluation will be undertaken to determine the appropriate salary point

### **2. Short listing**

- 2.1 The purpose of short-listing is to identify those candidates who best meet the selection criteria for the post; who are most likely to be capable of carrying out the duties of the job; and about whom you wish to find out more during a formal interview.
- 2.2 When requesting a replacement or new post the recruiting manager will **review or create a job description**. Part of this job description is the person specification. This should list all of the qualifications, skills and experience that are required for a person to be successful in the role (they may also be legal requirements).
- 2.3 The recruiting manager must then identify which of the criteria will be assessed as part of the application and which criteria will be assessed as part of the interview process (this may be an exercise, activity, panel interview or a combination). Criteria can be assessed at both application and interview stage.
- 2.4 For the criteria which will be assessed at application the recruiting manager will need to indicate the weighting that will be used when they complete the shortlisting stage. They will need to indicate what weighting is being given to each criteria on the person specification. This will be published externally as part of the job description.

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2.5 Shortlisting Weighting are as follows:

Criteria	Description	Weighting (what the score will be out of)
Critical / Minimum requirement	<p>These criteria are essential for the role i.e. it would be extremely difficult for the person to carry out the role without already having these essential skills, experiences or qualifications.</p> <p>This also assists in our commitment to being a disability confident employer whereby we interview all candidates who have declared a disability as long as they meet the minimum criteria for the post.</p>	6
Important	<p>These criteria would be significant to the candidate being successful in the role. These may be skills, experiences or qualifications that have substantial meaning for the role but could be supported or taught on the job. You would consider the applicant as long as a higher proportion of the significant criteria was met.</p>	4
Other relevant	<p>These criteria are desirable but not a 'deal breaker'. It would be great if the candidate had these, but it is not expected for the candidate to be shortlisted. If you still have a large number of candidates you may want to consider the scoring of the 'desirable' criteria.</p>	2

2.6 Scoring will be made under 3 criteria based on the evidence that has been provided in the application:

Fully meets criteria – full marks

Partly meets criteria – half marks

Does not meet criteria – no marks

2.7 Short listing will be undertaken by the recruiting manager via CVMinder within 2 days of the post closing. This will then be checked by an HR Officer. Co-options of specialist staff may be used to assist with short listing.

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2.8 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.

2.9 All candidates who disclose a disability and who meet the critical/minimum requirements are guaranteed an interview.

### **3. Interview and Assessment**

3.1 Where possible a week's notice will be given, however, it is recognised this may not always be possible or desirable. The HR team will notify all candidates of the date and time and what type of assessment they will be asked to complete and will provide them the same notice in order for candidates to arrange time to attend and prepare for any interview/assessment.

3.2 All interviews for one post must be conducted by the same panel. Some positions may require a skills test and for teaching 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.

3.3 Any interview will involve a minimum of two people. One of these must be the recruiting manager. For all Heads of Service posts and above (i.e. Group Directors, Principals and Executive posts) the Group Principal and/or Group Deputy Principal will be on the panel. There is also an option for the recruiting manager to call on other staff to be on the panel as well as external independent persons.

3.4 It is not necessary for HR to be present at interviews. However, if the panel requested support from HR, or had not received training for interview skills and in 'Safer Recruitment', then a representative from HR would attend in each case.

3.5 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
- review and copy any documents provided by the candidate to verify their ID and qualifications
  - Candidates are asked to bring photo ID, documents pertaining to a DBS application and evidence of their qualifications. As a member of HR may not always be available, the Assistant Principal or College Service Manager must verify that the identification of the candidates in advance of the selection process commencing has been checked by a nominated and responsible person.

3.6 This responsible person, who will be trained in checking ID must also ensure that all of the above documents are originals and that a copy is taken (a HR representative can assist with this). The copies should be verified by writing on the ID document the name of the person carrying out the verification, confirming that they have seen the originals and signing and dating the document and evidence of this handed to the chair of the recruiting manager in advance of the interview taking place.

3.7 For Senior positions including Service Heads, Curriculum Heads and above, a Personal Profile Analysis (PPA) shall be undertaken and discussed as part of the main interview.

3.8 The recruiting manager in discussion with Human Resources will determine co-options of specialist staff for interviewing panels.

3.9 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.

3.10 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.

3.11 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.

3.12 All appointments to posts will be subject to pre-employment checks under the College's Vetting and DBS policy and this should be made clear at verbal offer.

3.13 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.

## **Internal Candidates**

- 4.1 All vacancies will be advertised to afford staff the opportunity of applying for posts.
- 4.2 If staff having applied for a post are not selected for interview they will be given the opportunity for feedback by the recruiting manager.
- 4.3 This exercise will also be repeated if internal candidates are unsuccessful following an interview.
- 4.4 Human resources will sit on the panel whereby there is an internal candidate and less than 4 external candidates, to enable benchmarking.