



BISHOP GROSSETESTE UNIVERSITY

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Bishop Grosseteste University

Recruitment and Selection Policy – Revised Dec 2013

Introduction

Bishop Grosseteste University's recruitment and selection procedure will provide a fair, systematic and reliable basis for selecting the most suitable candidate for any given vacancy.

The University wishes to give all employees the opportunity to develop their careers and achieve their work potential. When filling a vacancy, the University will encourage applications from suitably qualified and skilled internal candidates.

The University expects the highest standard of performance from all its employees. During the selection process, every effort will be made to ensure that potential employees (including those moving to new jobs within the University) fully understand the requirements of their employment.

A professional approach to recruitment and selection is therefore essential to ensure fair and effective arrangements for the appointment of employees.

This policy provides the means of ensuring:

- the most suitable applicant is appointed to each post, having regard to the needs of the job;
- equal opportunities are provided for all applicants;
- legal objectives are met, and good employment practices followed.

Managers are expected to follow a systematic process designed to ensure the most cost effective and efficient deployment of the University's current and potential employees. The procedure will normally be initiated by managers and the appropriate member of SLT, with advice and involvement from Human Resources (HR).

Vacancies

When a vacancy occurs, the appropriate manager should review the post to consider the following:

- whether the vacancy needs to be filled - is there still a requirement to carry out the task?
- if the vacancy does need to be filled, whether the task or work requirements have changed in any respect – should they recruit against the same criteria as previously?
- whether the work requirement might be more effectively met through alternative forms of employment, such as part-time employees, contract or agency employees, subcontracting, use of students on a casual basis, apprentices etc.

- approval for a replacement or new post must be obtained from SLT by submitting a *Request to make an appointment* form *or* *Request to make a temporary appointment* form (for appointments under one year or casual) available on Sharepoint. The request must be supported by an up to date job description and person specification.
- All roles must go through the job evaluation (HERA) process for grading and be signed off by a role analyst, prior to going to SLT for approval.
- if the decision is taken to proceed with the vacancy then discussion should take place between HR and the relevant manager in order to confirm when and where the vacancy should be advertised, closing date details, etc. Please note Appendix A regarding the appointment of migrant workers.

Job Descriptions and Person Specifications

- Managers must ensure that job descriptions and person specifications are drawn up for all posts. When posts become vacant, the job description should be reviewed and amended as necessary according to the needs of the University.
- Job descriptions and person specifications must be written in a non-discriminatory form and not be artificially inflated so as to exclude individuals or groups of people who are able to meet the real requirements of the job. Any changes to job descriptions and person specifications should be communicated to HR to check if there is an impact on the grade and ensure records are kept up-to-date.
- Managers must also ensure that the core and supplementary requirements of the role are relevant to the role, particularly in terms of the level of verbal and written English skills required so as not to deter applications from people from under-represented groups.
- Advice on the completion of the job description and person specification can be obtained from HR.
- Job descriptions and person specifications must be submitted with the Request to make an appointment form.

Advertisements

- All positions will be advertised internally on the University e-recruitment system <https://jobs.bishopg.ac.uk/> and where appropriate they will also be advertised externally.
- Posts should be advertised in such a way as to draw them to the attention of as wide a group of potential applicants as possible. Consider whether the post should be advertised in media particularly aimed at under represented groups in addition to the normal publications and websites.

- HR will liaise with the media to produce the advertisement from narrative provided by managers, and discuss the most suitable method and/or medium for advertising. Managers will be asked to sign off the final copy prior to publication.
- If the cost of the advertisement is over the relevant amount, a Purchase Authorisation Form (PAF) **must** be completed and approved at this stage to enable a purchase order to be raised and the advert placed. Please allow time for the necessary authorisation to be completed.
- Advertisements will give brief details of the post, salary level and how to apply. Self selection by potential applicants is an important part of the recruitment process and the information provided should be sufficient to enable this to happen.
- Advertisements must be worded in non-discriminatory form, using either both masculine and feminine, or neutral pronouns, so that no individual or group is discouraged from making an application. The University's Diversity and Equality strap line is included in all advertisements.
- The closing date for applications must be at least 14 days after the last publication date. Candidates need to have time to consider and return their applications, but timescales should not be so long so as to risk losing good candidates.

Information required by HR before placing an advert

In addition to receiving the signed request to make an appointment form, the following information is required by HR before an advert can be placed.

- The job description and person specification
- e-recruitment criteria questions. Line managers will liaise with HR over the core and supplementary criteria which the applications are asked to apply against. These questions should reflect the criteria on the person specification. Please note: posts cannot be made live on the e-recruitment system until this information is received by HR.
- The closing and interview dates
- The panel members
- Any additional documentation the line manager wishes to be visible to applicants

Applications

All applications will be made via the electronic application form on the e-recruitment system at <https://jobs.bishopg.ac.uk/>

Hard copies of the application form are available on request. The returned form will be scanned into the system and short listed in the usual way.

The following documentation will be available via the website to all applicants:

- Details of the post and the University
- Electronic application form including diversity and equality questions
- The job description and person specification
- Any other details the line manager has requested to be uploaded

The e-recruitment system has the facility to allow additional documents to be uploaded by the applicant if applicable. HR will automatically allow academic applicants to upload additional research and publication documents. If the appointing manager feels this is also applicable to their support post, then managers should liaise with HR.

Shortlisting

- The panel can start to shortlist as soon as applications are received (a prompt is sent from the e-recruitment system to the panel members when 20 applications are received).
- Prior to shortlisting being confirmed, the e-recruitment system will only display applicants to panel members by initials and a number to ensure maximum possible anonymity is achieved. Diversity and equality information will not be visible to panel members.

Every effort should be made when selecting shortlisting/interview panels that there is a balance of members ie age, gender, faith (if possible). The individuals who will form the interview panel should, where possible, undertake the short listing of applicants selected for interview. All applications should be individually and independently assessed against the criteria laid down, having regard only to the requirements of the job.

Ideally, all panel members will have completed the University's recruitment and selection training. If this is not the case, the chair, at least should have either completed the training or be deemed by HR to have sufficient previous interview experience.

Please note: The Vice Chancellor will normally chair all posts which report directly into them.

- Candidates whose applications most closely correspond to the criteria questions should be called for interview. This should not be done by a straight selection of those with the highest scores but proper consideration should be given to how important particular aspects of the role are so responses to each question should not necessarily be considered to have the same degree of importance.
- It is important that managers fully record the reasons for not shortlisting candidates on the e-recruitment system and that they relate to the criteria for selection. This information will be held for 6 months in order to provide objective evidence of the reason for selection should the decision be challenged at an Employment Tribunal.

Preparation for Interviews

Once shortlisting has taken place via the e-recruitment system, the panel chair must liaise with HR to provide a plan of the interview day including any task to be set so that this information can be provided to candidates with the invitation to interview email.

It is the responsibility of the appointing manager to facilitate the interview day. This includes greeting candidates, arranging facilitation of any tours or tasks and making catering arrangements if required.

The appointing manager must make arrangements for the interview questions to be agreed and forwarded to HR. If interview questions have not been agreed in advance of the packs being sent it is the responsibility of the panel chair to complete the blank grid and copy the questions to panel members.

The topics to be covered during the selection process should be designed to test the short listed candidates on the relevant criteria. Sufficient time should be allocated for each interview and for the Panel to consider their decision.

The panel pack provided to all panel members via the e-recruitment system will contain:

- The interview programme with timings
- A copy of the job description, person specification and further details
- The application forms
- The shortlisting scores
- The interview forms (with questions if provided)
- Any additional documents the applicants have been requested to submit

It is the panel member's responsibility to print off their panel pack. The Chair can request an assistant be added to the e-recruitment system who will receive the panel pack email and can print off the documentation on behalf of the Chair and other panel members.

As part of the application process, applicants are asked whether or not they require special arrangements to assist their attendance, taking into account the Equality Act 2010 and cultural requirements. Any relevant information will be forwarded the Chair of the interview panel.

Selection

All short listed candidates should be asked broadly the same questions, so that each can be tested on every criterion and interviewers can ensure no questions of a discriminatory nature are introduced. These will have been set out on the interview question form within the panel pack. Supplementary questions may be asked on the basis of the candidate's reply, in order to develop a particular topic, or to allow the candidate to provide more relevant information.

Selection decisions will be made only on the basis of the requirements of the job as set out in the job description.

- Candidates will not be asked questions that could be seen as directly or indirectly discriminatory.
- Care must be taken not to perpetuate past discriminatory practices, for example, by continually promoting or selecting men in areas traditionally staffed by men when an equally or more suitable female candidate is available and vice versa.
- Questions will not be asked at interview regarding family commitments, colour, race, nationality, ethnic or national origin, religion, political belief, social or economic class, marital or parental status, gender, sexual orientation, age or disability.
- The assessment of candidates against the necessary criteria will ensure compliance with the above. The reason for selecting and not selecting each candidate must be recorded on the interview form.
- The interview documentation, including individual panel members' notes *must* be forwarded to HR. All the relevant information will then be held by HR in a confidential file for a minimum period of 6 months from the effective date of appointment.

Appointment of Successful Candidates

- Candidates must be informed of the results of the interview at the earliest possible opportunity and written confirmation of the offer of appointment sent to the successful candidate.
- When offering an appointment verbally to the successful candidate it is essential that this is made in line with the University's agreed terms and conditions, and that the offer is 'subject to the University's written terms'. This 'verbal' offer will then be confirmed in writing by means of an offer letter and written particulars of employment.
- Managers must be aware that any verbal offer made to the candidate can override the written particulars of employment document. The implications of this are that the University may end up with a mixture of contract terms. These may be deemed more favourable or less favourable treatment, which may inadvertently amount to discrimination. It is therefore vital that successful candidates are only offered contract terms that are in line with the University's agreed terms and conditions.
- In order to action the offer letter and written particulars of employment the appropriate manager will need to confirm the interview outcomes via the e-recruitment system and complete the *Outcome of Appointment* form. Once completed, and sent to HR, HR will send an offer email and prepare the necessary documentation and issue it to the successful candidate.

The letter of appointment/written particulars of employment will include:

- The date from which the appointment is effective
- Continuous service date

- Title of the post
- Hours of work
- Salary/rate of pay
- Holiday entitlement
- Probationary period
- Details of death benefit arrangements (if applicable)
- Any other conditions which must be met before the appointment becomes effective including the production of original examination certificates, proof of eligibility to work in the UK, confirmation of medical fitness and receipt of satisfactory references and DBS check (if applicable).

Notification of Unsuccessful Candidates

- The Chair of the Panel will ensure that unsuccessful candidates are notified within the time frame communicated at interview stage.
- Feedback from the interview should be given on request by external candidates and always offered to internal candidates by the Chair of Panel.

References

- All offers of employment are subject to satisfactory references and other criteria. HR will send for references via the e-recruitment system once the verbal offer has been made.
- Internal candidates should ask their line managers to provide an account of current job scope and achievement against the criteria for the post but without a recommendation in respect of appointment to the post. Internal candidates may also select one external referee.

Recruitment Timeline

HR will endeavour to recruit the vacant post as quickly as possible and usually within the following timescales:

- Signed approval form being received by HR to the advert being live – 1 week
- Duration of live advert - 2 weeks if external, 1 week for internal posts
- From closing date to shortlist and invitation emails sent to the candidates – minimum of 1 week.

Please be mindful that if you require the candidates to prepare something in advance, such as a presentation, they should be given a realistic time scale to do this.

- Start dates should be agreed between the Chair and the new starter. If the start date is less than two weeks after the interview date, please note that the new starter may not receive written particulars of employment before joining. In addition, the necessary pre-employment checks may not have been completed. These include eligibility to work in the UK documents received, satisfactory medical approval, qualifications checked and satisfactory references returned. In this situation it will be the appointing manager's responsibility to carry out a risk assessment to determine if employment should commence prior to these completed checks.

Recruitment and Selection Policy

Preventing Illegal Working and Employing Migrant Workers

As an employer, Bishop Grosseteste University has a responsibility to prevent illegal migrants working in the UK.

The University has been granted a license to sponsor migrants for visa applications under the UK points based system. The number of sponsorship certificates the University can issue varies from year to year and could be nil. HR will communicate if a license can be issued.

Documentation must be kept as evidence of the recruitment process and is subject to inspection by the United Kingdom Border Agency (UKBA). If, as a result of these inspections, the University is found to be in breach of the reporting duties stipulated by the UKBA, the license can be suspended or even withdrawn. If the University is found to be employing illegal workers, a civil penalty may be issued, or we may be prosecuted.

The decision to employ a migrant worker and offer sponsorship will be taken at the end of the recruitment process once the best candidate for the post has been decided. The following procedure must therefore apply as standard recruitment practise to **all** vacancies and for **all** candidates. This will ensure eligibility to work in the UK is checked and the UKBA process for offering a certificate of sponsorship to a migrant worker is followed. The process also includes all Visiting Tutors and any students employed by the University. A student may have the right to study in the UK, but may not necessary have the right to work in the UK.

All paperwork relating to a vacancy filled by a migrant worker must be kept for a minimum of seven years.

Line Managers must be aware of and comply with the following points when recruiting for a vacancy.

Prior to Recruitment

To employ a migrant worker, the vacancy needs to fulfil the following criteria:

- There must be a genuine vacancy
- The vacancy must be equivalent to NVQ level 3 or above
- The vacancy must be advertised in accordance with Code of Practice (Job Centre Plus) for 4 weeks if the salary is under £40,000 (can be advertised in 2 stages of 2 weeks) or 1 week if over £40,000. A screen shot from Job Centre Plus, the University website plus any other website where the vacancy is advertised will be

taken on the first day of the advertisement being placed by HR. This must be kept as evidence that the vacancy has been advertised. Line managers need to be aware of the above timescales and consider closing dates when asking HR to place adverts.

Shortlisting

- Copies of the job description and person specification need to be kept along with **all** e-recruitment shortlisting decisions. The shortlisting panel must score each applicant against the criteria questions within the e-recruitment system and shortlist the most skilled applicants for interview.

Interviewing

- Comprehensive interview notes must be kept from all interview panel members and returned to HR. These must include the reason why the migrant candidate is deemed to be the best candidate. The interview notes must contain reasons why each EEA national was rejected.
- A copy of any qualifications the migrant holds to confirm skill level will be taken by HR as a condition of the offer.
- Proof of eligibility to work in the UK will be taken as a condition of the offer. HR will photocopy the front and back covers of the passport as well as the inside personal page and any page containing a UK stamp.

Contracts

As a sponsor, the University has a number of reporting duties to comply with once a certificate of sponsorship has been issued. These are:

- To ensure the migrant workers contact details are current. A paragraph will be included in the migrant workers contract to contractually oblige them to inform HR of any changes in personal details.
- Line managers will be issued with letter from HR detailing their responsibilities to inform HR of any unauthorised absence of the migrant worker. HR will then fulfil their duty to inform the UKBA within 10 days.
- The migrant worker's annual leave card will be held in HR and any leave booked will be recorded by HR.
- HR will track those employees on limited leave to remain in the UK and ensure there is a process in place to recheck every 12 months. This will include asking the migrant worker on an annual basis to forward to the HR Department their original documentation. A further copy will be taken by HR as part of the record checking duties.